

MARICOPA COUNTY



FY 2017-2018

*Adopted
Budget*

Maricopa County • Library • Stadium
Flood Control • Special Districts

Credits

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Steve Chucri, District 2
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Maricopa County Mission Statement

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

Strategic Priorities

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

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



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Motions

Budget Adoption

- 1) Pursuant to A.R.S. §§42-17101 and 42-17105, adopt the FY 2018 Maricopa County Budget in the amount of \$2,490,087,419, by total appropriation for each department, fund and appropriation unit group listed in the attached schedules. This amount represents a reduction of \$4,246,386 from the Tentative Budget of \$2,494,333,805; also
- 2) Adopt the Five Year Capital Improvement Plan for Fiscal Years 2018-2022; also
- 3) Approve the attached Executive Summary.

Executive Summary

Notwithstanding the Budgeting and Accountability Policy, approve the following:

- a) Adult Probation, Juvenile Probation and Superior Court are collectively known as the Judicial Branch, and considered as one appropriation. Any and all appropriations within the Judicial Branch can be transferred between any and all Judicial Branch departments by fund and appropriation unit group, 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 appropriation unit group, as requested and approved by the County Manager, without any further Board approval.
- c) The budgets for Operating Major Maintenance Projects will be appropriated at the department, fund and appropriation unit category rather than department, fund and appropriation unit group.
- d) The Facilities Management Department is authorized to transfer unused Operating Major Maintenance funding to the reserve in the Capital Improvement Program.
- e) Authorize the Budget Office to review the change in participation in the DROP program and make necessary adjustments to the Maricopa County Sheriff's department budget on a quarterly basis.

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 2018 Budget includes the allocations for Economic Development Agencies, Non-Profit Organizations and Agricultural Extension as specified in the Adopted Budget Package and any amendments put forward at the time of budget adoption.



Transmittal Letter

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

The FY 2018 recommended budget of \$2,494,333,805 aligns with the Board of Supervisors priorities of **exceptional customer service and creating a lean and efficient government**. This budget continues the fiscal restraint the Board has embraced for many years. The spending plan is based on fiscally responsible policies of structural balance and adequate reserves, which should lessen the impact of any unforeseen economic shocks. Under Chairman Denny Barney's leadership, elected officials, the judicial branch and County management were challenged to strategically align their existing resources to achieve their mission in an efficient, cost effective manner. This has resulted in many departments re-prioritizing existing funds and re-engineering processes to address critical needs. However, demands, particularly in the area of criminal justice, continue to increase and require expanded resource allocations to keep our community safe and to provide necessary services to the citizens of Maricopa County.

Budget Development Process

The Board of Supervisors identified the following priorities in their strategic plan approved in May of 2014:

Safe Communities

Regional Services

Government Operations

Growth and Economic Development

Fiscal Strength and Responsibility

These strategic priorities guide the annual budget development process. The budget presented provides the resources to support these priorities and further the associated goals. In addition, the Board annually adopts guidelines to direct the budget process. The FY 2018 *Budget Guidelines and Priorities* were approved on January 4, 2017. These guidelines provided direction to County departments to prepare their FY 2018 budget requests and advised the framework used by County management to evaluate the requests and formulate the recommended budget. The FY 2018 guidelines included:

- Develop a sustainable budget that advances the County's mission and strategic goals
- Property tax rate will remain unchanged
- Human Resources to develop a targeted employee compensation strategy
- All departments must submit within their baseline
- No requests for funding of new or expanded programs in the General and Detention funds
- Selected departments will complete a zero-based budget
- New capital or technology requests will be reviewed after reserve decisions are made
- Increases will be evaluated for their impact on the County's Expenditure Limitation

Since FY 2015, the County has been utilizing a Zero-Based Budget (ZBB) process to take an in-depth look at departmental budgets on a rotating basis. The departments that submitted a ZBB request in FY 2018 are: Air Quality, Assistant County Manager (940), Assistant County Manager (950), Deputy County Manager, Equipment Services, Planning and Development and Transportation. The process allowed these departments to discuss their needs and resulted in resetting their baseline to align with their current priorities and service demands. It is anticipated that all departments will undergo a ZBB over a six-year cycle.

Assumptions

In developing the budget, maintaining structural balance is a key assumption. This principle requires recurring revenues to meet or exceed recurring expenditures over the economic cycle. Thus, any additional resources allocated to meet operational service demands are supported by a continuing source of funds. The *Most Likely* forecast scenario was used in developing estimates for the major revenue sources of State-Shared Sales Tax, State-Shared Vehicle License Tax and Jail Excise Tax. Reserves and contingencies, based on historical utilization and an analysis of potential risks, are built into the budget to mitigate the impact of a revenue downturn or unanticipated expenditures.

Challenges and Risks

Recent reports from the census bureau identified Maricopa County as the fastest growing county in the nation. Developing a fiscally conservative and sustainable budget that supports exceptional customer service with a lean and efficient government presents a challenge because demands for service increase when population grows. Criminal justice workloads continue to rise, resulting in increased operating costs as well as increased needs for facilities and other infrastructure to support operations. This unrelenting growth has required the infusion of \$30.3 million of additional General Fund support for detention operations.

Although we have been in a period of economic expansion for almost 95 months, the growth rate of our revenue sources has not mirrored that of previous expansions. In addition, Prop 117 limits the growth of the assessed values on property, which in turn limits the growth of property tax revenue. Economic factors, such as job growth and unemployment, have been steadily improving, albeit at a pace which lags that of previous post-recession time periods. Another unknown factor that could influence growth in the economy is the effect of policy changes at the Federal level. It is too early to tell how these changes might influence the economic cycle.

As mentioned earlier, the budget is based on the *Most Likely* revenue forecast, which assumes a 50% chance of meeting revenue projections. If there is a shock to the economy, revenue expectations may not be met. In order to prepare for a possible recession, reserves were included in the budget that can be accessed to stabilize the budget. Reserve funds are viewed as just one tool that would be available to weather an economic downturn.

The County continues to be required to fund costs not directly within its control. In FY 2018, State shifts represent 1.1% of the operating budget; that is in addition to the \$245 million in other mandated payments to the State, for a combined total of almost 14% of the operating budget. Also increasing is the County's contribution to the various retirement plans for its employees. These costs will grow more than \$8 million in FY 2018. The unfunded liabilities in these plans, as well as court decisions related to the plans, will likely result in increased costs in years to come.

As the needs for service and the associated costs increase, the County must balance that growth against the Expenditure Limitation. In recent years, the County has employed a variety of strategies to ensure it stays within the constitutionally established limit, including the issuance of debt to finance capital projects. However, many of the solutions have been short-term in nature and therefore, we need to continue to work towards a permanent solution for this issue.

Summary of Changes

The total appropriation for the FY 2018 Recommended budget is \$2,494,333,805. This is an increase over the FY 2017 revised budget of \$132.8 million or 5.6%.

The operating budget grew by 4.3%. Operating increases are primarily due to increases in state mandated health care programs (\$12.7 million), retirement costs (\$8.3 million), pay for performance increases (\$17.1 million) and telecommunication, radio and risk management charges (\$2.9 million). Other increases are primarily for criminal justice issues including \$12.4 million in operating dollars for the Sheriff's Office, and \$4 million for Correctional Health, Adult Probation and Juvenile Probation.

Additionally, the County's Transportation operational cost increased over \$9 million. Some of the growth in operational expenses is offset by increased revenue from grants and intergovernmental agreements.

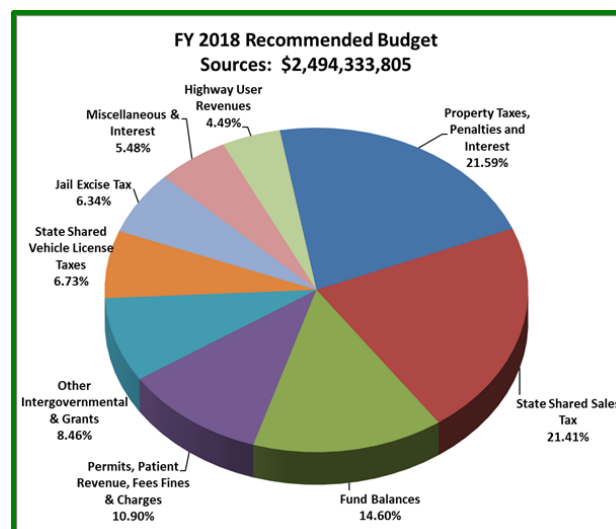
(in Millions)	FY 2017 Revised	FY 2018 Recomm	Increase/ (Decrease)	% Change
Total Operating	\$1,828.1	\$1,907.2	\$79.1	4.3%
Total Non Recurring	533.4	587.1	53.7	10.1%
Total County	\$2,361.5	\$2,494.3	\$132.8	5.6%
GF Operating	\$1,253.0	\$1,308.9	\$55.9	4.5%
GF Non Recurring	153.3	149.7	(3.6)	-2.3%
Total General Fund	\$1,406.3	\$1,458.6	\$52.3	3.7%

The impact of the Arizona Minimum Wage and Paid Time Off Initiative (Proposition 206) is being felt through the \$4.8 million dollar increase beyond the anticipated baseline growth of \$5.4 million for Maricopa County's share of the Arizona Long Term Care program. Maricopa County's mandated payment is \$165,477,400. This is a \$10.3 million increase over FY 2017.

The non recurring budget is growing by \$53.7 million in all funds. The majority of the increase is for capital improvement investments including the Intake/Transfer/Release (ITR) Jail facility budgeted at \$82.3 million in FY 2018 and the Madison Street facility adaptation budgeted at \$37.5 million. An additional \$8.8 million was added to the Enterprise Technology department for one-time technology needs and the MCSO budget includes \$4.1 million in spending for one-time IT costs and other law enforcement expenses.

Revenue Outlook

The graph to the right shows the overall revenue picture for Maricopa County. The top three revenues are property taxes, including penalties and interest (21.59%), State Shared Sales Tax (21.41%), and fund balance (14.60%), which are the one-time funds utilized for one-time expenses. Fourth is a category that is made up of many individual revenue sources: permits, patient revenue, fees, fines, and charges (10.90%). The fifth and sixth largest categories are grants and intergovernmental agreements with governmental entities (8.46%) and the State Shared Vehicle License Tax (6.73%). These are followed by the local Jail Excise Tax (6.34%) which is utilized for funding of adult and juvenile detention facilities. The last two revenues are Highway User Revenue Funds (4.49%) and miscellaneous and interest (5.48%).



The biggest reduction is in the Miscellaneous & Interest category because FY 2017 included one-time proceeds from financing that will not be received in FY 2018. The largest increase was Fund Balance (36.98%), and is due to the utilization of cash to pay for large capital improvement projects such as the ITR.

Revenue	2017 Revised	2018 Rec	% Change
Property Taxes, Penalties and Interest	507,667,062	538,567,494	6.09%
State Shared Sales Tax	516,863,039	533,940,557	3.30%
Fund Balances	265,859,981	364,181,028	36.98%
Permits, Patient Revenue, Fees Fines & Charges	263,106,561	271,942,797	3.36%
Other Intergovernmental & Grants	199,280,447	210,950,275	5.86%
State Shared Vehicle License Taxes	160,725,038	167,811,377	4.41%
Sales Taxes	149,670,043	158,237,746	5.72%
Miscellaneous & Interest	192,207,221	136,784,648	-28.83%
Highway User Revenues	106,154,321	111,917,883	5.43%
Budgeted Total Revenue	2,361,533,713	2,494,333,805	5.62%

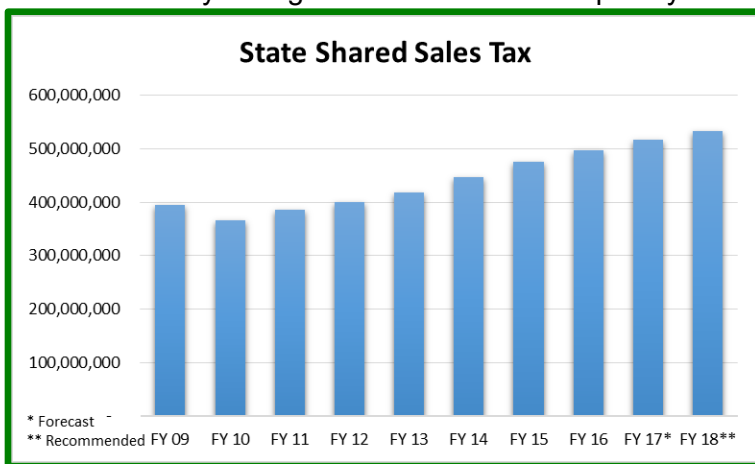
Highlighted Revenues

The major revenues of interest for Maricopa County are the Property Tax, State Shared Sales Tax, and Jail Excise Tax. The Property Tax and State Shared Sales Tax make up over 40% of all County revenues and are the primary sources of General Fund revenue. The Jail Excise Tax is a major source of revenue to support public safety related costs.

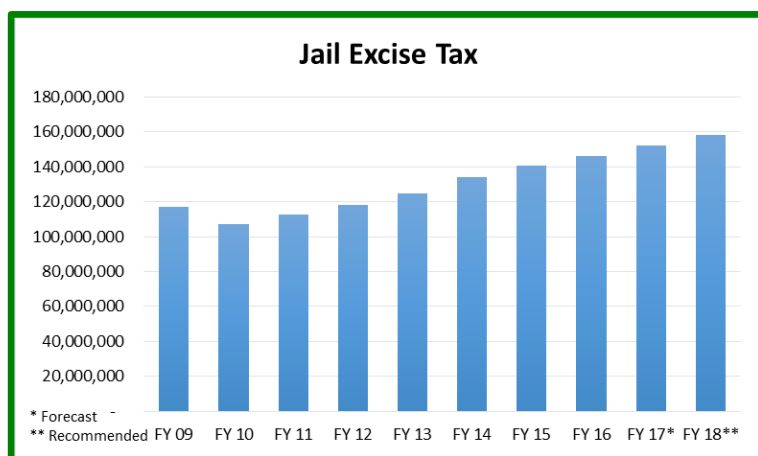
Maricopa County's property tax revenues are the product of two factors, the assessed valuation of all properties in the county and the property tax rate. For FY 2018, the rate is proposed to be flat at \$1.4009; thus, the increase of \$29.6 million in the proposed property tax levy from \$506 million in FY 2017 to \$535 million in FY 2018 is completely due to the increase in assessed valuation from the addition of new construction and appreciation of existing property. This growth translated to a \$2.116 billion increase in assessed value. State statute constrains the growth of the primary property tax levy. The maximum amount the levy can grow is 2% above the prior year's maximum, plus new construction. Maricopa

County's maximum levy for FY 2018 is \$684,096,821. The FY 2018 levy in the recommended budget is only 78% of the maximum allowable levy.

State Shared Sales Tax is the County's other major revenue source. It is extremely sensitive to the economy. As can be seen in the graph to the left, revenues decreased during the recession and have been growing slowly as the economy recovers. For FY 2018, the County is forecasting 3.4% growth over the FY 2017 forecast.

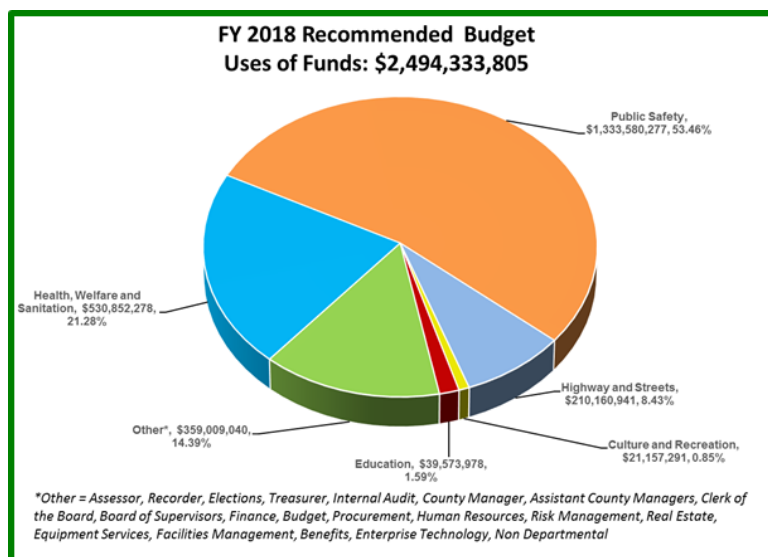


Finally, the Jail Excise Tax is a local tax approved by voters in 1998 for use in building and operating the adult and juvenile detention facilities. This sales tax is a 1/5 of a cent tax and will expire in FY 2027. Revenue growth has been slow for this tax in recent years and the County expects that same rate of growth around 4% to continue. As a result of this sluggish growth, the Jail Excise Tax has not been able to generate enough revenue to cover all of the Detention Fund's expenses and the County has had to transfer funds from the General Fund in order to maintain structural balance.



Expenditure Uses

The largest category of expenditures is criminal justice and public safety. It comprises 53.46% of the County's expenditures. A number of departments and offices are part of the public safety category including: Adult Probation, Clerk of the Superior Court, Constables, County Attorney, Emergency Management, Justice Courts, Juvenile Probation, Planning and Development, Public Defense Services, Public Fiduciary, Sheriff, and Superior Court. In addition to the operational costs, this category includes many of the capital projects in the FY 2018 budget, such as the Madison Street Adaptive Reuse Project that will house the County Attorney's Office, the Intake/Transfer/Release Jail for the Sheriff's Office, improvements to the Superior Court facilities and new offices for the Adult Probation department. More on the specifics of justice and law enforcement can be found later in this document.



The second largest category is health, welfare, and sanitation, which is 21.28% of the total expenditures. This category is made up of Air Quality, Animal Care and Control, Correctional Health, Environmental Services, Health Care Programs, Human Services, Medical Examiner, Public Health, and Waste Resources and Recycling. The largest portion of this category are payments made to the State of Arizona for the Arizona Health Care Cost Containment System (AHCCCS), Arizona Long Term Care System (ALTCSS) and other state programs, all of which are discussed more fully in a subsequent section.

The category of "other" (14.39%) includes the Assessor, Recorder, Elections, Treasurer, the Board of Supervisors and County Administration. This is followed by the category of highways and streets (8.43%) that provide County roadways in the unincorporated portions of the County. The Superintendent of Schools Office, referred to as Maricopa County Educational Services Agency (MCESA), falls in the education (1.59%) category. Finally, culture and recreation (0.85%) is the Parks and Recreation department.

Justice and Public Safety

Almost 54% of the County's budget is allocated to Public Safety related activities. Public Safety is comprised of various components including the prosecution, defense, the court system, probation, law enforcement, and detention. Due to its importance to the community, budgets for criminal justice related services are a focus of the budget each year.

Caseloads in Adult Probation continue to rise. Additional staff is needed to handle the increase in the volume and demand for services. The FY 2018 budget includes staff to address the caseload increases in the areas of Sex Offender, Domestic Violence, Standard Probation, Prison Re-Entry, Intensive Probation, and Pretrial Electronic Monitoring, along with support staff for these areas. The department's operating budget increase associated with the 24 new positions is \$1,294,056, with an additional \$416,541 for annualization. In the upcoming year, a study will be performed to review and evaluate the caseload sizes and staffing ratios of adult probation services. In the event that the ratio analysis and/or caseloads growth merits an increase to staffing levels, there is additional funding in a Justice System Contingency that may be accessed, with Board approval.

Juvenile Probation caseloads have been declining. The budget calls for a reduction of 10 positions in the area of probation. In juvenile detention, average daily population has been hovering around 155 juveniles, the same as FY 2016. This population was as high as 440 in FY 2006. This decline may be due to the efforts to focus on detention alternatives as well as new standards for evidence-based practices to reduce recidivism. The detention budget is increasing in FY 2018 due to the cost associated with retirement and the overtime that is incurred due to vacant positions.

In FY 2018, the Superior Court operating budget includes increases for Courtroom Equipment Maintenance (\$98,589) and Jury Management System Maintenance (\$149,000). The Superior Court also received \$1.7 million for the Superior Court Case Management System, along with \$178,434 for positions to develop requirements for the integration of the Case Management System with the Juvenile Division.

The Clerk of the Superior Court provides court-related records management and financial services for the justice system. While their FY 2018 operating budget is not increasing, their budget includes \$1.6 million to complete their Restitution, Fines and Reimbursements System.

The Maricopa County Sheriff's Office (MCSO) is responsible for law enforcement in the unincorporated areas in the County, in contracted cities and throughout Maricopa County as needed. In addition, the Sheriff's Office is responsible for running one of the nation's largest jail systems. The FY 2018 recommended operating budget is a 5.04% increase in the General Fund and a 2.28% increase in the Detention Fund. These increases are driven by the changes in the retirement costs of over \$5.3 million, as well as overtime and related personnel costs of \$3.8 million.

In 2007, the Melendres v. Arpaio lawsuit was filed. In May 2013, the court issued the Findings of Fact and Conclusions of Law and found that MCSO operations violated the rights of the class under the Fourth and Fourteenth Amendments. In October 2013, the United State District Court for the District of Arizona issued a Judgment Order that stated the requirements that MCSO must follow in order to comply with the court's ruling. The initial order included required MCSO to make changes in staffing, supervision and training as well as other areas. It also provided for a Court Appointed Monitor. In July 2016, the Court issued a Second Supplemental Permanent Injunction/Judgement Order. This order identified additional operational changes for MCSO. In addition, the order also provided for a Court Appointed Investigative Authority and a Court Appointed Disciplinary Authority.

The County is incurring costs in order to comply with these orders. In FY 2018, the total operating costs at MCSO associated with compliance with these orders will be \$19,721,258. This is about 7.1% more than in FY 2017. The growth is mainly the result of increases in retirement rates, overtime and offset by budgeted vacancy savings. Additionally, there is \$6,462,712 related to the court monitor, and the

investigative and disciplinary authorities in the budget. This brings the total budget associated for compliance in this case to more than \$26 million in FY 2018.

Health Care Issues

Health, Welfare and Sanitation accounts for 21.28% 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 include acute and long-term health care for the poor as well as behavioral health care.

Maricopa County is mandated to contribute to the State's behavioral health programs through a court order (*Arnold v. Sarn*). The total estimated amount for FY 2018 is \$60.4 million, which is a \$2.6 million increase over FY 2017 based on estimated costs for population growth and medical treatment cost increases. One of the largest impacts on our health care costs for FY 2018 is a \$165 million payment to the Arizona Long Term Care System which grew \$10.3 million (7% increase). Half of this increase is attributed to the anticipated impact of Proposition 206 (Minimum Wage) on the contracted services provided by the state for long-term care services.

Another area of growth in the health care category is the Office of the Medical Examiner (OME). The OME provides decedent medical examinations and completes death investigations for individuals dying under statutorily defined circumstances. The Office's role includes providing accurate and timely information to families, the public, law enforcement and others of investigative results to enhance public safety and the public health of the community. Since 2016, the OME has had provisional accreditation from the National Association of Medical Examiner's (NAME) and has been working towards permanent accreditation. Due to increases in the caseload, the OME is not able to meet the NAME medical examiner caseload standard. To address this, the OME will add two Medical Examiner positions in FY 2018 in order to help achieve full NAME accreditation. Staffing will also be augmented for a Deputy Chief Toxicologist in order to have a second Certified Toxicologist as suggested by NAME. The addition of this position should shorten the amount of time to certify lab results and ultimately aid in the issuance of ME reports. The FY 2018 operating budget includes \$46,000 in additional laboratory testing funding as well as \$60,000 for increased Transport Services due to the increased caseload. The combination of these changes results in an operating increase is \$570,524, a 5.28% increase over baseline. A non-recurring appropriation was established for outside lab services to alleviate the backlog of cases in addition to funding of \$139,680 to complete their Case Management System.

Education, Culture and Recreation and Other Services

Maricopa County Educational Service Agency (MCESA) is the educational arm of Maricopa County government. The agency, overseen by the Superintendent of Schools, provides services to school districts, teachers, and students throughout Maricopa County. MCESA is in the third year of a pilot program, Youth Education Engagement Services (YEES), which was approved by the Board on October 12, 2015. The YEES Program was developed to connect youth, caring adults, and the school community. The Program has three approved services: Educational Intervention, Education Liaison, and Education Capacity Building. In FY 2018, \$252,858 in non recurring detention funds will be combined with grant resources to complete the pilot.

The Parks and Recreation department operating budget is increasing primarily for telecommunication and risk management charges assessed for services it receives. The budget does include a substantial investment in Parks capital projects that will be discussed in the Capital Improvement section.

In the area of other services, there are several investments in technology that are included in the budget. The Enterprise Technology department will receive \$2.5 million in funding to support its cyber security efforts as well as keep current with software. The continuation of two major systems upgrades is included

in the recommended budget, one for the Treasurer's Office and the other for the Assessor. Both are highlighted in the Technology Infrastructure section.

In addition, the Assessor's Office is receiving one-time funding of \$191,000 for their Legal Class Verification Program. This program requires the Assessor to look for property owners that have rental properties, second homes or multiple properties that are classified as Legal Class 3. Class 3 properties are eligible for Property Tax State Aid Credit of up to \$600 per property, and these incorrectly classified properties should not be receiving this credit. For FY 2018, the \$191,000 will cover costs of outsourcing document preparation, printing and processing while internal staff will focus on ownership research, address verification and data integrity. The Assessor's Office is estimating that the County General Fund will receive an additional \$1 million in civil penalty revenue as a result of this program.

The Recorder's Office General Fund expenditure budget is increasing by \$2.4 million or 102.3% to \$4.75 million. This increase is mainly due to 33 positions moving from the Elections Department to the Recorder's Office. The move is taking place in order to align the Recorder's Office and Elections Department according to the organizational model implemented by the newly elected Recorder. One-time funding of \$88,500 is being recommended for a compliance audit position to assist the department in compliance with federal and state mandates.

As a result of the positions moving to the Recorder's Office, the Elections Department General Fund expenditure budget is decreasing by \$2.49 million or 27% to \$6.74 million. The budget also includes an increase of \$53,500 for the cost of three new positions for four months to assist with the elections cycle. In addition, the department will re-purpose a position and reduce overtime to allow it to add 2 other election-related positions.

Transportation

The Transportation Department's operating budget for FY 2018 is \$72,123,947, an increase of 13.58% over the FY 2017 revised budget. The increase is comprised mainly of two programs, \$7,392,280 for roadway management and maintenance and \$1,750,000 for bridge preservation maintenance projects and drainage feasibility studies.

The Road Management System identified additional surface treatments that should be completed in order to maintain the County-owned roadways at a high level of service. The roadway maintenance projects include: road/shoulder aggregate plating, drainage culvert cleaning/improvements, dust palliative projects, median maintenance, shoulder brush clearing and maintenance safety improvements/upgrades (such as ADA ramps, pavement markings, roadway friction course surfaces for roadway curves, fencing, cattle guard, and guardrail components).

Bridge improvements are needed on MCDOT bridges to improve overall conditions of major and minor bridge components and protect the bridge components from the elements and environmental conditions. Feasibility studies are also needed in order to assess and resolve drainage issues.

To support these additional costs, the Transportation revenue budget is also increasing to \$125,011,185, or 5.23% over the FY 2017 revised budget. State Shared Highway User Revenue funds are increasing by \$5,763,562 and State Shared Vehicle License Tax revenues by \$333,857.

Technology Infrastructure and Capital Improvement

The County's Capital Improvement Program (CIP) is found in eight distinct capital funds: Transportation Capital Projects (234), Intergovernmental Capital Projects (422), County Improvement (440), County Improvement COP Series 2016 (441), General Fund County Improvement (445), Detention Capital Projects (455), Technology Capital Improvement (460), and Detention Technology Improvement (461). There are a total of 115 projects for FY 2018: 8 technology projects, 8 facilities projects, 18 park projects, and 81 transportation projects.

Technology projects consist of a Computer Aided Mass Appraisal system for the Assessor's Office, IT Infrastructure Refresh Phase II, IT Enterprise Data Center, public radio system, Enterprise Resources Planning System for Budget, Finance, and Procurement, the Treasurer Technology System Upgrade, Correctional Health's Electronic Medical Records system, and a Jail Management Information System. All of these technology projects are modernizing and updating the County's infrastructure, communication, security systems, pro-active system monitoring, and essential business tools.

New facilities projects consist of a new Adult Probation building at the Southeast Campus in Mesa, East Court improvements for the building out of the 6th floor to updated courtrooms, expansion of two Adult Probation locations, Black Canyon and Southport, and expansion of the Animal Care Durango Facility.

Continuing projects include the Intake/Transfer/Release Jail and the Madison Street Jail Adaptive Reuse Project, which will house the County Attorney's Office.

Over \$5 million is being invested in the County's Parks with funding for various parks, along with further development of the Maricopa Regional Trail System, the Hassayampa River Preserve, and the Vulture Mountain Recreation Area.

Employee Compensation and Benefits

Employees are our most valuable resource. They are the key to carrying out the County's mandates and delivering exceptional customer service. About 60% of the operating budget is devoted to employee compensation and benefits. That investment is increasing in FY 2018 due to an increase in the cost of retirement, specifically for Public Safety Personnel Retirement System (PSPRS), Probation Officer Retirement Plan (PORP), and the Correctional Officers Retirement Plan (COPR). These plans, along with the Elected Official Retirement Plan (EORP) have significant unfunded liabilities and correcting that situation will result in a continued drain on our resources. The chart to the right reflects in the rates and funding issues for these retirement plans.

Plan	FY 2017 Employer Contribution	FY 2018 Employer Contribution	6/30/16 Unfunded Liability	6/30/16 Funded Ratio
PSPRS	45.32%	52.79%	282,721,515	43.4%
COPR	16.62%	18.88%	171,372,168	57.9%
PORP*	20.88%	23.34%	254,378,046	59.3%
EORP**	23.50%	23.50%	522,953,725	37.6%
*State-wide Plan				
**Rate established in statute				

The County's contribution to the Employee Benefits trust for healthcare benefits will remain flat in FY 2018. This is after 2 years of increases to those contributions.

The budget allows for Pay for Performance to reward staff based on their performance. Recognizing staff's contribution to achieving the County's mission and rewarding exceptional customer service are key to retaining and attracting a quality workforce. It is through our talented and dedicated employees that the County will have continued success in delivering excellence to its customers and citizens.

Conclusion

The budget as recommended is a sustainable and responsible plan to support the needs of Maricopa County. It includes operational resources as well as funding for the infrastructure necessary to provide services to our customers and citizens. It provides the means to reward top performers so we can continue to achieve the results expected by our constituency. As with any plan, the budget will need to be monitored to measure performance against the assumptions and can be adjusted if necessary to respond to unanticipated issues.

This budget was the result of a collaborative process with Chairman Barney, the Board members, our elected officials, Judicial Branch, and County leadership. I appreciate the cooperation from all those involved in making requests that align with the needs of the community we serve. This allowed us to present a structurally balanced budget that supports our staff and our citizens.

Sincerely,



Joy Rich
County Manager

On May 22, 2017, the Board of Supervisors approved the FY 2018 Tentative Budget in the amount of \$2,494,333,805.

On June 19, 2017, the Board of Supervisors approved the FY 2018 Budget in the amount of \$2,490,087,419. This amount represented a reduction of \$4,246,386 from the Tentative Budget, as well as shifts within expenditure categories of uses.

On August 21, 2017, the Board of Supervisors approved the FY 2018 Tax Levy and Rates.

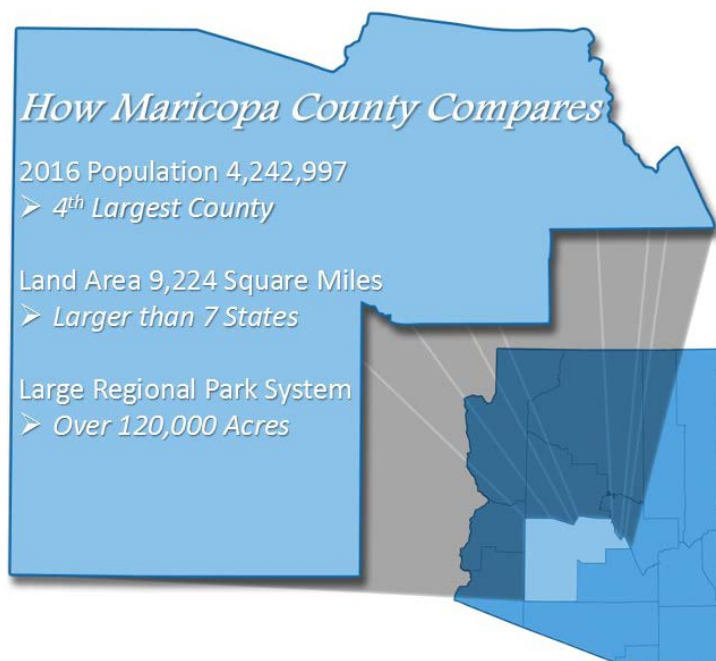
Maricopa County Profile

Introduction

Maricopa County, Arizona is the nation's fourth largest county in terms of population, estimated to be approximately 4.243 million as of 2016, according to the U.S. Census Bureau. Twenty-five cities and towns are located in Maricopa County. Its largest city, Phoenix, is the County seat and State capital.

Measuring 137 miles east to west and 102 miles north to south, Maricopa County covers more than 9,200 total square miles, making it the 14th largest county in land area in the continental United States, and larger than seven states.

Individuals and corporations make up 30% of total land ownership, with the remainder publicly owned. Of the 70% of land owned by public entities, 53% is controlled by federal agencies including the Bureau of Land Management (BLM), U.S. Forest Service, and U.S. Department of Defense; 11% by the State; and 5% by Indian communities. The remaining 2% is controlled by various entities including Maricopa County.



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 known about the history of the area prior to the first European settlers in the late 1800s. What is known is that the Hohokam ("the people who have gone") band of Native Americans inhabited the area probably between 300 and 1400 AD. The Hohokam used the Salt River Valley to create an extensive system of farms and permanent settlements. It is believed that these Native Americans left the area due to a period of severe drought around 1400 AD. From the time the Hohokam left through the late 1800s, the area was intermittently occupied by several bands of Native Americans, including the Apache, Maricopa, Gila River and Pima tribes, who lived a much more migratory lifestyle than the Hohokam. The first European settlement in the County was Wickenburg, a mining settlement which became the catalyst for further settlement. The remains of the extensive irrigation systems left behind by the Hohokam led the early settlers to experiment with agricultural production, using the Salt and Gila Rivers as the main source of water. Spurred on by the success of these initial farming settlements, additional settlers began to migrate into the County and use the rich soils for agricultural production.

The history of the County over the next 140 years has been mostly marked by rapid population increase, driven initially by the mining, agriculture and livestock industries. Arizona achieved Statehood on February 14, 1912, providing greater integration of Arizona into the national infrastructure and further incentives to settle in Maricopa County. Then, as now, Maricopa County was already the most populated area within Arizona. This was followed by the development of several major military installations and training facilities which were initially constructed due to the good flying weather provided by the desert climate. Many of the significant population in-migrations in recent times have been spurred on by the low cost of living, economic growth, wonderful climate and easy access to other major metropolitan areas. As the population began to grow, so did the diversity of the economy and the reasons for further migration to the area. The climate, strong economy, educational opportunities, and beautiful desert environment are just a few of the reasons why Maricopa County continues to have one of the fastest growing populations in the United States. According to the United States Census Bureau, the County has grown from 3,817,117 in 2010 to an estimated 4,242,997 in 2016, a 10.9 percent increase.

Climate and Topography



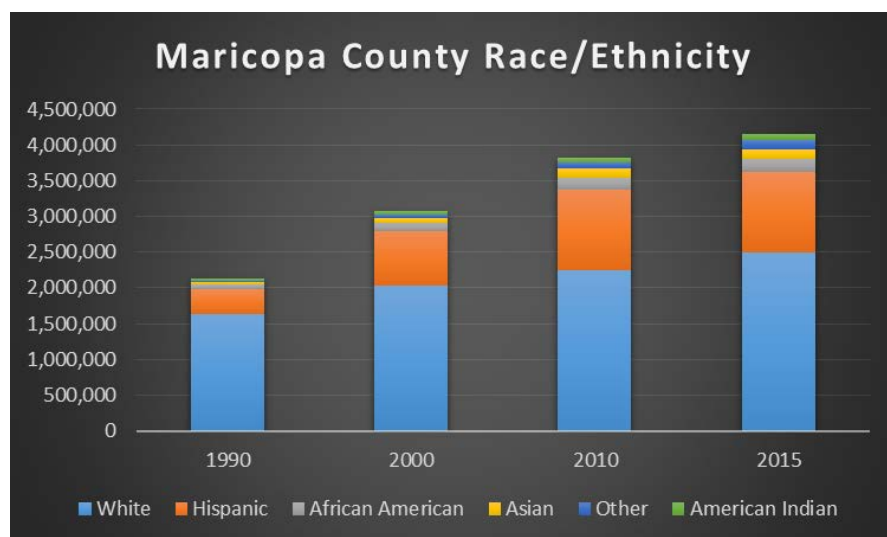
Maricopa County is known world-wide for its unique climate and topography. Situated in the Sonoran Desert, Maricopa County encompasses the majority of the Valley of the Sun and is home to many unique species of animals, insects and flora including cactus wren, peccary (javelina), scorpion, saguaro, ocotillo, palo verde, sotol (desert spoon), and many more. The climate is highly sought after as a destination during winter, spring and fall months due to pleasant temperatures and very mild weather patterns. The summer months in the County are some of the hottest in the United States, with daily temperatures often reaching over 100°F, usually for 100+ days of the year.

The humidity level is typically low during the summer months, which significantly tempers the extreme heat. One of the more unique aspects of Maricopa's climate is the annual monsoon which brings in very heavy rains beginning in mid-summer and continuing through early fall. This meteorological singularity is caused by a change in the typical winter wind that comes from the west to northwest. The shift occurs when moist winds begin to circulate to the area from the Pacific Ocean and the Gulf of California. This shift in wind and moisture content creates tremendous and sudden monsoon thunderstorms, dust devils and haboobs (dust walls) throughout Maricopa County.

Population

According to the U.S. Census Bureau, in 2016, 61% of the state's population lives in Maricopa County. By comparison, Maricopa County has a population density of 461 persons per square mile, whereas the State of Arizona has a density of 61 persons per square mile, and the United States has a density of 92 persons per square mile.

Since 1990 Maricopa County's population has grown 99.8%, from 2,124,091 in 1990 to 4,242,997 in 2016. The most recent data on demographics, from 2015, shows that much of the growth has come from minority populations. In 1990, 77% of the population was white. In 2015, that number was down to 60%. All minorities have grown from only 23% of the population in 1990, to 40% in 2015. The most growth was in the Hispanic population which has more than doubled.



Like the rest of the nation, Maricopa County's population is aging. According to the U.S. Census Bureau, the median age of Maricopa County's residents is 35.6 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 2 years younger than the national median age of 37.6 years.

Local Economy and Business Environment

The unique aspects of Maricopa County's population, climate and government policies have laid the foundation for a vibrant economy and a supportive business environment.

Maricopa County has also been among the first local government entities in Arizona to take a leadership role in the diversifying of the economic base. Aggressive and strategic economic development activities have already occurred and will continue into the future. The key to this involvement being successful in the longer term is twofold. First, the economic development programming has been designed to be strategic and emphasize the utilization of incentives that yield a 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 2016-17 Nonfarm Wage & Salary Employment (Percent Distribution)			
Source: U.S. Bureau of Labor Statistics and the Arizona Office of Employment and Population Statistics			
NAICS Category	Maricopa County	Arizona	United States
Total Nonfarm	100%	100%	100%
Construction & Mining	5.5%	5.4%	5.1%
Natural Resources and Mining		0.4%	0.5%
Construction		5.0%	4.7%
Manufacturing	6.1%	5.9%	8.5%
Trade, Transportation, and Utilities	19.7%	19.1%	18.9%
Information	1.8%	1.6%	1.9%
Financial Activities	9.2%	7.5%	5.8%
Professional and Business Services	17.5%	15.4%	14.0%
Educational and Health Services	15.0%	15.2%	15.7%
Leisure and Hospitality	11.0%	11.5%	10.8%
Other Services	3.2%	3.2%	3.9%
Government	11.2%	15.1%	15.3%
Data through February 2017			
**NOTE: As of March 2005, DES no longer breaks out mining from construction in Maricopa County			

Maricopa County Top 10 Employers	
Company	# of Employees
Banner Health	25,518
State of Arizona	24,551
Walmart	15,656
County of Maricopa	12,959
Frys Food Stores	12,730
Wells Fargo	12,634
Arizona State University	12,503
Intel Corporation	11,328
City of Phoenix	11,107
Honeywell	9,502
Source: 2015 Maricopa Association of Governments Employment Data	

Carlisle Companies Incorporated, a \$3.5 billion global manufacturer and Fortune 1000 company, has relocated its Corporate Headquarters to Phoenix in 2016. Galvanize, a technology education company that trains students in software development and data science, opened its doors on February 20, 2017 and brought 220 partner members from 48 companies into the downtown Phoenix area. In partnership with the City of Phoenix, Galvanize will train more than 100 software developers, with Allstate already committing to hiring 100-150 eligible graduates of the program.

Basic business input needs continue to be addressed at a high level of competency. The large population and vibrant business profile has led to high demand for water and

electricity, which are provided through several notable companies and government organizations including the Salt River Project, Arizona Power Service, the Central Arizona Project, and various smaller municipal and private utility providers. This utility infrastructure continues to facilitate the transformation of the desert valley into the vibrant economy within Maricopa County that exists today. The other critical aspects of transportation and educational systems have provided the needed support and training for the continuously developing economy within the County. Relying upon this basic infrastructure, the County has a full-service economy that provides large markets in retail, health care, research, customer service,

entertainment, financial and banking, wholesale trade, agriculture, arts and culture, construction, manufacturing, light industry, distribution, and recreation and leisure services. Principal employers in Maricopa County are Banner Health, the State of Arizona, Wal-Mart, the City of Phoenix, Maricopa County, Fry's Food Stores, Intel and Bank of America. Maricopa County's quality of life, cost of living, skilled workforce, good universities and favorable business climate contribute to the improvement of its economy.

Maricopa County's economic base continues to evolve and become more diverse. The reliance on tourism and construction is decreasing as other industries grow. The International Genomics Consortium and the

Translational Genomics Research Institute (TGEN) are evidence of Maricopa County's leadership in bioscience, providing a base of expertise and knowledge that enhances the area's ability to develop and attract bioscience-related companies. In addition, the Arizona State University-Capital Center and University of Arizona Biomedical campuses in Phoenix enhances downtown and the businesses located there.

Workforce Indicators	
Per Capita Income	\$27,832
Median Household Income	\$54,229
Total Workforce	1,973,499
Mean travel time to work (minutes)	25.5
Families above poverty line	87.4%
Median Values Single Family Home*	\$172,100
Median Family Income	\$64,751
Source: U.S. Census Bureau (2015 ACS) *Maricopa County Assessor's Office, Full Cash Value FY17-FY18	

Educational Opportunities

Maricopa County is home to first-class primary and secondary institutions as well as world-renowned university level educational opportunities. The Arizona State University System has multiple institutions in the County, including Arizona State University (ASU) and a joint biomedical campus downtown between ASU, the University of Arizona (UofA) and Northern Arizona University (NAU). Several community and technical colleges provide both general education and more specialized education in trades throughout the valley. The national headquarters of the University of Phoenix and its parent company, Apollo Education Group, are also located in Maricopa County. Together these companies employ over 3,800 staff and more than 1,000 faculty in Arizona. 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. Grand Canyon University (GCU), a premier private Christian university, is changing the landscape of the West Valley with major construction projects on campus and student enrollment that has grown from 900 in 2008 to 17,500 in 2016.

Transportation Infrastructure

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

Phoenix Sky Harbor International Airport is ranked in the top ten busiest airports in the United States. On a typical day more than 1,200 aircraft and 120,000 passengers arrive and depart. The Phoenix-Mesa



Gateway Airport is currently being used as a support airport to Sky Harbor, and is home to many flight training schools, major shipping providers, ASU Polytechnic Campus and also has regular passenger flights to several destinations.

Valley Metro RPTA (Regional Public Transit Authority) is a non-profit organization, responsible for coordination of all public transportation needs throughout the metro area, currently providing local and express commuter bus services, dial-a-ride services for disabled and elderly patrons, as well as

coordination services for carpools and vanpools. Valley Metro RPTA is also responsible for construction, implementation and maintenance of the METRO light rail services connecting Mesa, Tempe and Phoenix with a 20-mile route which opened for service on December 27, 2008. In 2016, average daily ridership was 184,528 for all services, and 42,671 for light rail. In March 2016, the METRO light rail service was expanded to reach the Northwest Valley. The additional 3.2 miles of service on 19th Avenue is anticipated to serve an additional 5,000 daily riders. The PHX Sky Train® is a free service connecting travelers from the 44th St/Washington light rail station to all terminals at the Phoenix Sky Harbor Airport. The PHX Sky Train® operates 24-hours a day, 365 day a year and runs every three to four minutes.

Cultural and Recreational Amenities

The cultural and recreational amenities offered in Maricopa County are multifaceted and take advantage of the wonderful climate and geographic opportunities. The valley is home to numerous artistic performing groups such as the Phoenix Symphony and Arizona Ballet, as well as historical and art museums including the Phoenix Art Museum and Heard Museum. Numerous convention centers and

auditorium facilities carry national and international performances, ranging from Broadway musicals, to contemporary rock concerts, to world-class orchestras. Nationally recognized theatres such as the Orpheum, Herberger and several publicly owned theatres provide high-quality entertainment.

Outdoor recreation is also readily available with hundreds of miles of horse-back riding trails, hiking trails, biking trails for road and mountain bikes, rock climbing facilities, regional and municipal parks, and national forests and monuments. Numerous reservoirs are easily accessible for fishing, boating, kayaking, sailing, and swimming activities. The Salt River cuts directly through the metropolitan area providing additional water activities including river floating through the Tonto National Forest and water activities such as sculling and kayaking along Tempe Town Lake. For botanists and wildlife lovers, the Phoenix Zoo and Desert Botanical Gardens provide a close-up view of many local and foreign species of flora and animal life. Maricopa County operates one of the most extensive regional park systems in the United States at over 120,000 acres.



The valley is also replete with other special events and specialty entertainment venues, including movie theaters, theme parks, fairs, horse shows, car shows, luxury auctions, holiday events, cultural festivals, many special interest conventions and numerous professional sports venues. Maricopa County has also played host to a number of major sporting events including the Fiesta Bowl, Copa America, Final Four, and Super Bowl. Professional sports teams include the Arizona Cardinals (National Football League), Arizona Diamondbacks (Major League Baseball), the Arizona Coyotes (National Hockey League), the Phoenix Mercury (Women's National

Basketball Association), and the Phoenix Suns (National Basketball Association). Maricopa County is home to many other professional sports and events including golf, thoroughbred horse and greyhound racing, car and boat racing, and minor league baseball. Several spring training baseball parks are located within the boundaries of Maricopa County, providing facilities for the Major League spring training games for Arizona's Cactus League and housing minor league training facilities for 15 Major League teams. The City of Glendale is home to the University of Phoenix Football Stadium. The area is world famous for golfing and golf tournaments such as the Waste Management (WM) Phoenix Open, and NASCAR racing is conducted at Phoenix International Raceway. Sports fans can also enjoy a variety of inter-collegiate athletics on ASU's Tempe campus and at several local community colleges.

County Government

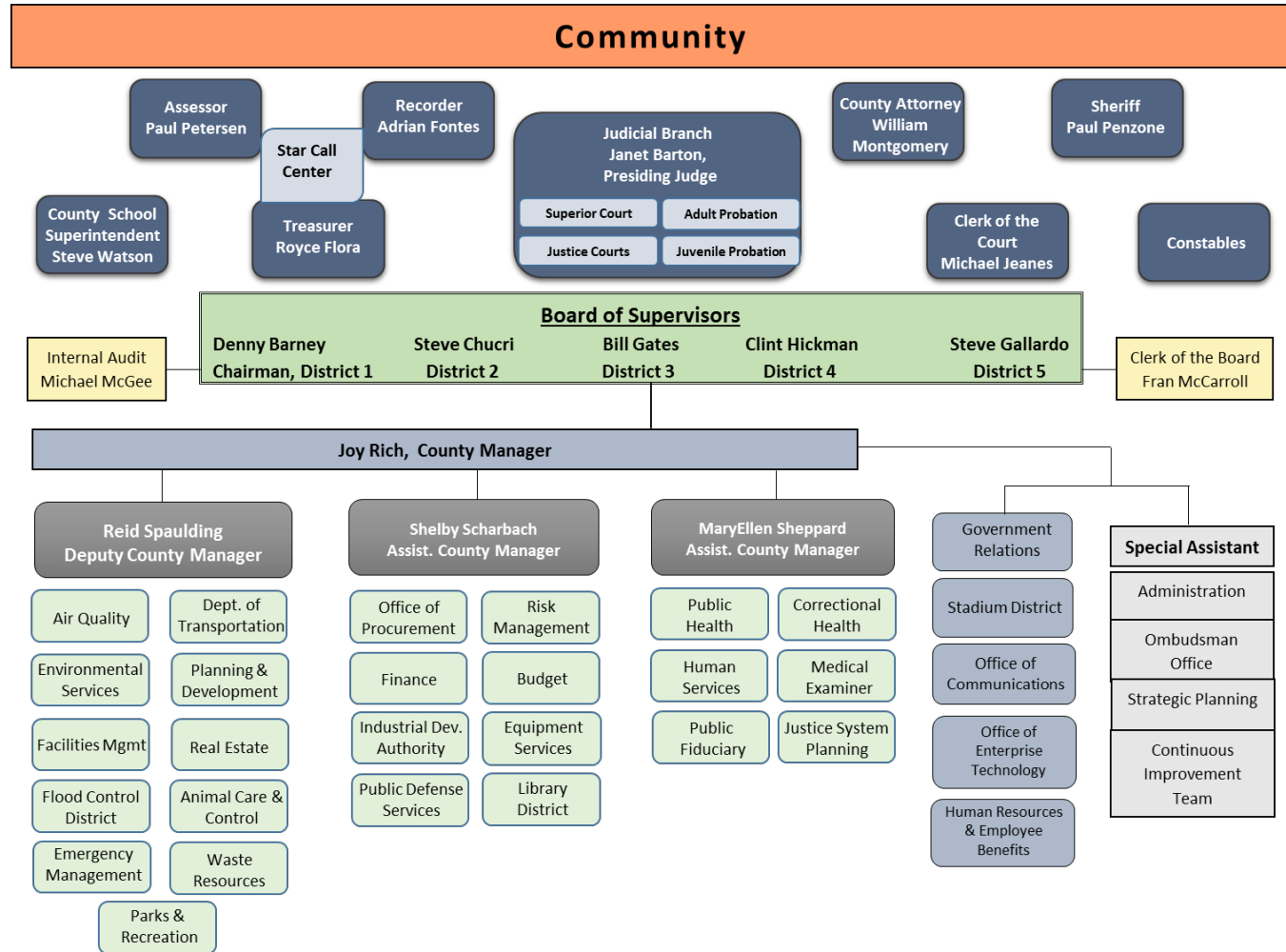
Maricopa County is the second largest local government in Arizona by budgeted expenditures, behind the City of Phoenix. The County has over 14,500 full-time budgeted positions for the County and Districts who serve the public in such areas as public health, flood control, law enforcement, libraries, parks and recreation, courts, transportation, animal care and control, economic and community development, and elections. The County serves both incorporated and unincorporated areas. For the unincorporated areas, the County provides some services similar to those provided by municipalities in incorporated areas, such as law enforcement, development planning, code enforcement, libraries, and parks and recreation.

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

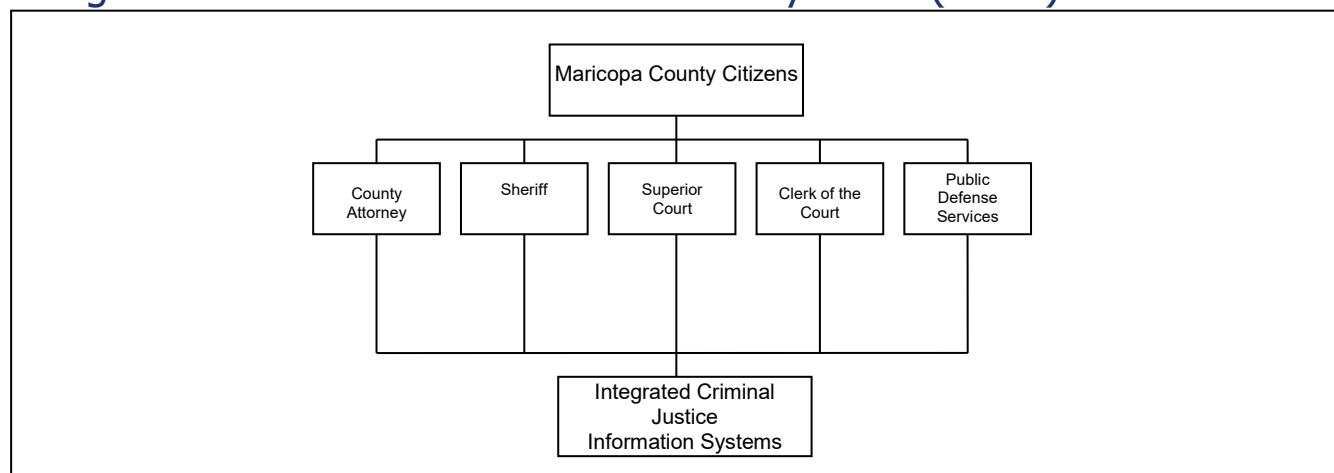
The County organization reflects the constitutional separation of powers and the unique constitutional and statutory provisions that establish county government in Arizona.



County Organization Chart



Integrated Criminal Justice Information Systems (ICJIS)



Board of Supervisors



Steve Chucuri, District 2; Bill Gates, District 3; Chairman Denny Barney, District 1; Steve Gallardo, District 5, Clint Hickman, District 4

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

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

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, Clerk of the Superior Court, County Attorney, Recorder, Sheriff, Superintendent of Schools, Treasurer, Constables and Justices of the Peace. The Judicial Branch, headed by a Presiding Judge, includes the Superior Court, and the departments of Adult and Juvenile Probation.

Assessor: Paul D. Petersen
Clerk of the Superior Court: Michael K. Jeanes
County Attorney: Bill Montgomery
Recorder: Adrian Fontes
Sheriff: Paul Penzone
Superintendent of Schools: Steve Watson
Treasurer: Royce Flora

Constables

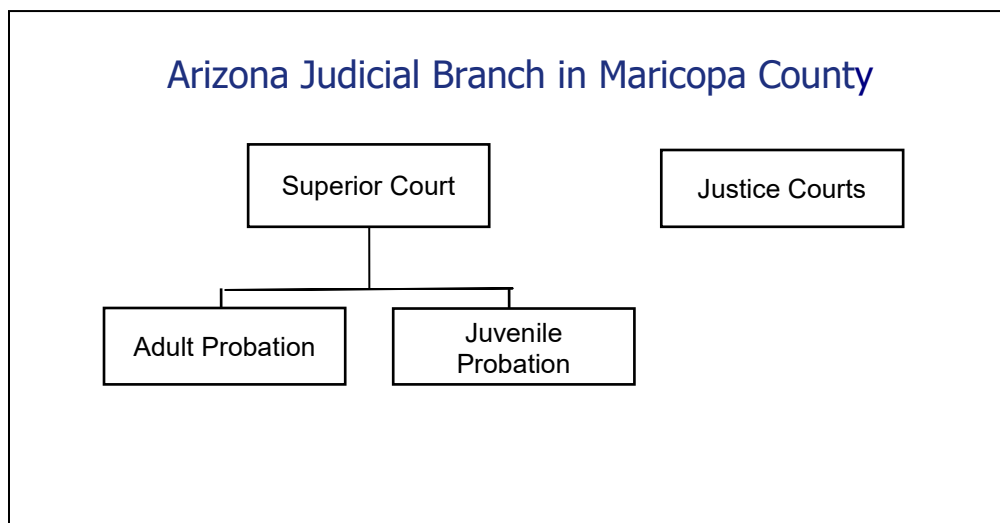
There are 26 elected Constables in Maricopa County. Constables shall attend the courts of Justices of the Peace within their precincts when required, and within their counties execute, serve and return all processes and notices directed or delivered to them by a Justice of the Peace. A Constable is an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

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

Judicial Branch

Jurisdiction

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



Judges of the Superior Court

The Superior Court is comprised of 98 Judges and 61 Commissioners. Under the Judicial Merit Selection System, Judges are appointed by the Governor from a list selected by a Judicial Merit Selection Committee. Once appointed, Judges must stand for retention every four years. During local elections voters must decide, in addition to voting for local politicians or officials, which judges should retain their position by a simple yes-no vote. The Court also uses volunteer judges on an as-needed basis called *judges pro tempore*, who are attorneys in good standing with the Arizona Bar.

Judge	Dept	Judge	Dept	Judge	Dept
Adleman, Jay	Criminal	Flores, Lisa	Juvenile	Mullins, Karen	Civil
Anderson, Aimee	Civil	Foster Jr., George	Criminal	Myers, Samuel	Criminal
Anderson, Arthur	Juvenile	Fox, Dewain	Family	O'Connor, Karen	Juvenile
Astrowsky, Brad	Criminal	Garcia, Jeanne	Juvenile	Oberbillig, Robert	Juvenile
Bachus, Alison	Juvenile	Gass, David	Civil	Otis, Erin	Criminal
Bailey, Cynthia	Family	Gates, Pamela	Criminal	Padilla, Jose	Criminal
Barton, Janet	Presiding	Gentry, Jo Lynn	Juvenile	Palmer, David	Juvenile
Bergin, Dawn	Civil	Gerlach, Douglas	Criminal	Pineda, Susanna	Criminal
Blair, Michael	Family	Gordon, Michael	Criminal	Polk, Jay	Probate
Blomo, James	Criminal	Granville, Warren	Criminal	Rea, John	Criminal
Brain, Mark	Criminal	Green, Jennifer	Family	Reckart, Laura	Family
Brnovich, Susan	Civil	Hannah Jr., John	Civil	Reinstein, Peter	Criminal
Brodman, Roger	Civil	Harrison, Cari	Juvenile	Rogers, Joshua	Civil
Brotherton Jr., William	Juvenile	Hegyi, Hugh	Civil	Rueter, Jeffrey	Family
Bustamonte, Lori	Family	Herrod, Michael	Criminal	Ryan, Timothy	Juvenile
Campagnolo, Theodore	Family	Hopkins, Stephen	Family	Ryan-Touhill, Jennifer	Family
Coffey, Rodrick	Family	Kemp, Michael	Criminal	Sanders, Teresa	Civil
Cohen, Bruce	Juvenile	Kiley, Daniel	Civil	Sinclair, Joan	Criminal
Cohen, Suzanne	Family	Klein, Andrew	Probate	Smith, James	Family
Como, Gregory	Criminal	Korbin-Steiner, Ronee	Family	Starr, Patricia	LCA
Contes, Connie	Civil	Kreamer, Joseph	Family	Stephens, Sherry	Civil
Cooper, Katherine	Family	Lang, Todd	Family	Sukenic, Howard	Family
Coury, Christopher	Criminal	LeMaire, Kerstin	Civil	Svoboda, Pamela	Family
Crawford, Janice	Juvenile	Mahoney, Margaret	Civil	Talamante, David	Civil
Culbertson, Kristin	Family	Martin, Daniel	Civil	Thomason, Timothy	Family
Cunanan, David	Criminal	McCoy, Scott	Juvenile	Thompson, Peter	Criminal
Ditsworth, John	Juvenile	McNally, Colleen	Juvenile	Udall, David	Civil
Driggs, Adam	Family	Mead, Kathleen	Family	Viola, Danielle	Criminal
Duncan, Sally	Juvenile	Mikitish, Joseph	Criminal	Warner, Randall	Civil
Fenzel, Alfred	Criminal	Minder, Scott	Family	Welty, Joseph	Juvenile
Fink, Dean	Criminal	Moskowitz, Frank	Family	Whitehead, Chuck	Family
Fish, Geoffrey	Family	Mroz, Rosa	Civil	Whitten, Christopher	Tax/Civil
Fisk, Ronda	Criminal				

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

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

Justices of the Peace

Justice of the Peace	Precinct	Justice of the Peace	Precinct
Joe "Pep" Guzman	Agua Fria	Donald Watts	Manistee
Leonore Driggs	Arcadia Biltmore	Andy Gastelum	Maryvale
Craig Wismer	Arrowhead	Michael Reagan	McDowell Mountain
Anna Huberman	County Meadows	Andrew Hettinger	Moon Valley
Cathy Riggs	Desert Ridge	Cecil Ash	North Mesa
Enrique Medina Ochoa	Downtown	Gerald Williams	North Valley
Frank Conti Jr	Dreamy Draw	Keith Frankel	San Marcos
Keith Russell, Presiding Judge	East Mesa	Sam Goodman	San Tan
C. Steven McMurry	Encanto	Cody Williams	South Mountain
Miles Keegan	Hassayampa	Tyler Kissell	University Lakes
Steven Urie	Highland	Rachel Torres Carrillo	West McDowell
Joe B Getzwiller	Ironwood	Fred Arnett	West Mesa
John McComish	Kyrene	David Osterfeld	White Tank



Citizens' Budget Brief

CITIZENS' BUDGET

2018 BRIEF



Property Taxes

Primary property tax levy is budgeted at \$536 million, which is \$148 million below the statutory limit.



Expenditures

Expenditure budget of \$2.49 billion, an increase of \$134 million as compared to FY17.



Reserve

Reserve funds set aside with two months of operating expenditures for both the General and Detention Funds.



Capital Projects

Capital projects budgeted at \$359 million. With \$82.3 million for the new Intake/Transfer/Release Jail facility that will increase efficiency for partner agencies.



Mandated Costs

Maricopa County is mandated to make a variety of payments to the State of Arizona. These include \$267 million in cost shifts and health care programs.



Public Safety

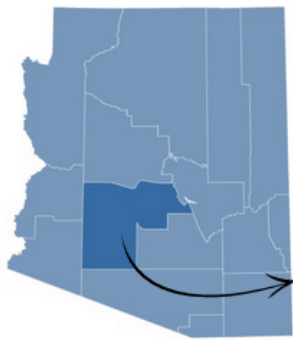
More than 53% of the County budget is dedicated to public safety and criminal justice.

Introduction

WELCOME

Welcome to the Citizens' Budget Brief for Maricopa County's Fiscal Year 2018 Budget. The County takes fiscal transparency seriously, and this document provides citizens with a way to review how their resources are allocated within their county government.

ABOUT MARICOPA COUNTY



Population: 4,242,997
Land Area: 9,224 Sq Miles
Household Income: \$54,229
% of AZ Population: 61%
Median Assessed Value of Single Family Homes: \$129,376

**Maricopa
County**

Board of Supervisors

Maricopa County is a subdivision of the Arizona State government. The Board of Supervisors is the governing body for the County. Each member represents one of the five districts, which are divided geographically and by population to include a mix of urban and rural constituencies. Supervisors are elected to four-year terms and are not term-limited.



BOARD OF SUPERVISORS

(From left to right)

District 2: Steve Chucuri

District 3: Bill Gates

District 1: Chairman, Denny Barney

District 5: Steve Gallardo

District 4: Clint Hickman

Constitutional Officials

Maricopa County's mandated functions are defined by both the Arizona State Constitution and the Arizona Revised Statutes. Nine County offices are independently overseen by elected officials. However, the Board of Supervisors still sets the expenditure authority for each elected officials' department through the annual budget process. The other elected officials are pictured and listed below:



CONSTITUTIONAL ELECTED OFFICIALS

(From upper left to right)

County Assessor: Paul D. Peterson

County Attorney: Bill Montgomery

Clerk of the Superior Court: Michael K. Jeanes

Presiding Judge of the Superior Court: Janet Barton

Presiding Justice of the Peace: Keith Russell

Recorder: Adrian Fontes

Sheriff: Paul Penzone

School Superintendent: Steve Watson

Treasurer: Royce T. Flora

Budget Background

The Fiscal Year 2018 Budget runs from July 1, 2017 until June 30, 2018.

ABOUT THE BUDGET

Budget Philosophy

Maricopa County develops and maintains a structurally balanced budget, which means that recurring revenues meet or exceed recurring expenses over the economic cycle. Therefore, the County does not use one-time resources as a funding source for on-going operations.

Budget Guidelines

Each year the Board of Supervisors establishes budget guidelines to provide direction to the Constitutional Officers, County Manager, Budget Office, and departments. This year the guidelines included:

- Property tax rate will remain unchanged
- No department requests over baseline
- Reserves must be set aside

Strategic Priorities

The County has established a set of strategic priorities and goals that influence how resources are allocated in the budget.

- Fiscal Strength and Responsibility
- Safe Communities
- Growth and Economic Development
- Regional Services
- Government Operations



"This budget keeps us on a path of fiscal responsibility, while at the same time, investing in much-needed capital projects like a new jail and intake facility that will make our criminal justice system much more efficient."

Denny Barney
Chairman of the Board of Supervisors

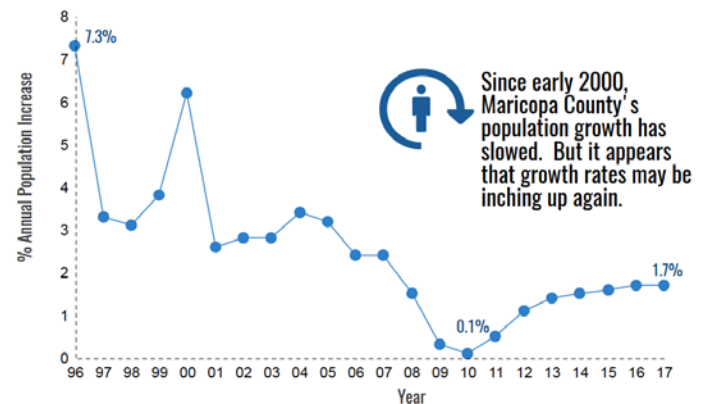
ECONOMIC INFLUENCES

Economic factors have an influence on the budget by affecting revenue growth and service demands.

Population

Maricopa County Population Figures

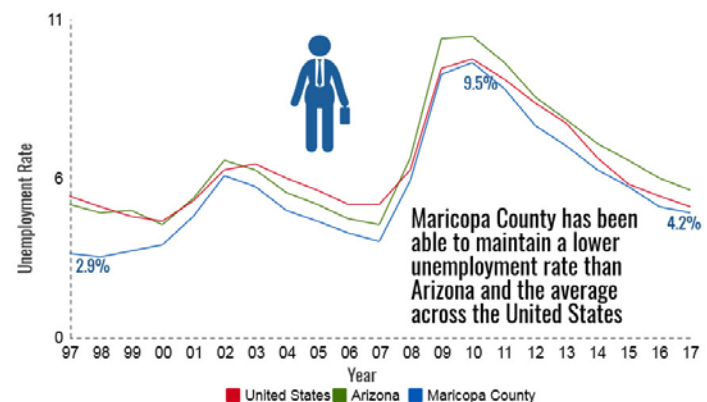
(Annual % Change)



Unemployment

Maricopa County Unemployment Rate Compared

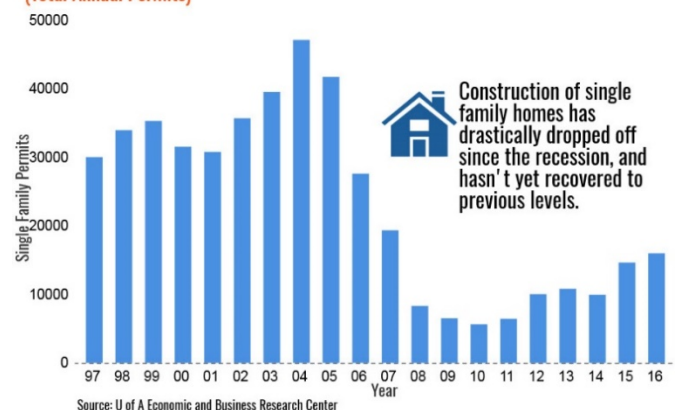
(Annual Average %)



Single Family Residential Permits

Maricopa County Single Family Residential Permits

(Total Annual Permits)

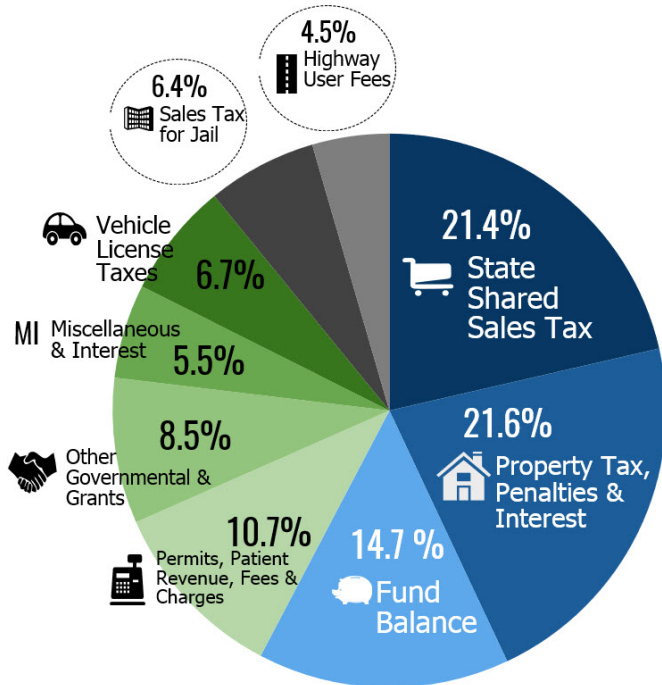


Budget Overview

COUNTY TOTALS

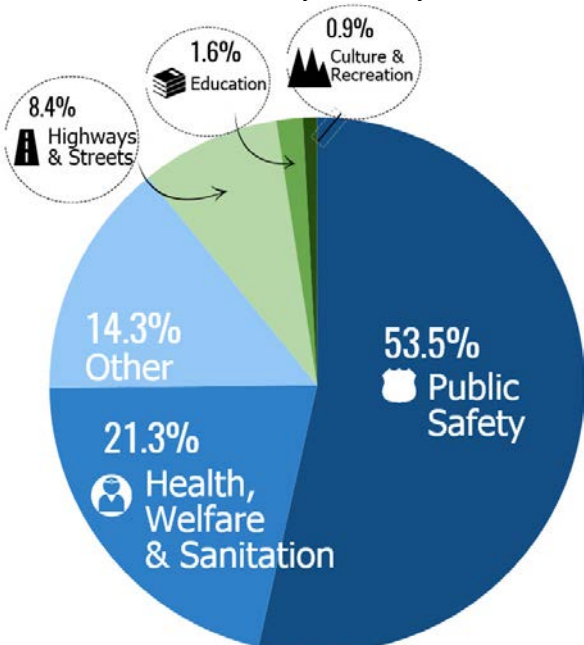
Total budgeted revenue and expenditures for FY18 are \$2,490,087,419, an increase of \$134,079,443 from FY17.

FY18 Total Revenue by Source



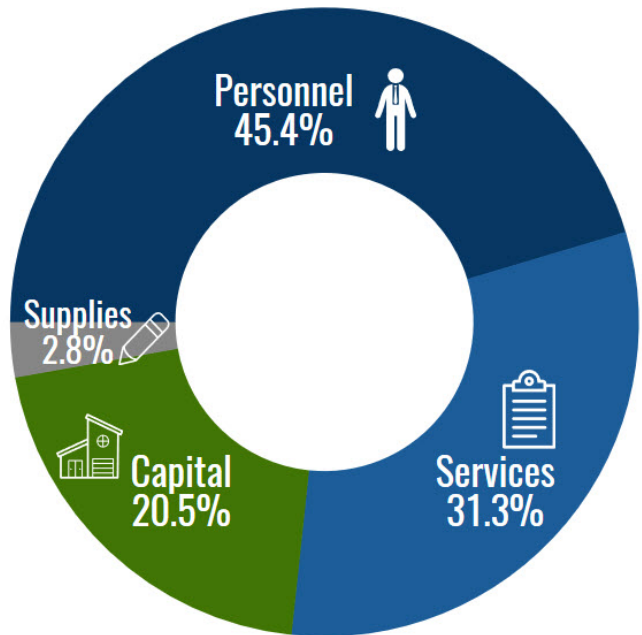
FY18 Total Expenditures by Activity

Public Safety is the largest activity and includes the Sheriff, Probation, County Attorney, Courts, etc.



FY18 Total Expenditures by Category

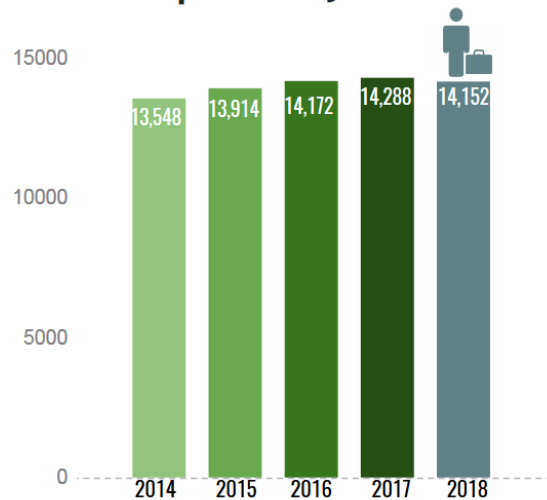
Personnel is the county's largest category of expenditures.



PERSONNEL

Total budgeted FTE's have decreased by 136 positions from FY17 adopted to FY18. This is due to the elimination of positions in Protective Services that were replaced by private contractors, and grant funded positions not receiving funding.

Maricopa County Personnel*



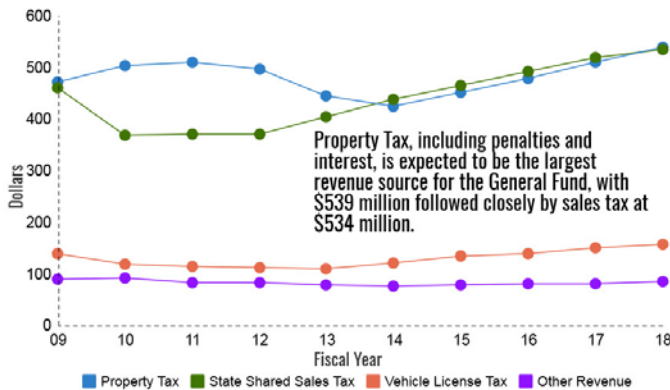
* Adopted Budget

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 other funds.

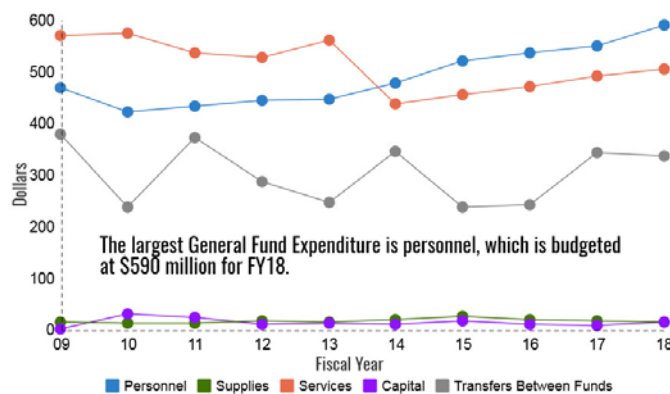
General Fund Revenue History

(In Millions)



General Fund Expenditure History

(In Millions)



Fiscal Year	GF Budget	Yr-Over-Yr Change	% Change
2009	1,431,161,094		
2010	1,274,013,084	(157,148,010)	-10.98%
2011	1,373,769,565	99,756,481	7.83%
2012	1,283,872,849	(89,896,716)	-6.54%
2013	1,281,919,431	(1,953,418)	-0.15%
2014	1,288,546,966	6,627,535	0.52%
2015	1,253,626,194	(34,920,772)	-2.71%
2016	1,274,904,388	21,278,194	1.70%
2017	1,406,003,835	131,099,447	10.28%
2018	1,458,686,531	52,682,696	3.75%

Property Taxes

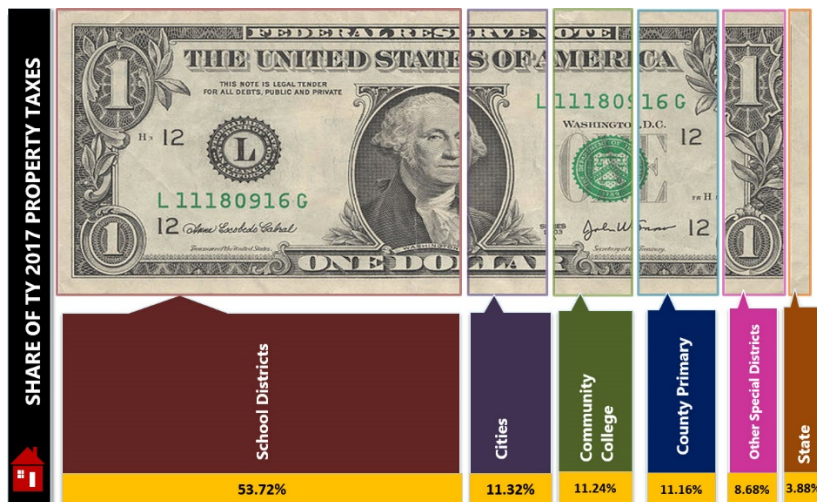
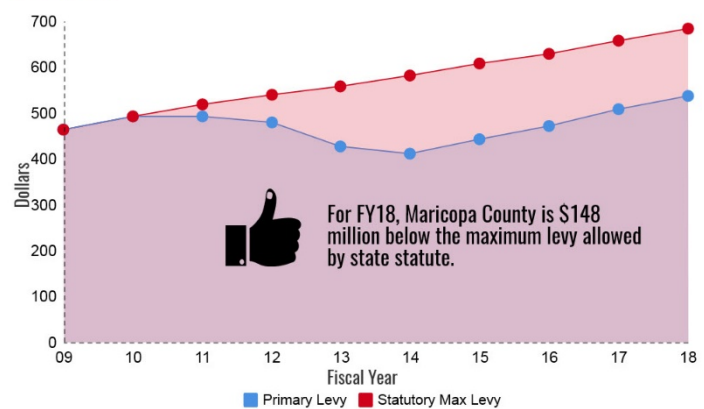
PRIMARY PROPERTY TAX OVERVIEW

The tax rate for FY18 remained flat at \$1.4009. Maricopa County's primary property tax levy is \$535,870,745 for FY18, an increase of \$29,648,603. The increase in property tax revenue is due to growth in the assessed valuation of properties and new construction.

Maricopa County prides itself on being a good steward of citizens' tax dollars. State statute limits the amount of property tax revenue the county can levy every year. The graph below shows that Maricopa County has remained well under that maximum levy for the last 8 years. For FY18, the maximum levy is \$684 million.

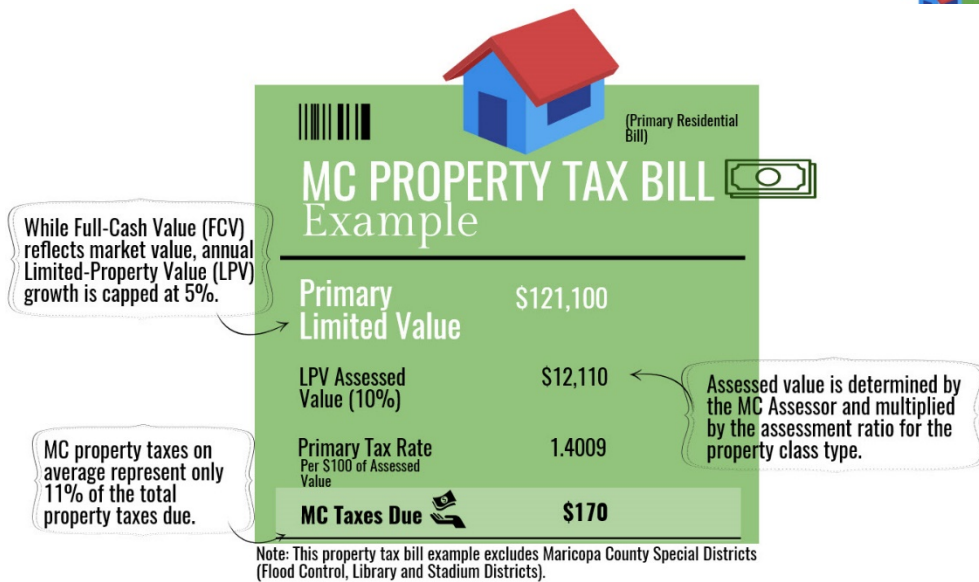
Actual Levy vs. Statutory Maximum

(In Millions)

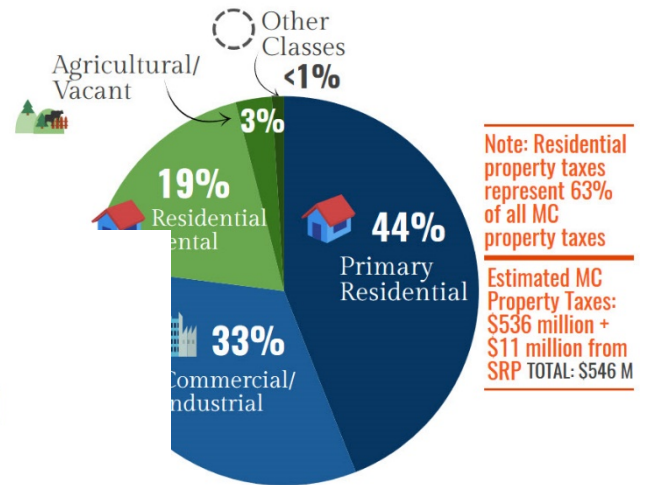


UNDERSTAND YOUR PROPERTY TAX BILL

The example below is a simplification of the property taxation process. In order to review an actual bill, all taxing jurisdictions would need to be included, as well as applicable circuit breakers, homeowner rebates, and the 1% limit on the limited-property tax (LPV) for class three (primary residential) properties.



Which Property Tax Classes Generate the Most Revenue?



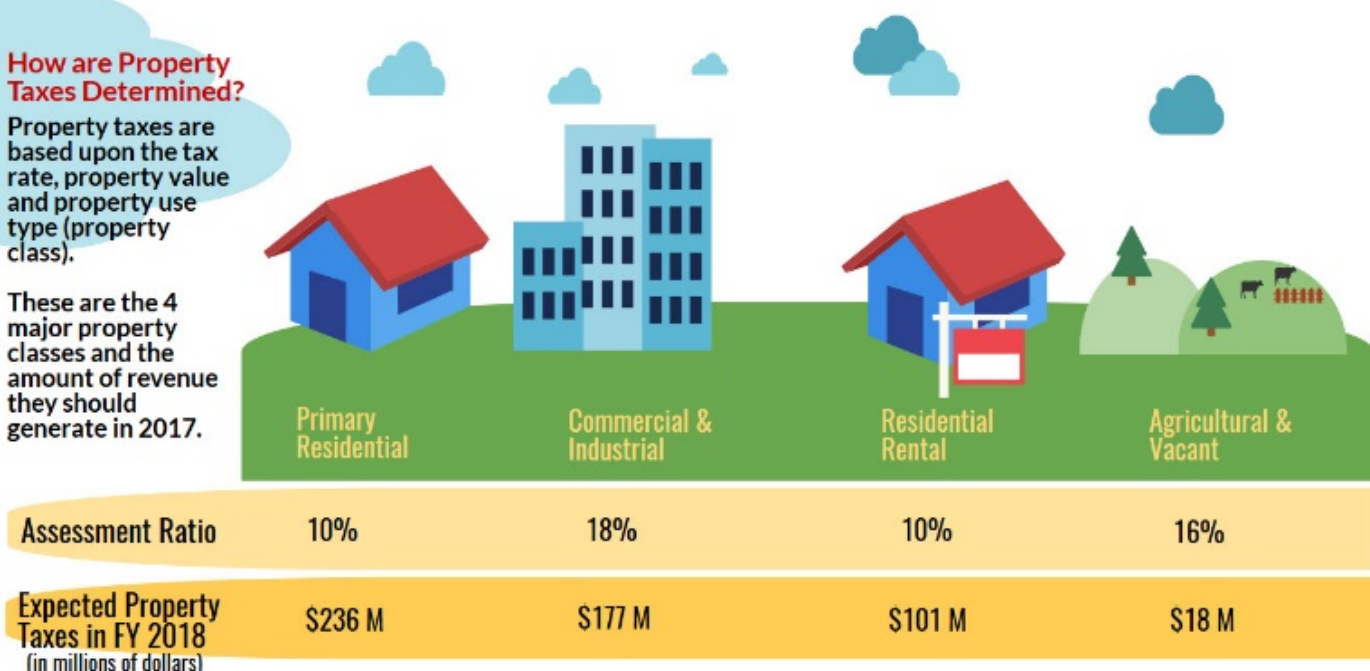
FY 2018 Property Taxes & Assessment Ratios

TOP 4 PROPERTY CLASSES BY REVENUE COLLECTION

How are Property Taxes Determined?

Property taxes are based upon the tax rate, property value and property use type (property class).

These are the 4 major property classes and the amount of revenue they should generate in 2017.



Department Budgets

The table to the right is a comparison of all department budgets and FTE's from FY17 revised to FY18 adopted.

The tables below highlight the top five largest departments by budget and FTE count.

Department	FY18 Budget
Sheriff	\$374,050,627
Transportation	\$210,195,330
Employee Benefits	\$181,878,761
Adult Probation	\$105,909,367
Superior Court	\$105,526,927

Department	FY18 FTE's
Sheriff	3,811
Superior Court	1,260
Adult Probation	1,200
County Attorney	1,022
Clerk of the Court	695

Department	Total Department ¹ Budget			Personnel		
	FY17	FY18	% Change	FY17 FTE's	FY18 FTE's	% Change
Adult Probation	103,745,094	105,909,367	2%	1,176	1,200	2%
Air Quality	18,775,365	21,633,388	15%	144	143	-1%
Animal Care and Control	16,793,043	16,211,715	-3%	175	185	6%
Assessor	24,404,617	24,604,445	1%	310	310	0%
Budget	2,465,697	1,927,528	-22%	18	16	-11%
Call Center	1,745,152	1,585,796	-9%	27	22	-19%
Clerk of the Superior Court	44,573,094	45,611,085	2%	689	695	1%
Constables	3,368,393	3,348,847	-1%	37	37	0%
Contract Counsel	54,421,610	51,483,790	-5%	33	33	0%
Correctional Health	68,864,472	69,098,092	0%	481	486	1%
County Attorney	104,734,403	103,700,981	-1%	1,014	1,022	1%
County School Superintendent	30,877,428	39,543,976	28%	137	121	-12%
Elections	23,904,011	6,740,707	-72%	57	28	-51%
Emergency Management	2,232,152	4,721,586	112%	16	36	125%
Employee Benefits and Health	182,433,716	181,878,761	0%	36	37	3%
Enterprise Technology	55,186,858	68,091,349	23%	214	215	1%
Environmental Services	24,872,237	25,560,631	3%	278	279	0%
Equipment Services	17,861,193	23,960,529	34%	54	54	0%
Facilities Management	72,571,576	73,257,773	1%	219	169	-23%
Finance	2,906,344	3,900,879	34%	40	37	-8%
General Administration ²	11,858,150	11,487,678	-3%	119	113	-5%
Human Resources	4,559,459	8,083,137	77%	47	47	0%
Human Services	60,112,773	53,772,706	-11%	359	358	0%
Integrated Crim Justice Info	1,697,008	1,700,328	0%	6	6	0%
Internal Audit	1,924,489	2,252,016	17%	19	18	-6%
Justice Courts	26,135,271	25,788,457	-1%	340	340	0%
Juvenile Probation	59,650,948	60,237,493	1%	669	659	-1%
Legal Advocate	12,283,911	12,593,622	3%	123	123	0%
Legal Defender	13,807,835	14,170,824	3%	135	135	0%
Medical Examiner	10,707,379	11,696,982	9%	97	100	3%
Parks and Recreation	13,698,128	11,726,574	-14%	82	82	0%
Planning and Development	10,002,053	10,003,554	0%	88	88	0%
Procurement Services	3,309,416	2,503,913	-24%	27	27	0%
Public Advocate	9,454,607	9,526,644	1%	94	94	0%
Public Defender	43,650,992	44,322,775	2%	471	474	1%
Public Fiduciary	3,905,571	3,929,288	1%	48	48	0%
Public Health	62,303,991	64,268,911	3%	621	618	0%
Recorder	6,912,426	9,576,748	39%	54	87	61%
Risk Management	33,338,997	34,364,359	3%	32	33	2%
Sheriff	364,427,376	374,050,627	3%	3,828	3,811	0%
Superior Court	106,348,909	105,526,927	-1%	1,263	1,260	0%
Transportation	176,516,958	210,195,330	19%	425	423	0%
Treasurer	6,302,359	6,448,944	2%	61	64	5%
Waste Resources and Recycling	9,159,022	9,091,282	-1%	22	22	0%

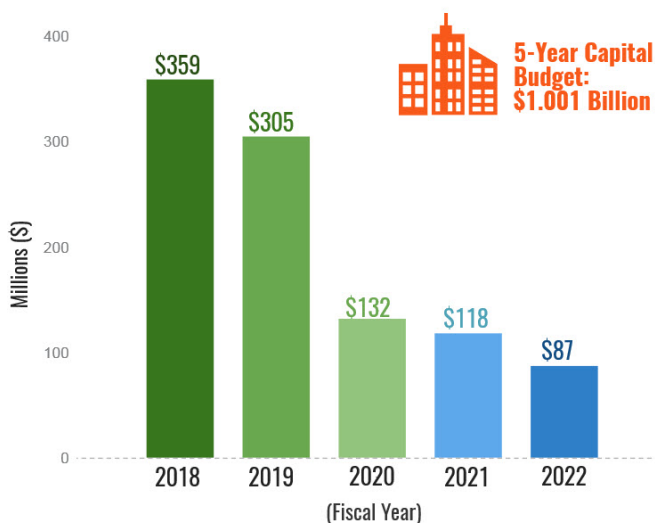
¹Does not include Non Departmental; only departments with FTE's included.

²General Administration includes: the Board of Supervisors, the Clerk of the Board, County Management, and Real Estate.

Capital Improvement Program

The Capital Improvement Program (CIP) is a plan that identifies capital improvement projects to be completed over the next five fiscal years. Because these projects typically span more than one fiscal year, the plans are updated annually to track existing projects, to identify new projects and to update funding estimates and forecasts.

5-Year Capital Improvement Program (Projected Expenditures)



Contact Us

MARICOPA COUNTY BUDGET QUESTIONS



How much does the County invest in.... services?

Contact the Budget Office



(602) 506-7280



www.maricopa.gov/budget
ombweb@mail.maricopa.gov

FY 2018-2022 ★

CAPITAL Project Highlights*

Note: *Project Costs can include previous years' expenditures



Public Safety Radio System

Project Cost: \$131 Million



Madison Street Jail Adaption

Project Cost: \$116 Million



Intake, Transfer & Release Jail Facility

Project Cost: \$185 Million



IT Infrastructure Refresh I & II

Project Cost: \$71 Million



Transportation Capital Program

Project Cost: \$337 Million



Budget at a Glance

Introduction

For 24 years, Maricopa County's Office of Management and Budget has received the Government Finance Officers Association (GFOA) *Distinguished Budget Presentation* award. This award is presented to government entities that meet certain criteria in the presentation of their budgets. This "*Budget at a Glance*" section is designed to provide the layperson with a broad view of the contents included in the Maricopa County budget, its processes, issues, and anticipated results. Document sections are cited in order to guide the reader to more in-depth information and explanation of Maricopa County's operating budget and capital improvement program.

The Budget as a Policy Document

Organization-wide Financial and Programmatic Policies and Goals

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

The County's policies apply to financial matters as well as programmatic (service delivery) concerns over a multi-year time frame. One example is the *Managing for Results Policy*:

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



Short-term Financial and Operational Policies That Guide Budget Development

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

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

Goals and Objectives of Organizational Units

Maricopa County's organizational units consist of 55 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 Elections Department has a goal that "By June, 2018, 75% of total votes cast will be done by mail." 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 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 *Expanded Budget Reports* which are linked at the end of each department's *Department Budget Summary* section under department mission, vision, goals, performance measures, and mandates. The following examples show the relationship of department goals to the Maricopa County strategic priorities and strategic goals, and a strategic plan sample of the mission, several goals and key results measures for the Maricopa County Management and Budget Department.

Maricopa County Strategic Priorities/Goals:

- Safe Communities
 - o By end of FY 2018, public safety is enhanced by reducing the number of adult probationers convicted of a new felony offense to 8% or lower.
 - o By end of FY 2018, the overall rate of juvenile recidivism is 20% or less.
 - o By end of FY 2017, 90% of Cradles to Crayons youth with petitions filed have permanency established within 365 days of the petition filing.
 - o By the end of FY 2016, for moderate to high risk Seriously Mentally Ill (SMI) offenders, decrease the recidivism rate by at least 5 percentage points by providing them with continuity of appropriate treatment and services during and after incarceration. Continue to reduce the recidivism rates for moderate to high risk SMI offenders through 2020 in amounts based upon results achieved in 2016.

Adult Probation Mission Statement:

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

Adult Probation Strategic Goals (connected to Safe Communities):

- By the end of FY 2020, Maricopa County Adult Probation Department (MCAPD) will enhance public safety by achieving the following benchmark:
 - o Increase successful completions in Pretrial Supervision to 75% or higher.
- By the end of FY 2020, MCAPD customers (neighborhoods, courts, offenders, and victims) will benefit from improved case processing by achieving the following benchmark:
 - o Increase community restitution work hours completed to 52% or higher.

Program Name: COMMUNITY JUSTICE

Program Purpose:

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.

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 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Rev vs Adopted Variance	Var %
Result	Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	55.8%	54.1%	54.1%	53.8%	(0.3%)	-0.5%
Result	Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period.	11.1%	13.0%	13.2%	13.0%	(0.0%)	-0.1%
Output	Average number of IPS probationers who are supervised during the fiscal year.	1,015	1,109	1,092	1,272	163	14.7%
Output	Average number of active IPS probationers supervised during the reporting period.	1,015	1,109	1,092	1,272	163	14.7%
Output	Total number of IPS probationers discharged from IPS during the reporting period.	1,177	1,284	1,284	1,300	16	1.2%
Demand	Average number of active IPS probationers ordered to be supervised during the reporting period.	1,015	1,109	1,092	1,272	163	14.7%
Expenditure Ratio	Average cost per IPS probationer per year.	\$ 8,033.69	\$ 7,684.53	\$ 7,754.12	\$ 7,572.96	\$ (111.57)	-1.5%
Revenue							
	TOTAL SOURCES	\$ 1,184,854	\$ 436,700	\$ 458,091	\$ 517,310	\$ 80,610	18.5%
Expenditure							
	TOTAL USES	\$ 8,154,200	\$ 8,522,142	\$ 8,467,501	\$ 9,632,802	\$ 1,110,660	13.0%

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: Budget Development Process, Summary of Changes, Revenue Outlook, Highlighted Revenues, Expenditure Uses, Justice and Public Safety, Health Care Issues, Education, Culture and Recreation and Other Services, Transportation, Technology Infrastructure and Capital Improvement, and Employee Compensation and Benefits.

Adopted budget priorities are provided in the *Budget Policies and Process* section and the *Attachments* section.

The Budget as a Financial Plan

Fund Structure and Appropriations

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

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

Governmental Funds include the following fund types:

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

Special Revenue Funds are revenues that are raised for a specific purpose. They are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. However, these funds are not used for major capital projects. Special Revenue Funds include the Detention Fund, which is a Major Fund for budgeting.

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

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

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

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

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

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

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.

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.

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.

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 adopted and revised budgets, current year forecast, and "Adopted" 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 Schedules* section. For major tax-based revenues, economic-forecasting models are applied.

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

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

The only special sales tax in Maricopa County at this time is the Jail Excise Tax. The Jail Excise Tax is levied at a rate of 0.2% on all taxable purchases in Maricopa County.

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

Annual growth was in decline from FY 2007 through FY 2010 due to the financial recession. In FY 2011, positive year-over-year growth resumed, demonstrating signs of recovery. The increase in FY 2014 revenues were partially due to a one-time payment correcting prior years. FY 2017 collections are forecasted to be on the order of 3.9% growth and the Most Likely revenue forecast projects an average of 3.6% growth through FY 2023.

Jail Excise Tax		
Fiscal Year	Annual Collections	Growth Rate
2009	116,878,703	-15.4%
2010	107,094,679	-8.4%
2011	112,451,802	5.0%
2012	118,052,954	5.0%
2013	124,595,909	5.5%
2014	133,929,832	7.5%
2015	140,492,833	4.9%
2016	146,246,549	4.1%
2017 *	151,976,934	3.9%
2018 **	158,237,746	4.1%
2019 ***	162,668,403	2.8%
2020 ***	167,385,787	2.9%
2021 ***	173,411,675	3.6%
2022 ***	181,215,200	4.5%
2023 ***	189,188,669	4.4%
* Forecast		
** Budget		
***Source Elliott D. Pollack & Co. Forecast (Most Likely)		

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 *Fund Balance Summary and Variance Commentary*. Schedules are provided

that list the estimated beginning fund balances, projected Sources and Uses for the upcoming fiscal year, and the resulting estimated fund balances at the end of the upcoming fiscal year, classified based on GASB 54 fund balance classifications. Narratives describing each fund are included in the *Attachments* section entitled Fund Descriptions.

The Capital Budget

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

Adobe Boundary Fencing

Project Location: Adobe Dam Regional Park
County District: 3
Managing Department: Parks & Recreation
Project Partner(s): None
Scheduled Completion Date: June 2018

Project Purpose Statement

Regional Services

This project will install new fencing to replace old, broken, and missing boundary and frontage fencing, preventing criminal trespass and unauthorized access to the Adobe Dam Recreation Area.

Project Description

This project is needed to help re-establish physical boundaries for Adobe Dam Recreational Area. Urban development in the immediate area surrounding Adobe Dam Recreation Area is creating additional pressure on the current frontage and perimeter boundary resulting in unauthorized access and resource damage to the area. This project replaces fencing to secure the facility and prevent additional damage.

Funding/Cost Summary

Adobe Boundary Fencing	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ -	\$ 112,000	\$ -	\$ -	\$ -	\$ -	\$ 112,000	\$ 112,000
Project Total	\$ -	\$ -	\$ 112,000	\$ -	\$ -	\$ -	\$ -	\$ 112,000	\$ 112,000

Operating Cost Summary

There will be no operational costs associated with this project.

Associated Impacts of Capital Spending

Capital spending is necessary to ensure that County departments have adequate facilities, infrastructure and technology in place to provide mandated services to the public. The *Capital Improvement Program* section describes if, and to what extent, capital improvements will affect Maricopa County's current and future operating budget. The focus is on reasonably quantifiable additional costs and savings (direct and indirect), and other service impacts that result from capital project spending.

Future operating costs related to new facilities constructed or acquired through the CIP are carefully considered before project commitments are made. It is the County's philosophy and policy that new capital projects will be undertaken only if future operating revenues are reasonably estimated to be

sufficient to support associated future operating costs. Operating costs associated with new facilities are budgeted by the user department. Estimated operating costs, as well as anticipated savings in lease costs and operating costs of facilities to be replaced, are factored into the County's Financial Forecast.

Debt Service

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

The Budget as an Operations Guide

Organizational Structure

Maricopa County is organized by department. Key programs carried out by each department are summarized in the *Department Budget Summary* section and more detailed information is available online for each department.

Performance Measurement

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

Managing for Results also provides the tools for departments to establish strategic plans, outlining the goals of the agency and aligning the goals to the County-wide strategic priorities. Through the Planning for Results process in the Managing for Results cycle, department strategic plans establish performance measures that measure the results experienced by the customer as well as outputs, demands and efficiencies. The measures are tied to the services delivered and the goals of the agency. See the *Department Budget Summary* section for each department's mission statement, vision (optional), goals summary, program budget and key program measures. At the end of each departmental section is a link to a more detailed departmental report that will provide progress on the goals and additional performance metrics.

Organizational Chart

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

Personnel

A key element in position control is the historical tracking of funded positions and their full-time equivalent (FTE) status. A trend view of FTE levels puts into perspective the prior year's staff funding decisions and associated service level funding. 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. The General Fund covers the bulk of Personal Services. Significant changes in staffing levels from the prior year, including variance explanations, and FTE's by Market Range Title are provided at the end of the *Budget Summary Schedules* section.

The Budget as a Communications Device

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

The *FY 2018 Citizens' Budget Brief* is included to provide residents of Maricopa County an overview of the budget process. This document is a summary of the FY 2018 Adopted Budget with the intent to engage residents in the budget process by increasing transparency and comprehension of the budget. This document is succinct so it can be used separately as a tool to disseminate at community budget discussions and foster interest in the budget process.

Other Planning Processes

The Maricopa County budget process is closely tied to the Managing for Results system that integrates strategic planning with budgeting and performance measurement (see the *Strategic Direction* section for details behind this successful planning process). The combination of the budgeting and strategic planning processes, particularly in terms of budgeting to achieve desired results, is referred to as Budgeting for Results. The *Budgeting and Accountability Policy* provides for the control of the budget at the department level.

Detail regarding Maricopa County's other planning processes and their effects upon the budget, including those mentioned above, (i.e., *Managing for Results Policy* and the *Budgeting and Accountability Policy*), along with the *Policy for Administering Grants* and the *Capital Improvement Program* processes may be found in the *Budget Policies and Process*, *Strategic Direction*, *Capital Improvement Program* and the *Attachments* sections.

Budget Processes

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

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

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

Communicating with Charts and Graphs

Charts, tables and graphs are used throughout the budget document to highlight financial and statistical information. Detailed narrative interpretation is provided when the messages conveyed by the charts and graphs are not self-evident. Charts, tables and graphics are integrated with narratives to illustrate essential information throughout this budget document, particularly when communicating policy

information, as well as trends and impacts upon the budget. The *County Profile*, *Revenue Sources and Variance Commentary*, and *Mandates* sections contain the most charts, tables and graphs.

Revenue and Expenditure Classifications

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

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

Table of Contents

A Table of Contents is provided at the beginning of this document. It is very comprehensive for a document of this size and allows the reader to locate information quickly. On the web, it has dynamic page links for easy access to the various sections.

Glossary

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

Activity: A set of services with a common purpose that produces Outputs and Results for customers.

Capital Outlay: Expenditure from a department's 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).

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.

Acronyms

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

CAFR: Comprehensive Annual Financial Report

PCR: Post-Conviction Relief

The County and Community It Serves

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

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

The Budget 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 Budget Summary* 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 community it serves. The level of detail presented in this document was requested by the management, Elected Officials, and the residents of Maricopa County.

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

Strategic Direction

Strategic Business Planning Philosophy and Cycle

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

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

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

Countywide Strategic Plan 2015-2018

The Board of Supervisors' Countywide Strategic Plan is meant to guide County government actions to address current and future needs in Maricopa County. It sets direction for County government regarding its roles and responsibilities, and Maricopa County government officials use it to help guide decision-making.

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

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

Mission

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

Vision

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

Core Values

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

Strategic Priorities and Goals

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

Strategic Goal: By end of FY 2018, public safety is enhanced by reducing the number of adult probationers convicted of a new felony offense to 8% or lower.

Strategic Goal: By end of FY 2018, the overall rate of juvenile recidivism is 20% or less.

Strategic Goal: By end of FY 2017, 90% of Cradle to Crayons youth with petitions filed have permanency established within 365 days of the petition filing.

Strategic Goal: By the end of FY 2016, for moderate to high risk Seriously Mentally Ill (SMI) offenders, decrease the recidivism rate by at least 5 percentage points by providing them with continuity of appropriate treatment and services during and after incarceration. Continue to reduce the recidivism rates for moderate to high risk SMI offenders through 2020 in amounts based upon results achieved in 2016.

County Indicators:

Violent Crime Rate • Property Crime Rate • Average length of pre-trial stay in County jail
Number of persons with mental health issues (Rule 11 finding)

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

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

Strategic Goal: By end of FY 2018, 85% or more of citizens indicating satisfaction with the amount of and access to open space, parks and recreation land in Maricopa County.

Strategic Goal: By end of FY 2018, 4-5 year olds in Head Start increase their school readiness by 60% (on average in the year of their participation in Head Start--based on the State's assessment tool).

County Indicators:

Coverage levels of immunizations (MMR & Tdap) • Public Health Accreditation

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

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

Strategic Goal: *PLACEHOLDER* - By end of FY 2018, Maricopa County's Employee Engagement Score (a widely used measure indicating the strength of the workforce) increases x% from the baseline established in FY 2015.

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

- a. 7.5% increase in electronic recordings through the Recorder's Office by the end of FY 2018
- b. 28% increase in electronic filings through the Clerk of the Superior Court end of FY 2018.
- c. By the end of 2018, the Treasurer's Office will increase the number of parcels enrolled to receive paperless statements to 10%, a percentage that will be reviewed following a study to be completed by the end of FY 2016.

County Indicators:

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

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

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

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

County Indicators:

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

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

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

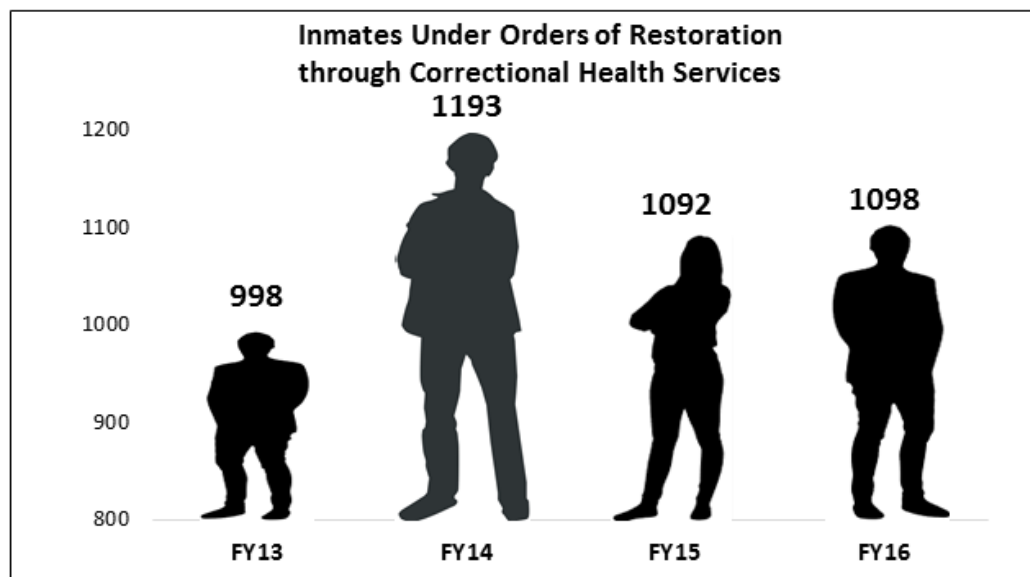
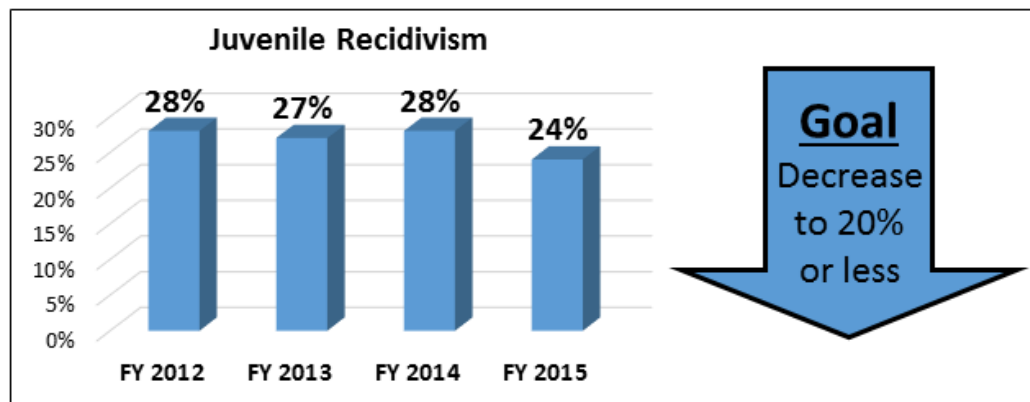
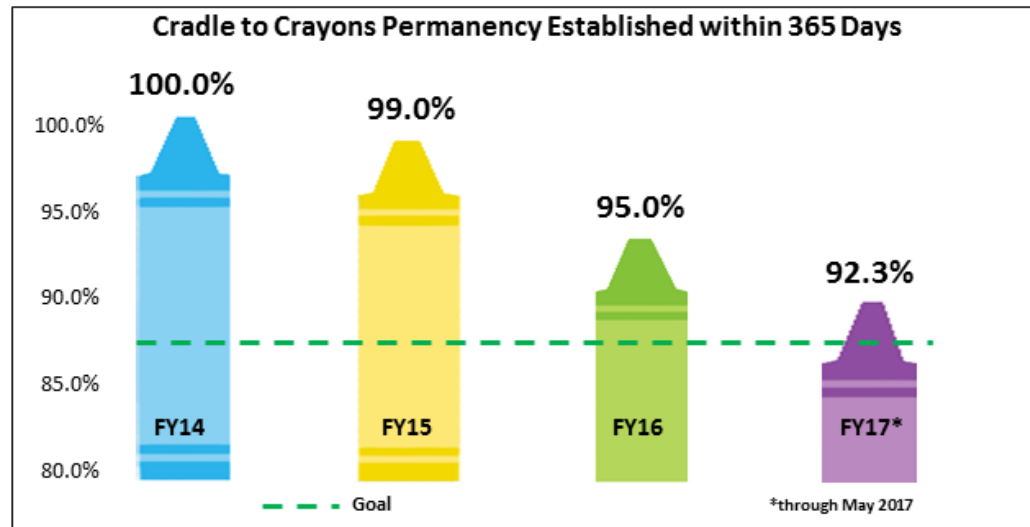
Strategic Goal: By the end of FY 2019, Maricopa County's General Fund Operating reserves will equal two months of operating expenditures.

County Indicators:

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

Safe Communities

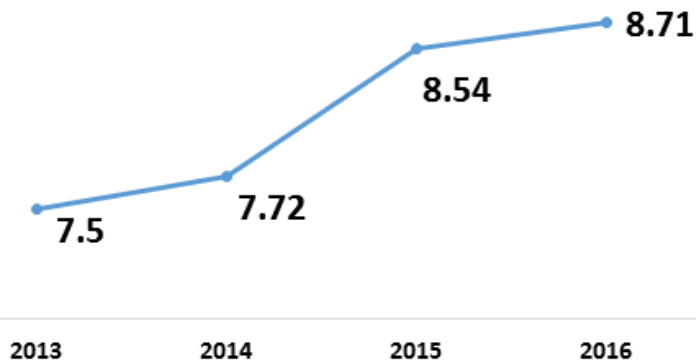
Maricopa County will support safe communities and neighborhoods by providing access to a timely, integrated, and cost-effective smart justice system.



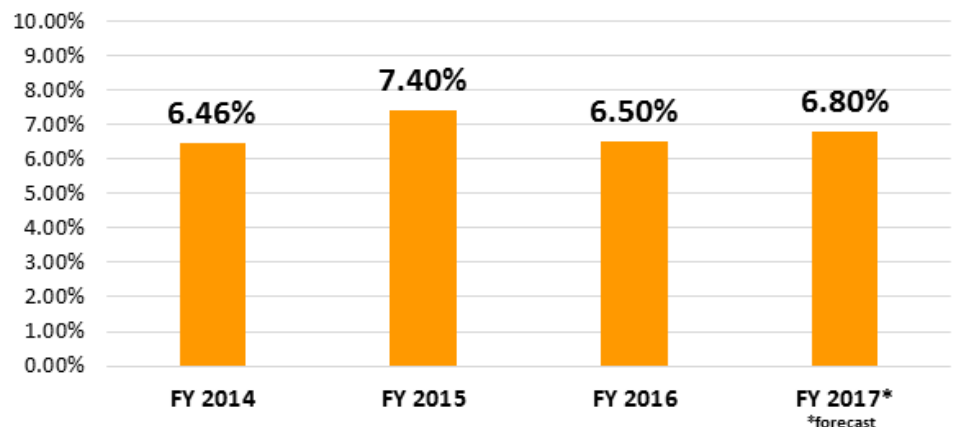
Safe Communities

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

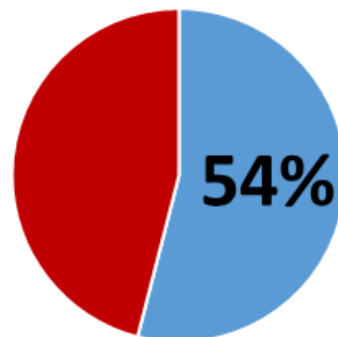
Average Days of Pretrial Stay in County Jail



% of Adult Probationers Convicted of a New Felony



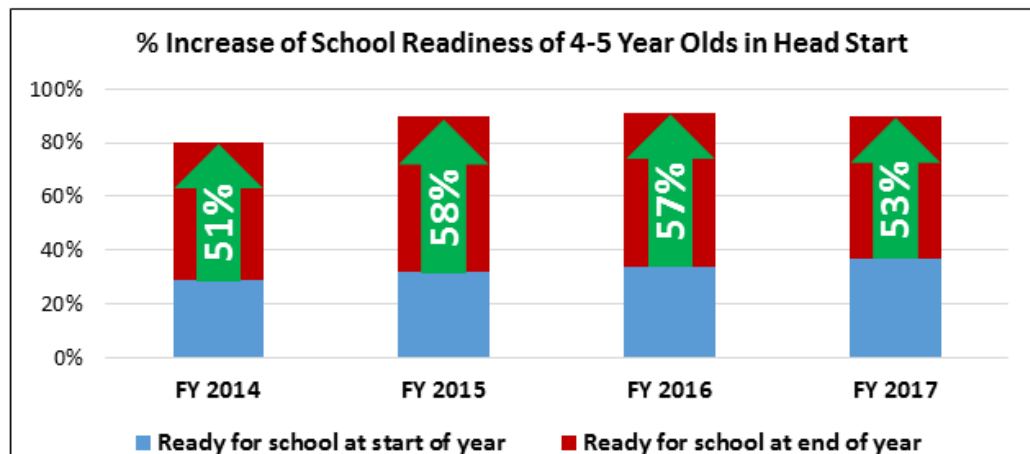
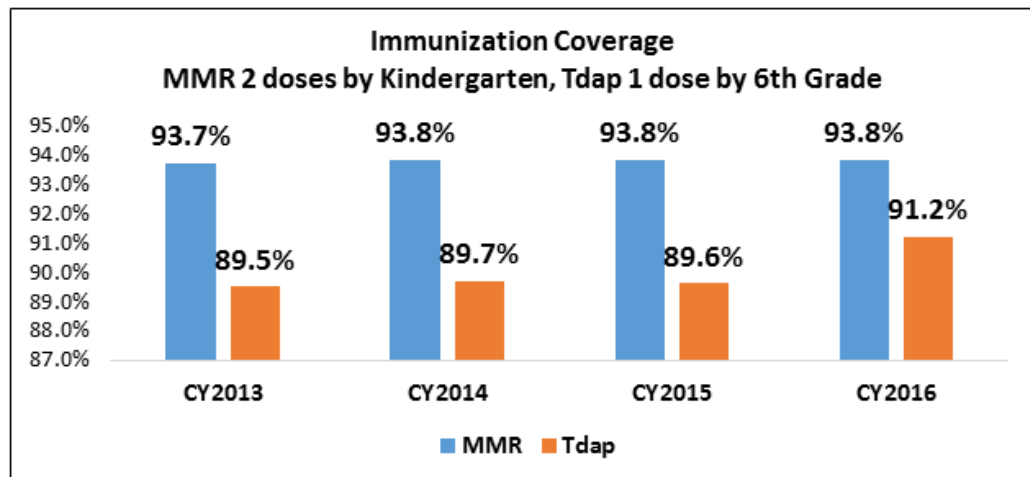
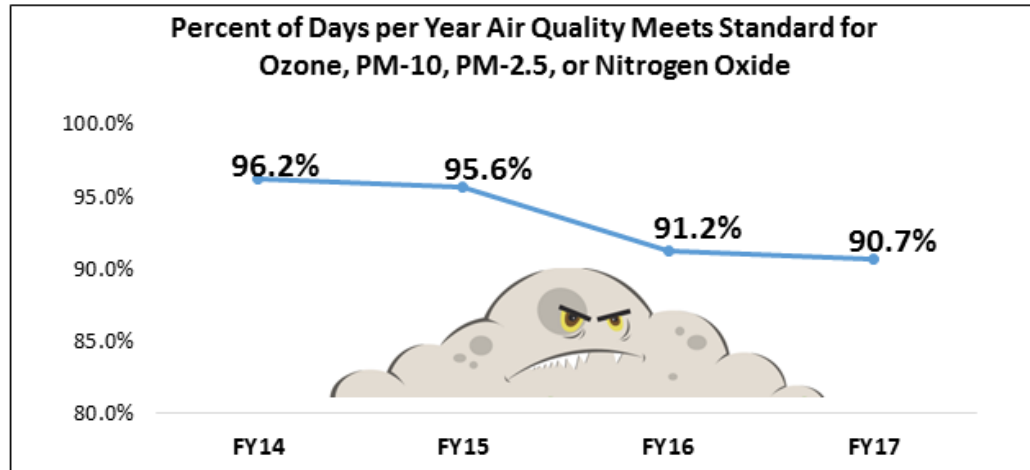
**Individuals
Designated
Medium to High
SMI Rebooked
into Jail within
365 days**



■ Rebooked ■ Not Rebooked

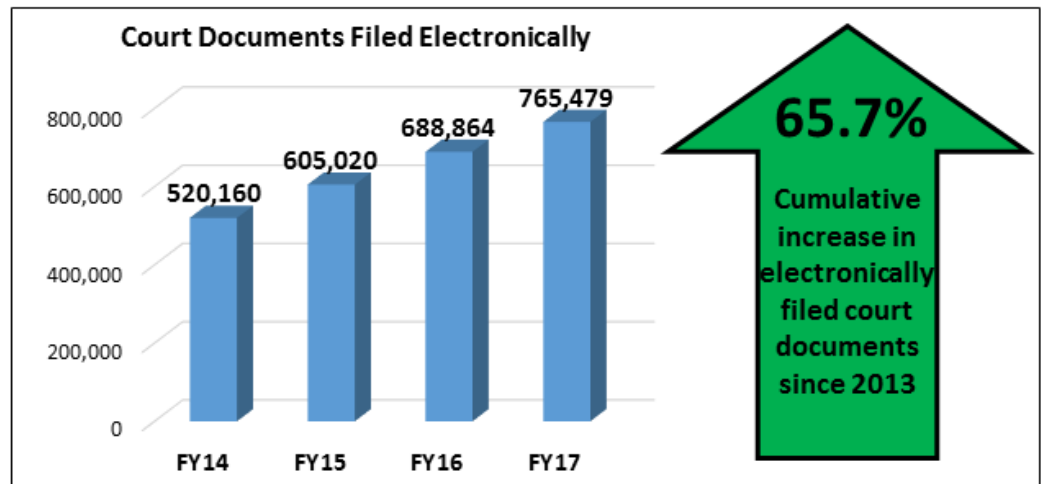
Regional Services

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

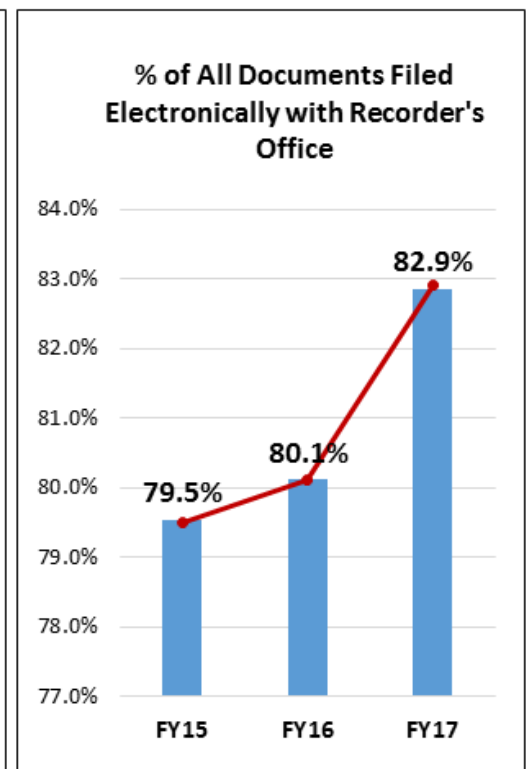
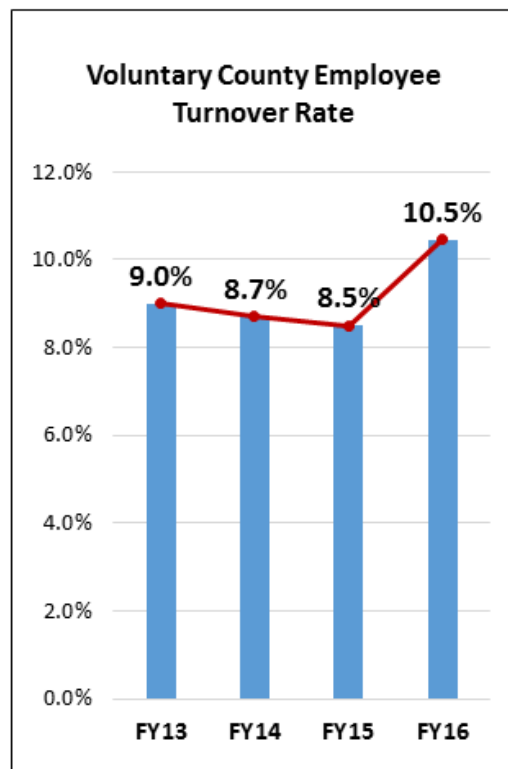


Gov't Operations

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



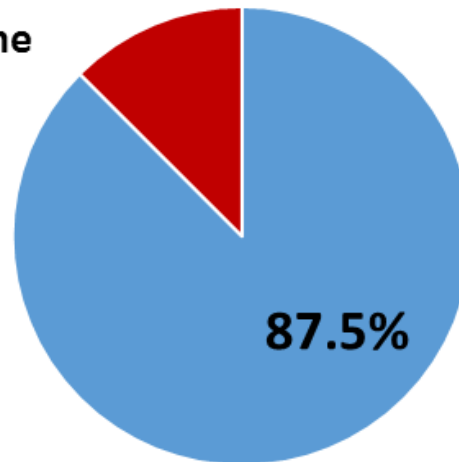
17,900 Subscribers in the Treasurer's Office E-Billing initiative



Growth & Economic Development

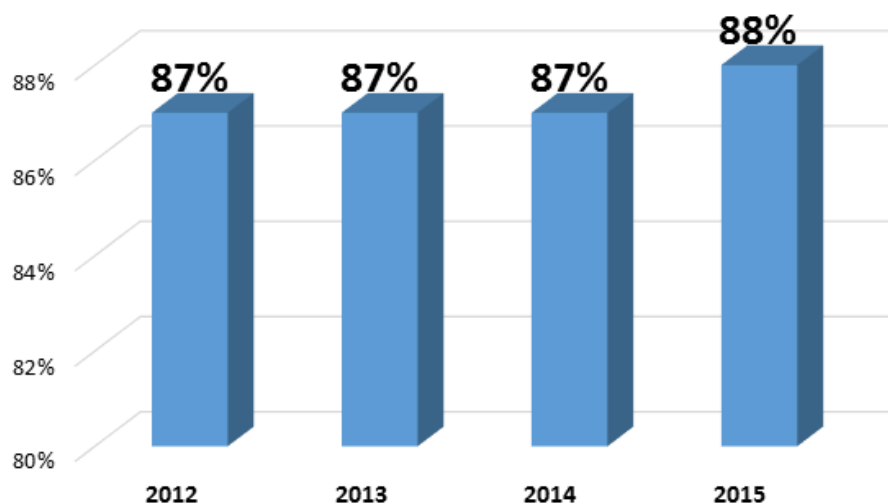
Maricopa County will be innovative in leveraging its resources, adaptive in its regulatory policies and practices, and proactive in its public relations to attract, promote, and support the growth of business enterprises to produce a vibrant and balanced regional economy.

**Per Capita Income
as Percent
of U.S**



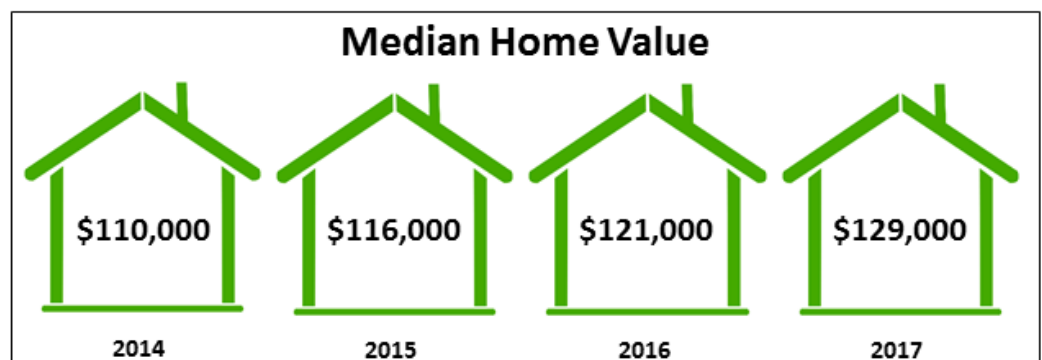
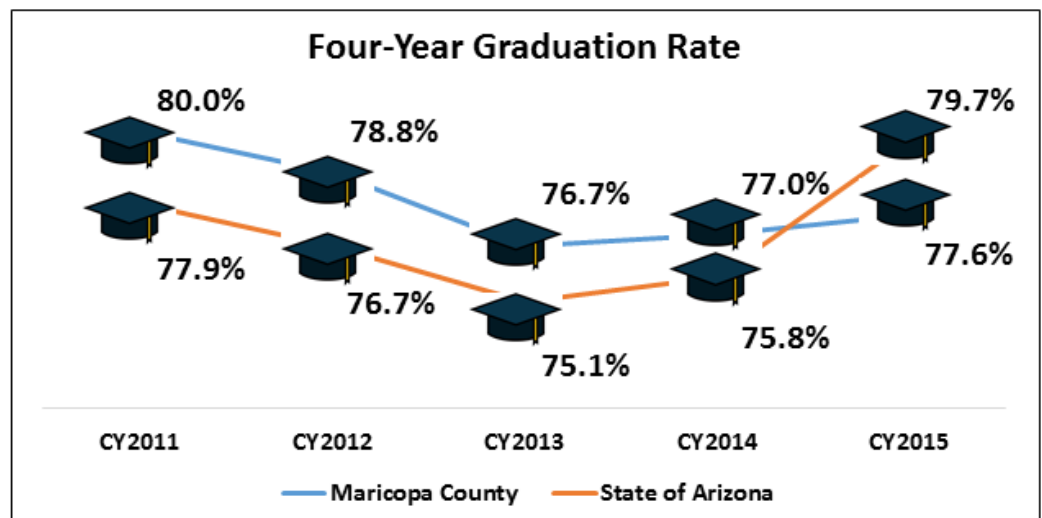
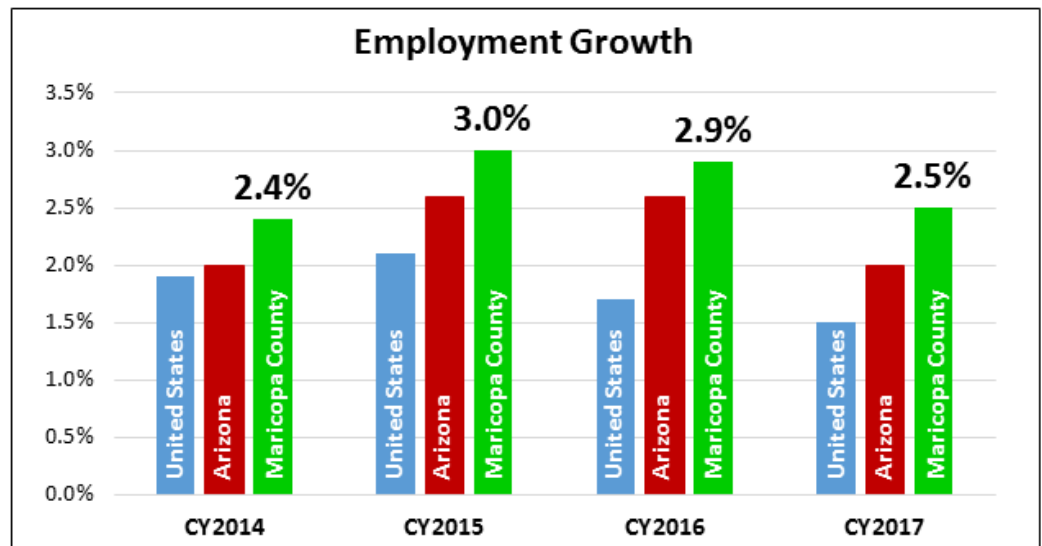
96% satisfaction of regulated entities

**Workforce Development Participants that Remain
Employed after 6 months**



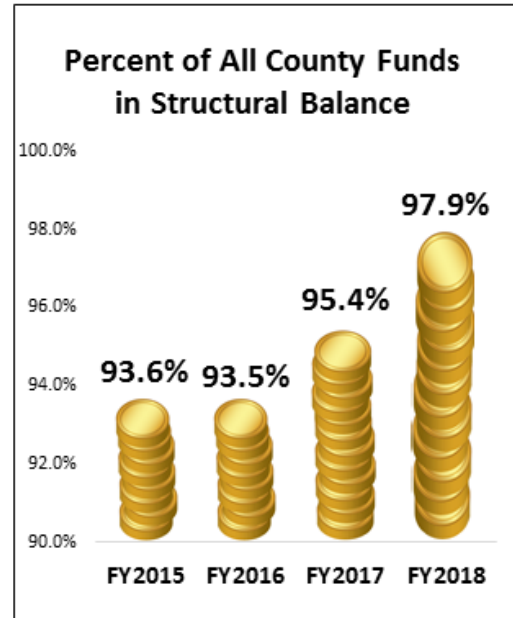
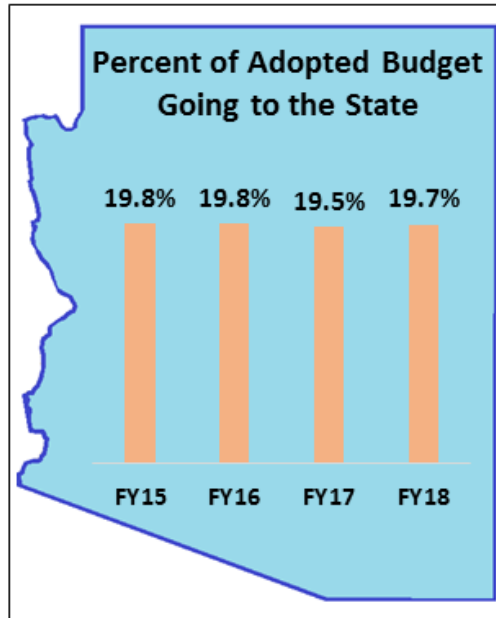
Growth & Economic Development

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



Fiscal Strength and Responsibility

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



General Fund Operating Reserves
=
2 Months Prior Year Expenditures

FY18 = \$208.8 million



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 Strategic Planning 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 Budget Office and the Department of Finance will develop and maintain a financial structure aligned with the Managing for Results system.
- The Budget Office 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.
- The Board directs all managers to use performance information to manage activities effectively and efficiently. Managers will consider performance information in making policy and program decisions.

Budgeting and Accountability Policy

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

Key provisions:

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

Annual Budget 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 Budget Office and departments to develop a structurally balanced budget that carries out the County's mission and strategic goals within available resources. The Guidelines and Priorities typically provide direction on property taxes, employee compensation, formulation of budget baselines, requests for additional funding, and the Capital Improvement Program. The Guidelines and Priorities are addressed in the County Manager's *Transmittal Letter*, and their full text is included in the *Attachments* section.

Summary of Significant Accounting Policies

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

Reporting Entity

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

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

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

Housing Authority of Maricopa County

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

Housing Authority of Maricopa County
8910 N. 78th Avenue, Building D
Peoria, Arizona 85345
www.maricopahousing.org

Maricopa County Flood Control District

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

Maricopa County Library District

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

Maricopa County Public Finance Corporation

Maricopa County Public Finance Corporation is a nonprofit corporation created by the Maricopa County Board of Supervisors that exists primarily to assist the County in the acquisition, construction, and improvement of County facilities, including real property and personal property. The Board of Directors of the Public Finance Corporation is subject to the approval of the County Board of Supervisors and the corporation exists primarily for the benefit of the County; therefore, the Corporation is considered a blended component unit of the County. The corporation has issued certificates of participation, lease revenue bonds, and lease trust certificates that evidence undivided proportionate interests in rent

payments to be made under the lease agreements, with an option to purchase, between Maricopa County and the Corporation. Since this debt is in substance the County's obligation, these liabilities and resulting assets are reported on the County's financial statements.

Maricopa County Special Assessment Districts

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

Maricopa County Stadium District

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

Maricopa County Street Lighting Districts

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

Related Organization

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

Basis of Financial Statement Presentation

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

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

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

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

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

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

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

Proprietary fund revenues and expenses are classified as either operating or non-operating. Operating revenues and expenses generally result from transactions associated with the fund's principal activity. Accordingly, revenues, such as user charges and net patient service revenues, in which each party receives and gives up essentially equal values, are reported as operating revenues.

Non-operating revenues, such as subsidies and investment income, result from transactions in which the parties do not exchange equal values. Revenues generated by ancillary activities are also reported as non-operating revenues. Operating expenses include the cost of services, administrative expenses, and depreciation on capital assets. Other expenses, such as interest expense, are considered non-operating expenses.

The County reports the following major governmental funds for *financial reporting*:

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

The Detention Operations Fund – was established under the authority of propositions 400 and 401, which were passed in the General Election of November 3, 1998. These propositions authorized a temporary 1/5 of one-cent sales tax to be used for the construction and operation of adult and juvenile detention facilities. On November 5, 2002, the voters approved the extension of the 1/5 of one-cent sales tax in the General Election. The extension begins in the month following the expiration of the original tax and may continue for not more than twenty years after the date the tax collection begins. The Detention Operations Fund accounts for the jail tax revenue and transfers from the General Fund for maintenance of effort and jail operations expenditures. The Detention Operations Fund transfers monies to the Detention Capital Fund for the construction of the jail facilities. The amount to be transferred to the Detention Capital Fund for any given year is determined through the budget planning process and tied to the jail tax collection projection and construction schedules.

The County Improvement Debt Fund – accounts for the debt service on the Lease Revenue Bonds, Certificates of Participation, and other long-term obligations. Funding is provided by transfers from the General Fund and special revenue funds.

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 Improvement Fund – accounts for capital projects funded through the issuance of Certificates of Participation, Series 2015.

The Detention Capital Projects Fund – accounts for construction associated with the 1/5 of one-cent sales tax approved by the voters in the General Election on November 3, 1998 and extended by the voters on November 5, 2002. Funding is provided by transfers from the Detention Operations Fund for the construction of adult and juvenile facilities

The County also reports the following fund types:

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

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

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

Basis of Accounting

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

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

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

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

Cash and Investments

For purposes of its statements of cash flows, the County considers only those liquid investments with a maturity of three months or less, at the time when they are purchased, to be cash equivalents.

Nonparticipating interest-earning investment contracts are stated at cost. Money market investments and participating interest-earning investment contracts, with a remaining maturity of one year or less at time of purchase, are stated at amortized cost. All other investments are stated at fair market value.

Inventories

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

Property Tax Calendar

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

Capital Assets

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

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

	ESTIMATED USEFUL LIFE (IN YEARS)
<u>TYPE OF ASSETS</u>	<u>PRIMARY GOVERNMENT</u>
Buildings	20 - 50
Infrastructure	25 – 50
Autos and trucks	3 - 10
Other equipment	3 - 20

All infrastructure assets are reported on the government-wide financial statements. Infrastructure maintained by the County Department of Transportation consists of roadways, bridges and related assets. These assets will not be depreciated as they are maintained using the modified approach. Under the modified approach, the County’s roadway and bridge systems are being preserved at a specified condition level established by the County. The Flood Control District accounts for the County’s remaining infrastructure assets consisting of drainage systems, dams, flood channels and canals.

For the Department of Transportation's infrastructure assets owned prior to fiscal year 2002, the County estimated their historical cost. The fair market value for right-of-way assets was estimated based on current regional land acquisitions and deflated by the trended growth rate, as determined by the County assessed valuation from the State of Arizona Department of Revenue Abstract of the Assessment Roll for vacant land, agriculture and government property not including legally exempt land. The fair market value for roadway system assets was estimated based on current construction costs and deflated using the Price Trends for Federal-Aid Highway Construction, published by the U.S. Department of Transportation, Federal Highway Administration, Office of Program Administration and Office of Infrastructure.

Flood Control District infrastructure assets are accounted for using the straight-line depreciation method with a useful life between 25 and 50 years. For infrastructure assets owned prior to fiscal year 2002, the County used internal records, maintained by the department, to estimate Flood Control's historical cost for these assets.

Investment Income

Investment income is composed of interest, dividends, and net changes in the fair market value of applicable investments.

Compensated Absences

Compensated absences consist of vacation leave and a calculated amount of sick leave earned by employees based on services already rendered. Employees may accumulate up to 320 hours of vacation leave, but any vacation hours in excess of the maximum amount that are unused at calendar year-end convert to sick leave. Upon termination of employment, all unused vacation benefits are paid to employees. Accordingly, vacation benefits are accrued as a liability in the financial statements.

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

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

Basis of Budgeting and Budgetary Control

Arizona law (A.R.S. §42-17105) requires the County to prepare and adopt an annual balanced budget for the General, Special Revenue, Debt Service, Enterprise and Capital Projects Funds. In addition, Maricopa County prepares budgets for its Internal Service Funds. Arizona law further requires that no expenditure shall be made or liability incurred that exceeds the amounts budgeted except as provided by law.

Appropriation levels are established by department, fund and appropriation unit group (operating vs. non-recurring, including projects), and lapse annually. During the year, budget transfers from the contingency account to a department's budget require approval by the Board of Supervisors. The budget is appropriated by fund and appropriation unit category for the three departments of the Judicial Branch and the five departments of the Public Defense System, as noted in the *Executive Summary*. Budgeted amounts are reported as originally adopted or as adjusted by authorization from the Board of Supervisors.

The County budgets for Governmental Fund types and Internal Service Funds on a basis consistent with the County's financial reporting and generally accepted accounting principles (GAAP), with the exception of capital lease transactions, which are budgeted as expenditures. Under this method, revenues are recognized when measurable and available. The County considers all revenues reported in the governmental funds to be available if the revenues are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments and compensated absences, which are recognized as expenditures to the extent they are due and payable. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital lease agreements are reported as other financing sources. In addition, for proprietary funds, the County budgets capital outlay expenditures instead of depreciation.

Furthermore, the County provides budget schedules by Major and Non-major Fund appropriations. Major funds are considered for budgeting purposes as funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental funds. Below is a matrix of the department-fund budgets for major and non-major funds. Schedules for revenue and expenditure budgets by major and non-major fund categories are presented in the *Budget Summary Schedules* and the definitions are provided in the *Glossary* section.

FY 2018 DEPARTMENT/FUND MATRIX

DEPARTMENT	GENERAL*	DETENTION OPERATIONS*	NON MAJOR SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS
010 - BOARD OF SUPERVISORS DIST 1	X						
020 - BOARD OF SUPERVISORS DIST 2	X						
030 - BOARD OF SUPERVISORS DIST 3	X						
040 - BOARD OF SUPERVISORS DIST 4	X						
050 - BOARD OF SUPERVISORS DIST 5	X						
060 - CLERK OF THE BOARD	X						
110 - ADULT PROBATION	X	X	X				
120 - ASSESSOR	X						
140 - CALL CENTER	X						
150 - EMERGENCY MANAGEMENT	X	X	X				
160 - CLERK OF THE SUPERIOR COURT	X		X				
180 - FINANCE	X		X				
190 - COUNTY ATTORNEY	X		X				
200 - COUNTY MANAGER	X						
210 - ELECTIONS	X		X				
220 - HUMAN SERVICES	X		X				
230 - INTERNAL AUDIT	X						
240 - JUSTICE COURTS	X		X				
250 - CONSTABLES	X						
260 - CORRECTIONAL HEALTH	X	X					
270 - JUVENILE PROBATION	X	X	X				
290 - MEDICAL EXAMINER	X		X				
300 - PARKS AND RECREATION	X		X				
310 - HUMAN RESOURCES	X						
340 - PUBLIC FIDUCIARY	X						
360 - RECORDER	X		X				
370 - SCHOOL SUPERINTENDENT	X	X	X				
390 - EMPLOYEE BENEFITS AND HEALTH	X		X			X	

FY 2018 DEPARTMENT/FUND MATRIX CONTINUED

DEPARTMENT	GENERAL*	DETENTION OPERATIONS*	NON MAJOR SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS
410 - ENTERPRISE TECHNOLOGY	X	X				X	
420 - INTEGRATED CRIM JUSTICE INFO		X					
430 - TREASURER	X		X				
440 - PLANNING AND DEVELOPMENT	X		X				
470 - NON DEPARTMENTAL	X	X	X	X	X		
490 - BUDGET OFFICE	X						
500 - SHERIFF	X	X	X				
520 - PUBLIC DEFENDER	X		X				
540 - LEGAL DEFENDER	X		X				
550 - LEGAL ADVOCATE	X		X				
560 - CONTRACT COUNSEL	X						
570 - PUBLIC ADVOCATE	X						
640 - TRANSPORTATION			X		X		X
670 - WASTE RESOURCES AND RECYCLING	X		X				
700 - FACILITIES MANAGEMENT	X	X					
730 - PROCUREMENT SERVICES	X						
740 - EQUIPMENT SERVICES	X	X				X	
750 - RISK MANAGEMENT						X	
790 - ANIMAL CARE AND CONTROL	X		X				
800 - SUPERIOR COURT	X		X				
850 - AIR QUALITY	X		X				
860 - PUBLIC HEALTH	X		X				
880 - ENVIRONMENTAL SERVICES	X		X				
940 - ASSISTANT COUNTY MANAGER 940	X						
950 - ASSISTANT COUNTY MANAGER 950	X	X	X				
980 - ELIMINATIONS COUNTY							X
ALL DEPARTMENTS	X	X	X	X	X	X	X

* MAJOR FUND

Budgets of Blended Component Units

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

The Budget Process

Annual Budget Process

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

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

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 Budget Office updates the County's five-year financial forecast on a quarterly basis throughout the fiscal year for several 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.

Strategic Plans

The Board of Supervisors adopts a Countywide strategic plan, which was last updated in May 2014. In addition, each department has a strategic business plan identifying goals and performance metrics for their programs and activities. The County strategic plan is presented in the Strategic Direction section of this document, while department plans are presented in the Department Budgets — Expanded section.

Budget Guidelines and Priorities

The five-year financial forecast and the County's strategic plan set the stage for adoption of budget guidelines and priorities for the upcoming fiscal year. The Board of Supervisors adopted the guidelines and priorities in early January. Current Guidelines and Priorities are discussed in the Transmittal Letter, and presented in their entirety in the *Attachments* section.

Budget Preparation

Upon adoption of the budget guidelines and priorities, the Budget Office prepares budget baselines and detailed instructions for departments. Departments then prepare their budget requests from December

through February and submit them to the Budget Office. Departments that manage capital improvement projects prepare and submit capital project budgets as part of a five-year Capital Improvement Program.

Budget Review and Analysis

Elected officials and the Judicial Branch have the opportunity to present their requested budgets to the Board of Supervisors early in the process. During February and March, the Budget Office 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 Assistant County Manager, the Budget Office prepares budget recommendations for each department. In March, County leadership reviews budget recommendations with elected officials and the Presiding Judge, and negotiates budget agreements with them. In April, the Budget Office finalizes a consolidated Recommended Budget for presentation to the Board of Supervisors, which is presented to the Board in May.

Budget Adoption

Tentative Adoption

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

Final Adoption

In 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 Budget Office.

Property Tax Levy Adoption

According to A.R.S. §42-17151, the Board of Supervisors meets on or before the third Monday in August to adopt property tax levies and rates. Refer to the Budget Calendar in the Attachments section for the property tax adoption date.

Fiscal Year 2018 Budget Process

Revenue collections were monitored closely, and the major revenues were forecasted quarterly. Department budget baselines and instructions for FY 2018 were developed and issued in December 2016. The FY 2018 Budget Guidelines and Priorities were adopted by the Board of Supervisors on January 4, 2017.

Departments began to submit their budget requests to the Budget Office from early January to late February. The Budget Office reviewed and analyzed department budget requests from early January through late March. The Chairman of the Board of Supervisors negotiated budget recommendations with elected officials and the Presiding Judge, beginning in late March.

The FY 2018 Recommended Budget was presented to the Board of Supervisors on May 22, 2017 and was adopted the same day. Final Adoption of the budget occurred on June 19, 2017. Property Tax levies and rates were adopted on August 21, 2017.

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.

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.

Fiscal Year 2019 Budget Process

The FY 2019 budget process is anticipated to mirror that of a normal budget process timeline, as indicated in the *Annual Budget Process* section.

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.



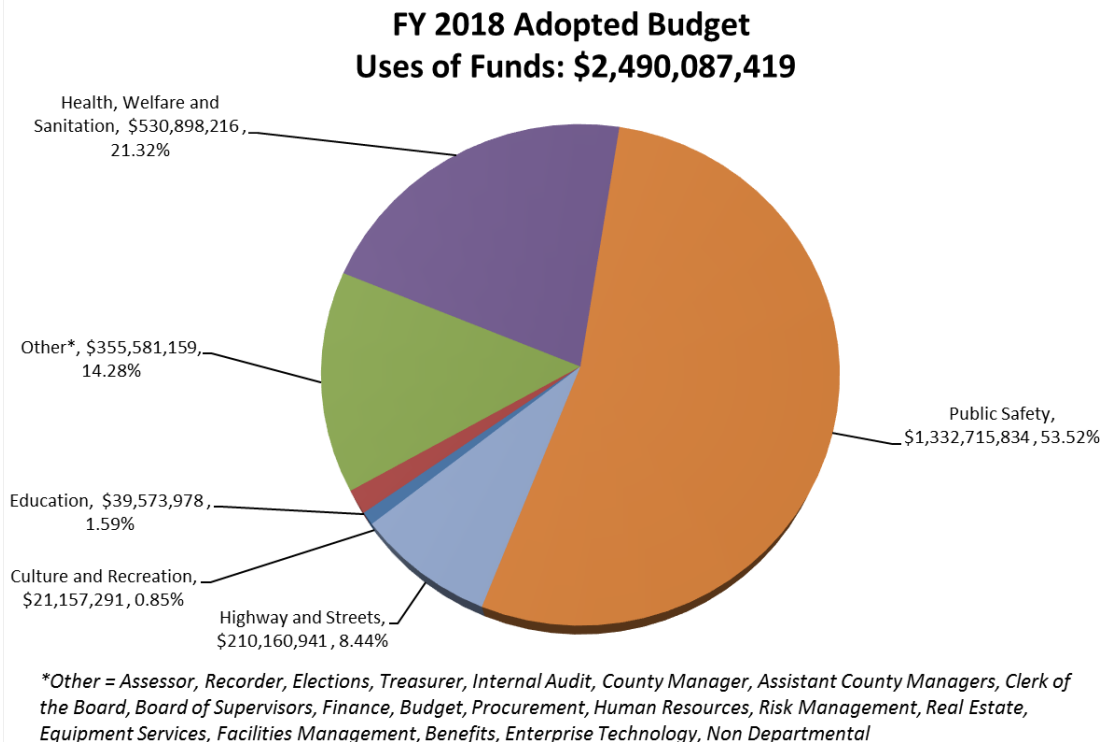
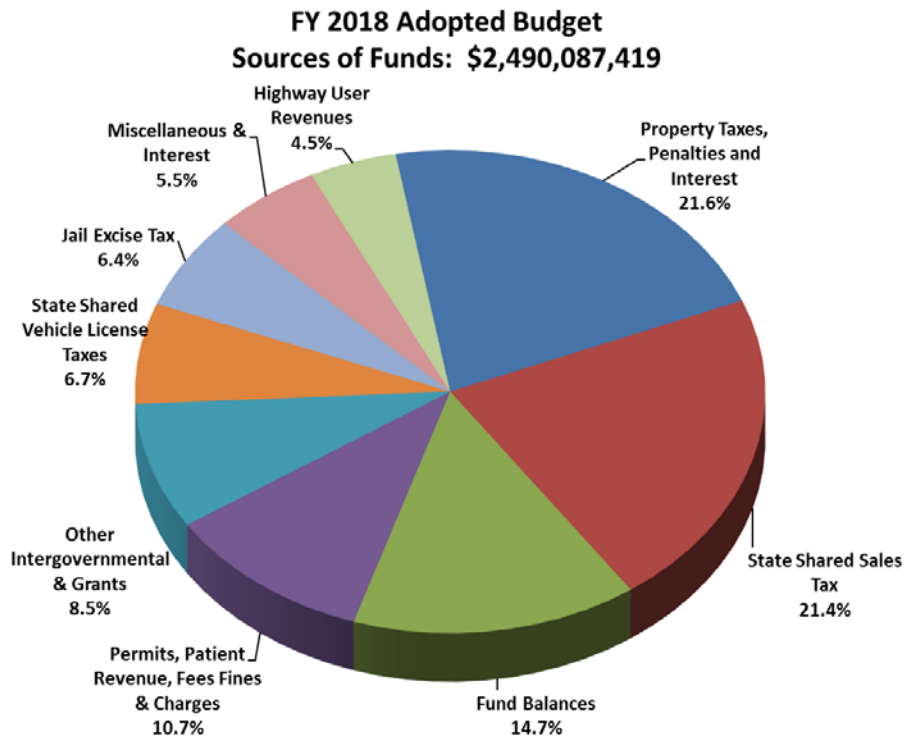
Consolidated Sources, Uses and Fund Balance by Fund Type

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Internal Service Funds	Subtotal	Eliminations	Total
Beginning Fund Balance	\$ 134,647,118	\$ 162,468,255	\$ 25,800,329	\$ 831,077,868	\$ 29,040,951	\$ 1,183,034,521	\$ -	\$ 1,183,034,521
Sources of Funds								
Operating								
6010 Property Tax	\$ 531,047,908	\$ -	\$ -	\$ -	\$ -	\$ 531,047,908	\$ -	\$ 531,047,908
6050 Tax Penalties & Interest	7,519,586	-	-	-	-	7,519,586	-	7,519,586
6060 Sales Tax	-	158,237,746	-	-	-	158,237,746	-	158,237,746
6100 Licenses & Permits	1,342,771	41,751,645	-	-	-	43,094,416	-	43,094,416
6150 Grants	-	131,222,198	-	-	-	131,222,198	-	131,222,198
6151 Grants - State	-	22,550,647	-	-	-	22,550,647	-	22,550,647
6152 Grants - Other	-	8,921,410	-	-	-	8,921,410	-	8,921,410
6200 Intergovernmental	92,999	1,976,167	-	-	-	2,069,166	-	2,069,166
6201 Intergovernmental - State	50,000	8,712,602	-	-	-	8,762,602	-	8,762,602
6202 Intergovernmental - Other	249,287	5,215,609	-	-	-	5,464,896	-	5,464,896
6210 PILT	10,622,182	-	-	-	-	10,622,182	-	10,622,182
6211 PILT - Federal	3,011,264	-	-	-	-	3,011,264	-	3,011,264
6212 PILT - City GPLET	356,448	-	-	-	-	356,448	-	356,448
6250 State Shared Sales Tax	533,940,557	-	-	-	-	533,940,557	-	533,940,557
6260 State Shared Highway User Revenue	-	111,917,883	-	-	-	111,917,883	-	111,917,883
6300 State Shared Vehicle License	156,707,940	11,103,437	-	-	-	167,811,377	-	167,811,377
6340 Intergov Charges For Services	3,154,774	1,276,827	-	-	-	4,431,601	-	4,431,601
6341 Intergov Charges For Services - State	328,257	3,511,091	-	-	-	3,839,348	-	3,839,348
6342 Intergov Charges For Services - District	560,425	32,002	-	-	1,815,889	2,408,316	-	2,408,316
6343 Intergov Charges For Services - Other	17,269,953	24,774,144	-	-	2,336,234	44,380,331	-	44,380,331
6350 Charges For Services	17,123,376	24,635,490	-	-	-	41,758,866	-	41,758,866
6351 Insurance Charges For Services	-	-	-	-	31,562,867	31,562,867	-	31,562,867
6352 Other Charges For Services	9,945,209	49,843,432	-	-	(1,149,205)	58,639,436	-	58,639,436
6360 Internal Service Fund Charges	-	-	-	-	204,966,835	204,966,835	(204,966,835)	-
6370 Fines And Forfeits	10,746,561	14,277,582	-	-	-	25,024,143	-	25,024,143
6380 Patient Services Revenue	6,988	2,772,209	-	-	-	2,779,197	-	2,779,197
6450 Interest Income	2,400,000	870,726	-	-	260,196	3,530,922	-	3,530,922
6500 Miscellaneous	1,902,142	4,255,425	-	-	433,000	6,590,567	-	6,590,567
6502 Sale of Asset	296	-	-	-	-	296	-	296
6503 Unclaimed/Abandoned Property	1,170	-	-	-	-	1,170	-	1,170
6504 Donations/Contributions	-	1,179,737	-	-	-	1,179,737	-	1,179,737
6505 Other Miscellaneous	564,702	446,621	-	-	-	1,011,323	-	1,011,323
6510 Gain On Fixed Assets	-	250,000	-	-	-	250,000	-	250,000
6800 Transfers In	-	215,799,653	19,959,846	21,183,032	-	256,942,531	(256,942,531)	-
Total Operating Sources	\$ 1,308,944,795	\$ 845,534,283	\$ 19,959,846	\$ 21,183,032	\$ 240,225,816	\$ 2,435,847,772	\$ (461,909,366)	\$ 1,973,938,406
Non Recurring								
6150 Grants	\$ -	\$ 757,973	\$ -	\$ 11,520,765	\$ -	\$ 12,278,738	\$ -	\$ 12,278,738
6151 Grants - State	-	703,857	-	-	-	703,857	-	703,857
6152 Grants - Other	-	200,000	-	-	-	200,000	-	200,000
6201 Intergovernmental - State	4,777,300	-	-	-	-	4,777,300	-	4,777,300
6340 Intergov Charges For Services	-	-	-	9,735,564	-	9,735,564	-	9,735,564
6342 Intergov Charges For Services - District	8,007	-	-	-	-	8,007	-	8,007
6343 Intergov Charges For Services - Other	-	-	-	-	-	-	-	-
6352 Other Charges For Services	-	34,319	-	-	-	34,319	-	34,319
6450 Interest Income	-	750,000	-	200	-	750,200	-	750,200
6500 Miscellaneous	-	5,886,659	-	-	-	5,886,659	-	5,886,659
6502 Sale of Asset	-	-	-	-	-	-	-	-
6520 Proceeds From Financing	-	-	-	116,765,000	-	116,765,000	-	116,765,000
6800 Transfers In	10,309,311	-	104,806,843	252,733,626	5,223,616	373,073,396	(373,073,396)	-
Total Non Recurring Sources	\$ 15,094,618	\$ 8,332,808	\$ 104,806,843	\$ 390,755,155	\$ 5,223,616	\$ 524,213,040	\$ (373,073,396)	\$ 151,139,644
Total Sources	\$ 1,324,039,413	\$ 853,867,091	\$ 124,766,689	\$ 411,938,187	\$ 245,449,432	\$ 2,960,060,812	\$ (834,982,762)	\$ 2,125,078,050

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

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Internal Service Funds	Subtotal	Eliminations	Total
Use of Funds								
Operating								
Personnel	\$ 577,657,861	\$ 518,397,045	\$ -	\$ -	\$ 15,730,480	\$ 1,111,785,386	\$ -	\$ 1,111,785,386
Supplies	13,391,338	45,097,172	-	-	11,454,146	69,942,656	(4,972,694)	64,969,962
Services	457,353,520	216,968,383	-	-	221,205,039	895,526,942	(199,994,141)	695,532,801
Capital	5,400,322	6,783,455	18,399,600	-	40,000	30,623,377	-	30,623,377
Transfers Out	255,141,754	1,800,777	-	-	-	256,942,531	(256,942,531)	-
Total Operating Uses	\$ 1,308,944,795	\$ 789,046,832	\$ 18,399,600	\$ -	\$ 248,429,665	\$ 2,364,820,892	\$ (461,909,366)	\$ 1,902,911,526
Non Recurring								
Personnel	\$ 11,967,133	\$ 3,359,674	\$ -	\$ 4,328,773	\$ 175,321	\$ 19,830,901	\$ -	\$ 19,830,901
Supplies	830,879	2,681,568	-	270,769	527,888	4,311,104	-	4,311,104
Services	47,379,498	23,915,330	-	11,764,260	366,225	83,425,313	-	83,425,313
Capital	9,984,284	8,263,818	113,535,678	346,998,495	826,300	479,608,575	-	479,608,575
Transfers Out	79,579,942	75,550,537	176,138	217,766,779	-	373,073,396	(373,073,396)	-
Total Non Recurring Uses	\$ 149,741,736	\$ 113,770,927	\$ 113,711,816	\$ 581,129,076	\$ 1,895,734	\$ 960,249,289	\$ (373,073,396)	\$ 587,175,893
Total Uses	\$ 1,458,686,531	\$ 902,817,759	\$ 132,111,416	\$ 581,129,076	\$ 250,325,399	\$ 3,325,070,181	\$ (834,982,762)	\$ 2,490,087,419
Structural Balance	\$ -	\$ 56,487,451	\$ 1,560,246	\$ 21,183,032	\$ (8,203,849)	\$ 71,026,880	\$ -	\$ 71,026,880
Ending Fund Balance	\$ -	\$ 113,517,587	\$ 18,455,602	\$ 661,886,979	\$ 24,164,984	\$ 818,025,152	\$ -	\$ 818,025,152
Restricted	\$ -	\$ 97,019,704	\$ 18,455,602	\$ 200,895,981	\$ 25,309,427	\$ 341,680,714	\$ -	\$ 341,680,714
Committed	\$ -	\$ 18,858,953	\$ -	\$ 460,990,998	\$ 2,860,950	\$ 482,710,901	\$ -	\$ 482,710,901
Unassigned	\$ -	\$ (2,361,070)	\$ -	\$ -	\$ (4,005,393)	\$ (6,366,463)	\$ -	\$ (6,366,463)

Sources and Uses of Funds



Reconciliation of Budget Changes

	General	Special Revenue	Debt Service	Capital Projects	Internal Service	Eliminations	Total
FY 2017 Adopted Budget	\$1,406,003,835	\$896,597,135	\$131,781,210	\$414,405,222	\$248,743,798	(\$741,523,224)	\$2,356,007,976
Operating Adjustments:							
Base Adjustments:							
Base Adjustments:							
Melendres 2nd Permanent Injunction	\$ -	\$ (4,700,420)	\$ -	\$ -	\$ -	\$ 4,700,420	\$ -
Base Adjustments Total	\$ -	\$ (4,700,420)	\$ -	\$ -	\$ -	\$ 4,700,420	\$ -
Grants, Donations and Intergovernmental Agreements Total	\$ 142,970	\$ 11,877,907	\$ -	\$ -	\$ -	\$ -	\$ 12,020,877
Other Operating Total	\$ 4,947	\$ 15,000	\$ -	\$ -	\$ -	\$ (19,947)	\$ -
Operating Adjustments Total	\$ 147,917	\$ 7,192,487	\$ -	\$ -	\$ -	\$ 4,680,473	\$ 12,020,877
Non Recurring Adjustments:							
Capital Improvement Program Total	\$ -	\$ 19,254,816	\$ -	\$ (13,629,816)	\$ -	\$ (5,625,000)	\$ -
Grants, Donations and Intergovernmental Agreements Total	\$ 177,148	\$ 1,991,020	\$ -	\$ -	\$ -	\$ -	\$ 2,168,168
Information and Communications Technology Total	\$ -	\$ -	\$ -	\$ 1,230,750	\$ -	\$ (1,230,750)	\$ -
Other Non Recurring Total	\$ -	\$ (6,859,239)	\$ 7,371,913	\$ -	\$ -	\$ (512,674)	\$ -
Non Recurring Adjustments Total	\$ 177,148	\$ 14,386,597	\$ 7,371,913	\$ (12,399,066)	\$ -	\$ (7,368,424)	\$ 2,168,168
FY 2017 Revised Budget	\$1,406,328,900	\$918,176,219	\$139,153,123	\$402,006,156	\$248,743,798	(\$744,211,175)	\$2,370,197,021

Reconciliation of Budget Changes (continued)

	General	Special Revenue	Debt Service	Capital Projects	Internal Service	Eliminations	Total
FY 2017 Revised Budget	\$1,406,328,900	\$918,176,219	\$139,153,123	\$402,006,156	\$248,743,798	(\$744,211,175)	\$2,370,197,021
Operating							
AHCCCS Contribution	(228,100)	-	-	-	-	-	(228,100)
ALTCS Contribution	10,303,900	-	-	-	-	-	10,303,900
Arnold v. Sam IGA	2,645,583	-	-	-	-	-	2,645,583
Mandated Health Care Total	12,721,383	-	-	-	-	-	12,721,383
Payment for AZ State Dept of Revenue	(47,528)	-	-	-	-	-	(47,528)
Payment for AZ State Juvenile Corrections	4,777,300	-	-	-	-	-	4,777,300
Other Mandated State Payments	4,729,772	-	-	-	-	-	4,729,772
Jail Excise Tax Maintenance of Effort	2,055,116	-	-	-	-	(2,055,116)	-
Jail Excise Tax MOE Above Base	4,122,634	-	-	-	-	(4,122,634)	-
Other Mandated and Related Costs	6,177,750	-	-	-	-	(6,177,750)	-
Personnel Additions and Related Costs	666,446	865,612	-	-	145,614	-	1,619,692
Personnel Reductions	(328,687)	-	-	-	-	-	(328,687)
Retirement Contributions	5,141,791	3,244,401	-	-	-	-	8,386,192
Market and Other Compensation Adjustments	17,884	312,392	-	-	200,666	-	530,942
Pay for Performance Contingency	11,993,040	5,125,163	-	-	-	-	17,118,203
Overtime Pay Adjustment	1,431,352	2,960,883	-	-	-	-	4,392,235
Personnel Vacancy Savings	50,466	401,894	-	-	(96,533)	-	355,827
Employee Compensation and Benefits	18,972,292	12,910,345	-	-	249,747	-	32,132,384
Contingency	7,909,243	(9,269,676)	-	-	-	-	(1,360,433)
Justice System Contingency	1,897,697	987,514	-	-	-	-	2,885,211
Contingencies	9,806,940	(8,282,162)	-	-	-	-	1,524,778
Debt Service	-	-	5,046,600	-	-	-	5,046,600
Debt Service	-	-	5,046,600	-	-	-	5,046,600
Base Telecom Adjustment	1,084,394	832,380	-	-	102,400	-	2,019,174
Central Service Cost Allocation	(718,776)	613,700	-	-	208,419	-	103,343
Increased Risk Management Claims Activity	-	-	-	-	612,334	-	612,334
Radio Charges Adjustment	560,837	(81,921)	-	-	1,283	-	480,199
Risk Management Adjustment	165,810	185,766	-	-	40,563	-	392,139
Internal and Central Service Charges	1,092,265	1,549,925	-	-	964,999	-	3,607,189
Vehicle Replacement	61,132	14,052	-	-	40,000	4,947	120,131
Vehicle Replacement	61,132	14,052	-	-	40,000	4,947	120,131
Courtroom Equipment Annual Maintenance	98,589	-	-	-	-	-	98,589
Jury Management Annual Maintenance	149,000	-	-	-	-	-	149,000
Treasures ULTIS System Maintenance	156,114	-	-	-	-	-	156,114
Increased Technology Services for Replacement Softw	-	-	-	-	249,103	-	249,103
Content Management Maint	10,317	-	-	-	-	-	10,317
Cyber Security Tools	704,274	-	-	-	-	-	704,274
Data Center Colocation	(483,600)	-	-	-	-	-	(483,600)
Data Center Leases	146,130	-	-	-	-	-	146,130
Hosting & Maintenance for 3x ERPS	568,905	-	-	-	-	-	568,905
Microsoft Enterprise License Agreement	1,540,390	-	-	-	-	-	1,540,390
IT Operating Costs	2,890,119	-	-	-	249,103	-	3,139,222
Grants	-	(4,753,037)	-	-	-	-	(4,753,037)
Intergovernmental Agreements	188,412	-	-	-	-	-	188,412
Grants and IGA's	188,412	(4,753,037)	-	-	-	-	(4,564,625)
Fund Transfers	(267,921)	(28,629)	-	-	-	296,550	-
Fund Transfers	(267,921)	(28,629)	-	-	-	296,550	-
Reallocations of Costs Between Funds	405,303	(405,303)	-	-	-	-	-
Reallocations of Costs Between Funds	405,303	(405,303)	-	-	-	-	-
OME Transport Services	60,000	-	-	-	-	-	60,000
OMELab Services	46,000	-	-	-	-	-	46,000
Inmate Programs Positions and Related Costs	-	(1,583,966)	-	-	-	-	(1,583,966)
Landfill Closure Maintenance	200,000	-	-	-	-	-	200,000
Marshall & Swift Search Engine	11,122	-	-	-	-	-	11,122
Electric Fogger(s)	75,000	-	-	-	-	-	75,000
Transportation Maintenance Projects	-	9,142,280	-	-	-	-	9,142,280
Program Revenue Volume Increases and Decreases	-	908,279	-	-	(8,764)	480,562	1,380,077
Other Base Adjustments	(1,249,996)	(1,376,322)	-	-	989,679	-	(1,636,639)
Total Other Base Adjustments	(857,874)	7,090,271	-	-	980,915	480,562	7,693,874
Operating Adjustments Total	55,919,573	8,095,462	5,046,600	-	2,484,764	(5,395,691)	66,150,708

Reconciliation of Budget Changes (continued)

	General	Special Revenue	Debt Service	Capital Projects	Internal Service	Eliminations	Total
Non Recurring							
Primary and General Elections	(12,104,659)	-	-	-	-	-	(12,104,659)
Primary and General Elections	(12,104,659)	-	-	-	-	-	(12,104,659)
Contingency	6,206,504	3,498,088	-	-	-	-	9,704,592
Justice System Contingency	750,000	-	-	-	-	-	750,000
Contingencies	6,956,504	3,498,088	-	-	-	-	10,454,592
Superior Court Business Analyst Positions	178,434	-	-	-	-	-	178,434
IT Division Manager	-	-	-	-	175,289	-	175,289
Personnel Additions and Related Costs	88,523	-	-	-	604,945	-	693,468
Other Employee Salary Adjustments	-	166,669	-	-	-	-	166,669
Retirement Contributions	-	(123)	-	-	-	-	(123)
Employee Compensation and Benefits	266,957	166,546	-	-	780,234	-	1,213,737
Grants	(70,561)	(1,026,449)	-	-	-	-	(1,097,010)
Intergovernmental Agreements	(106,587)	(76,054)	-	-	-	-	(182,641)
Grants and IGA's	(177,148)	(1,102,503)	-	-	-	-	(1,279,651)
Debt Service	-	6,687,000	(282,655)	-	-	-	6,404,345
Capital Lease Debt Service for DLRP	-	169,060	(169,060)	-	-	-	-
Debt Service	-	6,856,060	(451,715)	-	-	-	6,404,345
Facility CIP and Major Maintenance	100,000	(13,629,816)	-	36,497,855	-	-	22,968,039
Parking Lot Renovation(s)	-	430,000	-	-	-	-	430,000
Renovation(s)	-	3,024,862	-	-	-	-	3,024,862
Transportation CIP	-	-	-	60,012,731	-	-	60,012,731
Capital Improvement and Major Maint.	100,000	(10,174,954)	-	96,510,586	-	-	86,435,632
Software/Upgrade(s)	-	2,140,750	-	-	472,500	-	2,613,250
Active Directory Implementation	3,000,000	-	-	-	-	-	3,000,000
CGI Project Budget Adjustment	-	-	-	(1,230,750)	-	1,230,750	-
PC and Laptop Replacement	-	(56,911)	-	(162,534)	-	-	(219,445)
Advantage 3x Hosting & Maint Contract Negot	1,038,052	-	-	-	-	-	1,038,052
Cyber Security Tools	159,000	-	-	-	-	-	159,000
Superior Court Case Management	1,700,000	-	-	-	-	-	1,700,000
Other Technology Projects	(3,306,690)	2,490,135	(4,257,161)	(12,871,543)	(1,204,547)	-	(19,149,806)
Non Recurring IT	2,590,362	4,573,974	(4,257,161)	(14,264,827)	(732,047)	1,230,750	(10,858,949)
Air Conditioner Replacement(s)	-	108,000	-	-	-	-	108,000
Fuel Tank Upgrade(s)	-	-	-	-	136,000	-	136,000
Non-Capital Equipment	-	268,500	-	-	45,000	-	313,500
Oil Tank Upgrade(s)	-	-	-	-	36,000	-	36,000
Radio Replacement	445,000	-	-	-	66,000	-	511,000
IT Storage	800,000	-	-	-	-	-	800,000
Mobile Data Computers	1,200,000	-	-	-	-	-	1,200,000
Security Incident and Event Management	1,425,983	-	-	-	-	-	1,425,983
Servers	750,000	-	-	-	-	-	750,000
Personal Protection Equipment	-	250,000	-	-	-	-	250,000
Tasers	312,800	607,200	-	-	-	-	920,000
Non Recurring Equipment	4,933,783	1,233,700	-	-	283,000	-	6,450,483
Inmate Programs Supplies and Services	-	83,130	-	-	-	-	83,130
Jail Enhancements	-	2,000,000	-	-	-	-	2,000,000
Air Quality Programs	-	665,000	-	-	-	-	665,000
ASU Environmental Projects / Partnership	-	150,000	-	-	-	-	150,000
Department Request FY17 Carryforward of unspent WI	-	110,000	-	-	-	-	110,000
Fireplace Retrofit(s)	-	500,000	-	-	-	-	500,000
Homelessness Coordination	325,643	-	-	-	-	-	325,643
Landfill Settlement Project(s)	-	958,210	-	-	-	-	958,210
Legal Class Verification	191,000	-	-	-	-	-	191,000
Non Recurring Expenditure Carryforward	(2,289,528)	(3,602,160)	-	(123,300)	(539,500)	-	(6,554,488)
YEES Program	-	650,881	-	-	-	-	650,881
Use of Fund Balance for Operating Costs	-	1,593,068	-	-	-	-	1,593,068
Other One-Time Costs	5,963,262	(5,464,056)	-	-	(854,850)	(16,612,930)	(16,968,574)
Total One-Time Costs	4,190,377	(2,355,927)	-	(123,300)	(1,394,350)	(16,612,930)	(16,296,130)
Law Library/West Court Improv Adj	-	(375,000)	-	-	-	375,000	-
Sale of HURF Land to County for ITRJ	-	(5,250,000)	-	-	-	5,250,000	-
Risk Management Transfer	(617,901)	-	-	-	-	617,901	-
Law Library Repair Fund Transfer	-	(225,000)	-	-	-	225,000	-
Transfer Law Funds to Repair Fund	-	(1,650,474)	-	-	-	1,650,474	-
Transfer Waste Mgmt Funds to Parks Donation	-	(185,000)	-	-	-	185,000	-
One-time Fund Transfer	(1,074,317)	(17,805,191)	176,138	97,000,461	-	(78,297,091)	-
Non Recurring Transfers	(1,692,218)	(25,490,665)	176,138	97,000,461	-	(69,993,716)	-
One-Time Vehicle Replacement	(8,625,900)	(658,241)	(7,555,569)	-	160,000	-	(16,679,710)
Non Recurring Vehicle Replacement	(8,625,900)	(658,241)	(7,555,569)	-	160,000	-	(16,679,710)
Non Recurring Adjustments Total	(3,561,942)	(23,453,922)	(12,088,307)	179,122,920	(903,163)	(85,375,896)	53,739,690
FY 2018 Adopted Budget	\$1,458,686,531	\$902,817,759	\$132,111,416	\$581,129,076	\$250,325,399	(\$834,982,762)	\$2,490,087,419

Major and Non-major Fund Budget Summary Schedules

Object/Source		All Funds FY 2016 Actual	All Funds FY 2017 Adopted	All Funds FY 2017 Revised	All Funds FY 2018 Adopted
6000	Taxes	\$ 627,524,665	\$ 657,337,105	\$ 657,337,105	\$ 696,805,240
6100	Licenses & Permits	44,450,573	41,861,236	41,811,236	43,094,416
6200	Intergovernmental	948,010,286	981,464,718	992,131,153	1,024,610,525
6300	Charges For Services	195,162,858	193,368,269	197,960,318	199,577,852
6400	Fines and Forfeits	24,793,434	23,826,888	23,826,888	25,024,143
6500	Miscellaneous	20,706,014	13,047,688	12,003,249	18,950,874
6900	Other Financing Sources	13,463,747	179,242,091	180,704,990	117,015,000
Total Sources		\$ 1,874,111,577	\$ 2,090,147,995	\$ 2,105,774,939	\$ 2,125,078,050
7000	Personal Services	\$ 1,022,460,237	\$ 1,088,311,713	\$ 1,084,875,344	\$ 1,131,616,287
8000	Supplies	79,707,434	68,782,805	73,407,816	69,281,066
8100	Services	664,125,354	773,206,223	791,545,934	778,958,114
8800	Other Financing Uses	(664,734)	-	-	-
9100	Capital Outlay	172,059,259	425,707,235	412,548,704	510,231,952
Total Uses		\$ 1,937,687,550	\$ 2,356,007,976	\$ 2,362,377,798	\$ 2,490,087,419

Object/Source		General Fund FY 2016 Actual	General Fund FY 2017 Adopted	General Fund FY 2017 Revised	General Fund FY 2018 Adopted
6000	Taxes	\$ 481,278,116	\$ 507,667,062	\$ 507,667,062	\$ 538,567,494
6100	Licenses & Permits	2,664,234	2,329,936	2,329,936	1,342,771
6200	Intergovernmental	666,744,341	684,785,236	681,105,795	709,807,977
6300	Charges For Services	48,238,386	44,740,325	48,730,401	48,396,989
6400	Fines and Forfeits	11,761,462	10,372,054	10,372,054	10,746,561
6500	Miscellaneous	10,282,298	4,904,000	4,913,483	4,868,310
6900	Other Financing Sources	10,367,752	17,261,059	17,266,006	10,309,311
Total Sources		\$ 1,231,336,589	\$ 1,272,059,672	\$ 1,272,384,737	\$ 1,324,039,413
7000	Personal Services	\$ 517,523,816	\$ 549,934,564	\$ 552,280,936	\$ 589,624,994
8000	Supplies	20,663,925	15,658,021	16,848,025	14,222,217
8100	Services	403,730,330	489,911,219	488,536,839	504,733,018
8800	Other Financing Uses	232,465,428	343,497,979	340,130,983	334,721,696
9100	Capital Outlay	11,749,009	7,002,052	8,532,117	15,384,606
Total Uses		\$ 1,186,132,508	\$ 1,406,003,835	\$ 1,406,328,900	\$ 1,458,686,531

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

Object/Source		Detention Operations		Detention Operations		Detention Operations		Detention Operations	
		FY 2016 Actual		FY 2017 Adopted		FY 2017 Revised		FY 2018 Adopted	
6000	Taxes	\$	146,246,549	\$	149,670,043	\$	149,670,043	\$	158,237,746
6100	Licenses & Permits								
6200	Intergovernmental				400,000		400,000		221,000
6300	Charges For Services		25,849,541		25,728,605		25,728,605		21,376,786
6400	Fines and Forfeits								-
6500	Miscellaneous		1,548,641		814,150		814,150		785,000
6900	Other Financing Sources		191,632,330		215,559,037		210,858,617		215,769,653
	Total Sources	\$	365,277,061	\$	392,171,835	\$	387,471,415	\$	396,390,185
7000	Personal Services	\$	288,012,344	\$	305,442,428	\$	299,936,541	\$	308,711,512
8000	Supplies		21,680,311		23,121,887		24,930,375		25,165,479
8100	Services		53,178,030		86,685,819		85,677,851		65,927,906
8800	Other Financing Uses		1,338,665		9,962,412		9,967,359		28,666,279
9100	Capital Outlay		2,571,840		1,315,716		1,315,716		1,222,673
	Total Uses	\$	366,781,190	\$	426,528,262	\$	421,827,842	\$	429,693,849

Object/Source		Non Major Funds		Non Major Funds		Non Major Funds		Non Major Funds	
		FY 2016 Actual		FY 2017 Adopted		FY 2017 Revised		FY 2018 Adopted	
6000	Taxes	\$	-	\$	-	\$	-	\$	-
6100	Licenses & Permits		41,786,339		39,531,300		39,481,300		41,751,645
6200	Intergovernmental		281,265,945		296,279,482		310,625,358		314,581,548
6300	Charges For Services		121,074,931		122,899,339		123,501,312		129,804,077
6400	Fines and Forfeits		13,031,972		13,454,834		13,454,834		14,277,582
6500	Miscellaneous		8,875,075		7,329,538		6,275,616		13,297,564
6900	Other Financing Sources		(188,536,335)		(53,578,005)		(47,419,633)		(109,063,964)
	Total Sources	\$	277,497,927	\$	425,916,488	\$	445,918,787	\$	404,648,452
7000	Personal Services	\$	216,924,077	\$	232,934,721	\$	232,657,867	\$	233,279,781
8000	Supplies		37,363,198		30,002,897		31,629,416		29,893,370
8100	Services		207,216,994		196,609,185		217,331,244		208,297,190
8800	Other Financing Uses		(234,468,827)		(353,460,391)		(350,098,342)		(363,387,975)
9100	Capital Outlay		157,738,410		417,389,467		402,700,871		493,624,673
	Total Uses	\$	384,773,852	\$	523,475,879	\$	534,221,056	\$	601,707,039

Consolidated Revenues and Other Sources by Fund Type / Department

All Funds	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
Adult Probation	\$ 15,659,308	\$ 15,551,394	\$ 15,667,712	\$ 14,471,720	\$ 15,184,491	\$ (483,221)	-3.08%
Air Quality	15,491,391	16,223,338	16,223,338	16,586,421	17,742,794	1,519,456	9.37%
Animal Care and Control	13,843,529	13,649,714	13,649,714	13,653,440	14,795,449	1,145,735	8.39%
Assessor	213,189	180,000	180,000	183,442	180,000	-	-
Assistant County Manager 940	-	-	-	-	492,252	492,252	-
Assistant County Manager 950	1,062,924	68,459	912,544	902,639	849,000	(63,544)	-6.96%
Clerk of the Superior Court	20,216,281	16,248,753	16,528,502	17,344,570	16,977,267	448,765	2.72%
Constables	1,568,385	1,630,200	1,700,761	1,612,110	1,630,200	(70,561)	-4.15%
Contract Counsel	58,196	-	-	73,258	-	-	-
Correctional Health	17,246	7,000	7,000	75,569	346,377	339,377	4848.24%
County Attorney	12,274,560	13,136,834	13,997,875	14,400,067	13,919,248	(78,627)	-0.56%
County Manager	1,351,220	327,055	1,746,217	1,615,161	-	(1,746,217)	-100.00%
County School Superintendent	22,523,452	26,408,324	26,414,865	20,679,552	35,187,853	8,772,988	33.21%
Elections	8,157,592	4,173,461	4,173,461	10,028,924	1,853,410	(2,320,051)	-55.59%
Eliminations County	(473,906,634)	(695,331,430)	(698,004,381)	(657,263,904)	(787,706,004)	(89,701,623)	12.85%
Emergency Management	1,548,057	1,725,737	1,887,882	1,810,755	1,733,585	(154,297)	-8.17%
Employee Benefits and Health	169,113,663	187,353,539	187,736,954	185,275,339	186,433,268	(1,303,686)	-0.69%
Enterprise Technology	18,439,334	22,198,153	22,198,153	21,598,472	23,980,310	1,782,157	8.03%
Environmental Services	19,745,265	19,472,620	19,575,294	20,501,714	20,316,895	741,601	3.79%
Equipment Services	15,013,293	16,854,693	16,854,693	16,092,805	16,993,774	139,081	0.83%
Facilities Management	522,747	466,341	466,341	322,273	-	(466,341)	-100.00%
Finance	357,172	285,000	285,000	306,247	485,000	200,000	70.18%
Human Resources	62,117	55,000	55,000	60,331	55,600	600	1.09%
Human Services	57,048,902	57,729,065	57,729,065	57,620,629	51,186,151	(6,542,914)	-11.33%
Justice Courts	21,988,495	21,104,680	21,104,680	21,082,181	21,084,682	(19,998)	-0.09%
Juvenile Probation	6,572,269	6,714,778	6,831,469	6,197,650	6,717,797	(113,672)	-1.66%
Legal Advocate	34,900	20,627	20,627	24,298	16,099	(4,528)	-21.95%
Legal Defender	123,591	120,740	120,740	127,351	109,455	(11,285)	-9.35%
Medical Examiner	420,627	394,581	405,218	454,035	465,000	59,782	14.75%
Non Departmental	1,605,103,225	2,010,439,418	2,006,909,900	1,863,759,806	2,120,312,620	113,402,720	5.65%
Parks and Recreation	8,728,027	9,416,055	9,601,055	10,152,216	8,810,513	(790,542)	-8.23%
Planning and Development	12,562,171	8,010,200	8,010,200	9,385,045	9,924,115	1,913,915	23.89%
Procurement Services	1,638,400	1,500,834	1,500,834	798,522	949,570	(551,264)	-36.73%
Protective Services	183,049	-	-	-	-	-	-
Public Advocate	-	-	-	-	-	-	-
Public Defender	1,444,381	1,302,142	1,302,142	1,224,783	1,268,687	(33,455)	-2.57%
Public Fiduciary	1,101,630	1,200,871	1,200,871	1,421,507	1,200,871	-	-
Public Health	48,989,419	49,522,794	49,527,794	48,996,478	51,743,093	2,215,299	4.47%
Real Estate	-	-	-	-	250,400	250,400	-
Recorder	13,216,429	11,726,087	11,726,087	14,680,592	12,741,087	1,015,000	8.66%
Risk Management	21,021,385	24,088,690	24,088,690	22,120,889	26,142,105	2,053,415	8.52%
Sheriff	62,413,059	62,742,050	62,991,607	61,180,649	59,819,055	(3,172,552)	-5.04%
Superior Court	19,259,298	17,366,426	19,500,087	18,919,142	18,056,126	(1,443,961)	-7.40%
Transportation	123,204,761	140,738,090	146,164,144	149,577,321	146,860,514	696,370	0.48%
Treasurer	45,387	344,341	344,341	353,091	344,341	-	-
Waste Resources and Recycling	5,679,885	4,981,341	5,181,341	5,625,000	5,625,000	443,659	8.56%
All Departments	\$ 1,874,111,577	\$ 2,090,147,995	\$ 2,096,517,817	\$ 1,994,032,090	\$ 2,125,078,050	\$ 28,560,233	1.36%

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

General Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
Air Quality	\$ 32,896	\$ -	\$ -	\$ 3,420	\$ -	\$ -	-
Assessor	213,189	180,000	180,000	183,442	180,000	-	-
Assistant County Manager 940	-	-	-	-	492,252	492,252	-
Clerk of the Superior Court	11,976,498	8,400,000	8,400,000	9,152,170	9,072,000	672,000	8.00%
Constables	1,568,385	1,630,200	1,700,761	1,612,110	1,630,200	(70,561)	-4.15%
Contract Counsel	58,196	-	-	73,258	-	-	-
County Attorney	61,313	62,079	62,079	63,585	57,115	(4,964)	-8.00%
County Manager	977	600	600	-	-	(600)	-100.00%
County School Superintendent	119,246	117,000	117,000	117,000	117,000	-	-
Elections	7,611,862	3,766,711	3,766,711	9,940,269	1,853,410	(1,913,301)	-50.80%
Emergency Management	-	-	-	-	9,600	9,600	-
Enterprise Technology	220,132	561,827	561,827	561,915	347,293	(214,534)	-38.19%
Environmental Services	23,103	22,221	22,221	26,385	22,221	-	-
Facilities Management	522,747	466,341	466,341	322,273	-	(466,341)	-100.00%
Finance	357,172	285,000	285,000	306,247	285,000	-	-
Human Resources	62,117	55,000	55,000	60,331	55,600	600	1.09%
Justice Courts	14,303,772	13,702,070	13,702,070	13,547,813	13,548,613	(153,457)	-1.12%
Juvenile Probation	4,956	15,550	15,550	8,148	9,900	(5,650)	-36.33%
Legal Advocate	13,250	-	-	1,777	-	-	-
Legal Defender	-	-	-	-	-	-	-
Medical Examiner	412,842	385,730	385,730	404,503	415,000	29,270	7.59%
Non Departmental	1,163,619,552	1,214,580,781	1,214,585,728	1,223,332,219	1,266,487,206	51,901,478	4.27%
Procurement Services	983,201	761,000	761,000	776,778	761,000	-	-
Protective Services	183,049	-	-	-	-	-	-
Public Advocate	-	-	-	-	-	-	-
Public Defender	37,481	32,385	32,385	19,480	-	(32,385)	-100.00%
Public Fiduciary	1,101,630	1,200,871	1,200,871	1,421,507	1,200,871	-	-
Real Estate	-	-	-	-	250,400	250,400	-
Recorder	9,657,816	7,933,398	7,933,398	10,813,279	8,933,398	1,000,000	12.60%
Sheriff	15,523,864	15,435,908	15,685,465	15,372,461	15,846,334	160,869	1.03%
Superior Court	2,355,319	2,200,000	2,200,000	1,639,942	2,200,000	-	-
Treasurer	45,387	40,000	40,000	48,750	40,000	-	-
Waste Resources and Recycling	266,637	225,000	225,000	225,000	225,000	-	-
Total	\$ 1,231,336,589	\$ 1,272,059,672	\$ 1,272,384,737	\$ 1,290,034,062	\$ 1,324,039,413	\$ 51,654,676	4.06%

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

Special Revenue Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
Adult Probation	\$ 15,659,308	\$ 15,551,394	\$ 15,667,712	\$ 14,471,720	\$ 15,184,491	\$ (483,221)	-3.08%
Air Quality	15,458,495	16,223,338	16,223,338	16,583,001	17,742,794	1,519,456	9.37%
Animal Care and Control	13,843,529	13,649,714	13,649,714	13,653,440	14,795,449	1,145,735	8.39%
Assistant County Manager 950	1,062,924	68,459	912,544	902,639	849,000	(63,544)	-6.96%
Clerk of the Superior Court	8,239,783	7,848,753	8,128,502	8,192,400	7,905,267	(223,235)	-2.75%
Correctional Health	17,246	7,000	7,000	75,569	346,377	339,377	4848.24%
County Attorney	12,213,247	13,074,755	13,935,796	14,336,482	13,862,133	(73,663)	-0.53%
County Manager	1,350,243	326,455	1,745,617	1,615,161	-	(1,745,617)	-100.00%
County School Superintendent	22,404,206	26,291,324	26,297,865	20,562,552	35,070,853	8,772,988	33.36%
Elections	545,730	406,750	406,750	88,655	-	(406,750)	-100.00%
Emergency Management	1,548,057	1,725,737	1,887,882	1,810,755	1,723,985	(163,897)	-8.68%
Employee Benefits and Health	7,683,294	7,891,088	8,274,503	7,602,146	7,941,302	(333,201)	-4.03%
Environmental Services	19,722,162	19,450,399	19,553,073	20,475,329	20,294,674	741,601	3.79%
Finance	-	-	-	-	200,000	200,000	-
Human Services	57,048,902	57,729,065	57,729,065	57,620,629	51,186,151	(6,542,914)	-11.33%
Justice Courts	7,684,723	7,402,610	7,402,610	7,534,368	7,536,069	133,459	1.80%
Juvenile Probation	6,567,313	6,699,228	6,815,919	6,189,502	6,707,897	(108,022)	-1.58%
Legal Advocate	21,650	20,627	20,627	22,521	16,099	(4,528)	-21.95%
Legal Defender	123,591	120,740	120,740	127,351	109,455	(11,285)	-9.35%
Medical Examiner	7,785	8,851	19,488	49,532	50,000	30,512	156.57%
Non Departmental	339,375,491	367,911,509	363,146,294	353,831,288	385,653,625	22,507,331	6.20%
Parks and Recreation	8,728,027	9,416,055	9,601,055	10,152,216	8,810,513	(790,542)	-8.23%
Planning and Development	12,562,171	8,010,200	8,010,200	9,385,045	9,924,115	1,913,915	23.89%
Public Defender	1,406,900	1,269,757	1,269,757	1,205,303	1,268,687	(1,070)	-0.08%
Public Health	48,989,419	49,522,794	49,527,794	48,996,478	51,743,093	2,215,299	4.47%
Recorder	3,558,613	3,792,689	3,792,689	3,867,313	3,807,689	15,000	0.40%
Sheriff	46,889,195	47,306,142	47,306,142	45,808,188	43,972,721	(3,333,421)	-7.05%
Superior Court	16,903,979	15,166,426	17,300,087	17,279,200	15,856,126	(1,443,961)	-8.35%
Transportation	117,349,924	122,652,556	128,078,610	135,015,236	125,604,185	(2,474,425)	-1.93%
Treasurer	-	304,341	304,341	304,341	304,341	-	-
Waste Resources and Recycling	5,413,248	4,756,341	4,956,341	5,400,000	5,400,000	443,659	8.95%
Total	\$ 792,379,155	\$ 824,605,097	\$ 832,092,055	\$ 823,158,360	\$ 853,867,091	\$ 21,775,036	2.62%

Debt Service Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
Non Departmental	\$ 54,469,698	\$ 140,192,040	\$ 140,192,040	\$ 172,692,070	\$ 124,766,689	\$ (15,425,351)	-11.00%
Total	\$ 54,469,698	\$ 140,192,040	\$ 140,192,040	\$ 172,692,070	\$ 124,766,689	\$ (15,425,351)	-11.00%

Capital Projects Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
Non Departmental	\$ 47,638,484	\$ 287,755,088	\$ 288,985,838	\$ 113,904,229	\$ 343,405,100	\$ 54,419,262	18.83%
Transportation	76,258,020	64,277,328	64,277,328	60,753,879	68,533,087	4,255,759	6.62%
Total	\$ 123,896,504	\$ 352,032,416	\$ 353,263,166	\$ 174,658,108	\$ 411,938,187	\$ 58,675,021	16.61%

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

Internal Service Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance %	
Employee Benefits and Health	\$ 161,430,369	\$ 179,462,451	\$ 179,462,451	\$ 177,673,193	\$ 178,491,966	\$ (970,485)	-0.54%
Enterprise Technology	18,219,202	21,636,326	21,636,326	21,036,557	23,633,017	1,996,691	9.23%
Equipment Services	15,013,293	16,854,693	16,854,693	16,092,805	16,993,774	139,081	0.83%
Procurement Services	655,199	739,834	739,834	21,744	188,570	(551,264)	-74.51%
Risk Management	21,021,385	24,088,690	24,088,690	22,120,889	26,142,105	2,053,415	8.52%
Total	\$ 216,339,448	\$ 242,781,994	\$ 242,781,994	\$ 236,945,188	\$ 245,449,432	\$ 2,667,438	1.10%

Elimination	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance %	
Eliminations County	(473,906,634)	(695,331,430)	(698,004,381)	(657,263,904)	(787,706,004)	(89,701,623)	12.85%
Transportation	(70,403,183)	(46,191,794)	(46,191,794)	(46,191,794)	(47,276,758)	(1,084,964)	2.35%
Total	\$ (544,309,817)	\$ (741,523,224)	\$ (744,196,175)	\$ (703,455,698)	\$ (834,982,762)	\$ (90,786,587)	12.20%
TOTAL ALL FUNDS	\$ 1,874,111,577	\$ 2,090,147,995	\$ 2,096,517,817	\$ 1,994,032,090	\$ 2,125,078,050	\$ 28,560,233	1.36%

Consolidated Revenues and Other Sources by Department and Fund Type

	General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Subtotal	Elimination	Total
Adult Probation	\$ -	\$ 15,184,491	\$ -	\$ -	\$ -	\$ 15,184,491	\$ -	\$ 15,184,491
Air Quality	-	17,742,794	-	-	-	17,742,794	-	17,742,794
Animal Care and Control	-	14,795,449	-	-	-	14,795,449	-	14,795,449
Assessor	180,000	-	-	-	-	180,000	-	180,000
Assistant County Manager 940	492,252	-	-	-	-	492,252	-	492,252
Assistant County Manager 950	-	849,000	-	-	-	849,000	-	849,000
Clerk of the Superior Court	9,072,000	7,905,267	-	-	-	16,977,267	-	16,977,267
Constables	1,630,200	-	-	-	-	1,630,200	-	1,630,200
Contract Counsel	-	-	-	-	-	-	-	-
Correctional Health	-	346,377	-	-	-	346,377	-	346,377
County Attorney	57,115	13,862,133	-	-	-	13,919,248	-	13,919,248
County Manager	-	-	-	-	-	-	-	-
County School Superintendent	117,000	35,070,853	-	-	-	35,187,853	-	35,187,853
Elections	1,853,410	-	-	-	-	1,853,410	-	1,853,410
Eliminations County	-	-	-	-	-	-	(787,706,004)	(787,706,004)
Emergency Management	9,600	1,723,985	-	-	-	1,733,585	-	1,733,585
Employee Benefits and Health	-	7,941,302	-	-	178,491,966	186,433,268	-	186,433,268
Enterprise Technology	347,293	-	-	-	23,633,017	23,980,310	-	23,980,310
Environmental Services	22,221	20,294,674	-	-	-	20,316,895	-	20,316,895
Equipment Services	-	-	-	-	16,993,774	16,993,774	-	16,993,774
Facilities Management	-	-	-	-	-	-	-	-
Finance	285,000	200,000	-	-	-	485,000	-	485,000
Human Resources	55,600	-	-	-	-	55,600	-	55,600
Human Services	-	51,186,151	-	-	-	51,186,151	-	51,186,151
Justice Courts	13,548,613	7,536,069	-	-	-	21,084,682	-	21,084,682
Juvenile Probation	9,900	6,707,897	-	-	-	6,717,797	-	6,717,797
Legal Advocate	-	16,099	-	-	-	16,099	-	16,099
Legal Defender	-	109,455	-	-	-	109,455	-	109,455
Medical Examiner	415,000	50,000	-	-	-	465,000	-	465,000
Non Departmental	1,266,487,206	385,653,625	124,766,689	343,405,100	-	2,120,312,620	-	2,120,312,620
Parks and Recreation	-	8,810,513	-	-	-	8,810,513	-	8,810,513
Planning and Development	-	9,924,115	-	-	-	9,924,115	-	9,924,115
Procurement Services	761,000	-	-	-	188,570	949,570	-	949,570
Public Advocate	-	-	-	-	-	-	-	-
Public Defender	-	1,268,687	-	-	-	1,268,687	-	1,268,687
Public Fiduciary	1,200,871	-	-	-	-	1,200,871	-	1,200,871
Public Health	-	51,743,093	-	-	-	51,743,093	-	51,743,093
Real Estate	250,400	-	-	-	-	250,400	-	250,400
Recorder	8,933,398	3,807,689	-	-	-	12,741,087	-	12,741,087
Risk Management	-	-	-	-	26,142,105	26,142,105	-	26,142,105
Sheriff	15,846,334	43,972,721	-	-	-	59,819,055	-	59,819,055
Superior Court	2,200,000	15,856,126	-	-	-	18,056,126	-	18,056,126
Transportation	-	125,604,185	-	68,533,087	-	194,137,272	(47,276,758)	146,860,514
Treasurer	40,000	304,341	-	-	-	344,341	-	344,341
Waste Resources and Recycling	225,000	5,400,000	-	-	-	5,625,000	-	5,625,000
Total	\$ 1,324,039,413	\$ 853,867,091	\$ 124,766,689	\$ 411,938,187	\$ 245,449,432	\$ 2,960,060,812	\$ (834,982,762)	\$ 2,125,078,050

Consolidated Revenues and Other Sources by Category

All Funds	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
6010 Property Tax	\$ 470,260,858	\$ 500,147,476	\$ 500,147,476	\$ 500,147,476	\$ 531,047,908	\$ 30,900,432	6.18%
6050 Tax Penalties & Interest	11,017,258	7,519,586	7,519,586	9,393,807	7,519,586	-	0.00%
6060 Sales Tax	146,246,549	149,670,043	149,670,043	151,976,934	158,237,746	8,567,703	5.72%
6100 Licenses & Permits	44,450,573	41,861,236	41,811,236	42,383,993	43,094,416	1,283,180	3.07%
6150 Grants	71,210,167	165,379,945	159,873,056	143,452,816	143,500,936	(16,372,120)	-10.24%
6151 Grants - State	68,730,666	-	11,147,619	14,506,969	23,254,504	12,106,885	108.61%
6152 Grants - Other	14,349,436	-	31,541	6,093,346	9,121,410	9,089,869	28819.22%
6200 Intergovernmental	22,665	18,682,458	3,749,021	2,130,809	2,069,166	(1,679,855)	-44.81%
6201 Intergovernmental - State	8,145,685	-	7,104,003	6,379,631	13,539,902	6,435,899	90.60%
6202 Intergovernmental - Other	14,098,426	-	4,559,375	7,303,653	5,464,896	905,521	19.86%
6210 PILT	10,197,178	13,659,917	13,659,917	10,235,526	10,622,182	(3,037,735)	-22.24%
6211 PILT - Federal	3,285,655	-	-	3,011,264	3,011,264	3,011,264	-
6212 PILT - City GPLET	1,033,547	-	-	1,079,834	356,448	356,448	-
6250 State Shared Sales Tax	497,359,100	516,863,039	516,863,039	516,460,545	533,940,557	17,077,518	3.30%
6260 State Shared Highway User Revenue	102,652,222	106,154,321	106,154,321	106,729,660	111,917,883	5,763,562	5.43%
6300 State Shared Vehicle License	156,925,539	160,725,038	160,725,038	162,801,654	167,811,377	7,086,339	4.41%
6340 Intergov Charges For Services	200,004	67,162,938	18,930,188	10,496,614	14,167,165	(4,763,023)	-25.16%
6341 Intergov Charges For Services - State	4,196,287	-	4,590,734	8,828,758	3,839,348	(751,386)	-16.37%
6342 Intergov Charges For Services - District	2,211,071	-	867,485	2,211,837	2,416,323	1,548,838	178.54%
6343 Intergov Charges For Services - Other	51,739,108	-	47,141,095	49,095,356	44,380,331	(2,760,764)	-5.86%
6350 Charges For Services	36,555,549	-	52,787,491	43,584,235	41,758,866	(11,028,625)	-20.89%
6351 Insurance Charges For Services	29,298,512	-	28,596,699	31,122,369	31,562,867	2,966,168	10.37%
6352 Other Charges For Services	67,587,201	123,737,586	42,087,000	55,481,668	58,673,755	16,586,755	39.41%
6360 Internal Service FundCharges	453,334	-	-	-	-	-	-
6370 Fines And Forfeits	24,793,434	23,826,888	23,826,888	24,765,319	25,024,143	1,197,255	5.02%
6380 Patient Services Revenue	2,921,792	2,467,745	2,467,745	2,842,022	2,779,197	311,452	12.62%
6450 Interest Income	8,395,312	4,514,231	4,490,532	5,308,458	4,281,122	(209,410)	-4.66%
6500 Miscellaneous	-	8,533,457	7,331,536	10,565,345	12,477,226	5,145,690	70.19%
6501 Building & Equipment Rentals	64,893	-	-	51,483	-	-	-
6502 Sale of Asset	344,744	-	537	239,548	296	(241)	-44.88%
6503 Unclaimed/Abandoned Property	-	-	-	544	1,170	1,170	-
6504 Donations/Contributions	756,152	-	659,025	314,960	1,179,737	520,712	79.01%
6505 Other Miscellaneous	11,144,913	-	483,500	869,594	1,011,323	527,823	109.17%
Total Revenues	\$ 1,860,647,830	\$ 1,910,905,904	\$ 1,917,275,726	\$ 1,929,866,027	\$ 2,008,063,050	\$ 90,787,324	4.74%
6510 Gain On Fixed Assets	\$ 242,108	\$ 250,000	\$ 250,000	\$ 563,899	\$ 250,000	\$ -	0.00%
6520 Proceeds From Financing	13,886,373	178,992,091	178,992,091	63,603,499	116,765,000	(62,227,091)	-34.77%
6800 Transfers In	(664,734)	-	-	-	-	-	-
6900 Inventory	-	-	-	(1,335)	-	-	-
Total Other Financing Sources	\$ 13,463,747	\$ 179,242,091	\$ 179,242,091	\$ 64,166,063	\$ 117,015,000	\$ (62,227,091)	-34.72%
Total Sources	\$ 1,874,111,577	\$ 2,090,147,995	\$ 2,096,517,817	\$ 1,994,032,090	\$ 2,125,078,050	\$ 28,560,233	1.36%

Consolidated Revenues and Other Sources by Category (continued)

General Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
6010 Property Tax	\$ 470,260,858	\$ 500,147,476	\$ 500,147,476	\$ 500,147,476	\$ 531,047,908	\$ 30,900,432	6.18%
6050 Tax Penalties & Interest	11,017,258	7,519,586	7,519,586	9,393,807	7,519,586	-	0.00%
6100 Licenses & Permits	2,664,234	2,329,936	2,329,936	1,395,908	1,342,771	(987,165)	-42.37%
6150 Grants	12,541	-	70,561	-	-	(70,561)	-100.00%
6152 Grants - Other	-	-	-	20,731	-	-	-
6200 Intergovernmental	-	4,306,822	556,820	1,250	92,999	(463,821)	-83.30%
6201 Intergovernmental - State	2,972,618	-	-	86,545	4,827,300	4,827,300	-
6202 Intergovernmental - Other	5,642,623	-	-	553,820	249,287	249,287	-
6210 PILT	10,197,178	13,659,917	13,659,917	10,235,526	10,622,182	(3,037,735)	-22.24%
6211 PILT - Federal	3,285,655	-	-	3,011,264	3,011,264	3,011,264	-
6212 PILT - City GPLET	1,033,547	-	-	1,079,834	356,448	356,448	-
6250 State Shared Sales Tax	497,359,100	516,863,039	516,863,039	516,460,545	533,940,557	17,077,518	3.30%
6300 State Shared Vehicle License	146,241,079	149,955,458	149,955,458	151,767,415	156,707,940	6,752,482	4.50%
6340 Intergov Charges For Services	-	18,632,123	3,159,024	3,194,058	3,154,774	(4,250)	-0.13%
6341 Intergov Charges For Services - State	514,699	-	1,499,782	5,275,083	328,257	(1,171,525)	-78.11%
6342 Intergov Charges For Services - District	-	-	499,778	533,218	568,432	68,654	13.74%
6343 Intergov Charges For Services - Other	17,585,991	-	17,633,056	19,282,374	17,269,953	(363,103)	-2.06%
6350 Charges For Services	17,126,830	-	17,582,488	16,712,975	17,123,376	(459,112)	-2.61%
6352 Other Charges For Services	13,003,390	26,101,214	8,349,285	12,035,148	9,945,209	1,595,924	19.11%
6370 Fines And Forfeits	11,761,462	10,372,054	10,372,054	10,766,341	10,746,561	374,507	3.61%
6380 Patient Services Revenue	7,476	6,988	6,988	7,478	6,988	-	-
6450 Interest Income	4,815,195	2,400,000	2,400,000	3,122,266	2,400,000	-	-
6500 Miscellaneous	-	2,504,000	2,254,906	7,032,945	1,902,142	(352,764)	-15.64%
6501 Building & Equipment Rentals	8,071	-	-	-	-	-	-
6502 Sale of Asset	303,021	-	537	149,767	296	(241)	-44.88%
6503 Unclaimed/Abandoned Property	-	-	-	544	1,170	1,170	-
6505 Other Miscellaneous	5,156,011	-	258,040	501,738	564,702	306,662	118.84%
Total Revenue	\$ 1,220,968,837	\$ 1,254,798,613	\$ 1,255,118,731	\$ 1,272,768,056	\$ 1,313,730,102	\$ 58,611,371	4.67%
6520 Proceeds From Financing	\$ 3,669,709	\$ 5,156,400	\$ 5,156,400	\$ 5,156,400	\$ -	\$ (5,156,400)	-100.00%
6800 Transfers In	6,698,043	12,104,659	12,109,606	12,109,606	10,309,311	(1,800,295)	-14.87%
Total Other Financing Sources	\$ 10,367,752	\$ 17,261,059	\$ 17,266,006	\$ 17,266,006	\$ 10,309,311	\$ (6,956,695)	-40.29%
Total Sources	\$ 1,231,336,589	\$ 1,272,059,672	\$ 1,272,384,737	\$ 1,290,034,062	\$ 1,324,039,413	\$ 51,654,676	4.06%

Consolidated Revenues and Other Sources by Category (continued)

Special Revenue Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
6060 Sales Tax	\$ 146,246,549	\$ 149,670,043	\$ 149,670,043	\$ 151,976,934	\$ 158,237,746	\$ 8,567,703	5.72%
6100 Licenses & Permits	41,786,339	39,531,300	39,481,300	40,988,085	41,751,645	2,270,345	5.75%
6150 Grants	66,316,844	157,666,325	152,088,875	133,316,800	131,980,171	(20,108,704)	-13.22%
6151 Grants - State	67,938,542	-	11,147,619	14,506,969	23,254,504	12,106,885	108.61%
6152 Grants - Other	14,349,436	-	31,541	6,072,615	9,121,410	9,089,869	28819.22%
6200 Intergovernmental	22,665	14,375,636	3,192,201	2,129,559	1,976,167	(1,216,034)	-38.09%
6201 Intergovernmental - State	5,173,067	-	7,104,003	6,293,086	8,712,602	1,608,599	22.64%
6202 Intergovernmental - Other	8,455,803	-	4,559,375	6,749,833	5,215,609	656,234	14.39%
6250 State Shared Sales Tax	-	-	-	-	-	-	-
6260 State Shared Highway User Revenue	102,652,222	106,154,321	106,154,321	106,729,660	111,917,883	5,763,562	5.43%
6300 State Shared Vehicle License	10,684,460	10,769,580	10,769,580	11,034,239	11,103,437	333,857	3.10%
6340 Intergov Charges For Services	118,933	33,496,842	3,875,405	1,551,223	1,276,827	(2,598,578)	-67.05%
6341 Intergov Charges For Services - State	3,681,588	-	3,090,952	3,553,675	3,511,091	420,139	13.59%
6342 Intergov Charges For Services - District	-	-	15,832	17,002	32,002	16,170	102.13%
6343 Intergov Charges For Services - Other	30,184,708	-	26,698,701	28,181,381	24,774,144	(1,924,557)	-7.21%
6350 Charges For Services	18,709,071	-	35,205,003	26,871,260	24,635,490	(10,569,513)	-30.02%
6352 Other Charges For Services	55,814,643	69,039,673	33,737,715	43,674,643	49,877,751	16,140,036	47.84%
6370 Fines And Forfeits	13,031,972	13,454,834	13,454,834	13,998,978	14,277,582	822,748	6.11%
6380 Patient Services Revenue	2,914,316	2,460,757	2,460,757	2,834,544	2,772,209	311,452	12.66%
6450 Interest Income	2,739,600	1,589,093	1,588,393	1,829,818	1,620,726	32,333	2.04%
6500 Miscellaneous	-	5,996,457	5,043,630	3,043,197	10,142,084	5,098,454	101.09%
6501 Building & Equipment Rentals	56,822	-	-	-	-	-	-
6502 Sale of Asset	26,902	-	-	89,781	-	-	-
6504 Donations/Contributions	756,152	-	659,025	314,960	1,179,737	520,712	79.01%
6505 Other Miscellaneous	5,147,662	-	225,460	367,856	446,621	221,161	98.09%
6510 Gain On Fixed Assets	242,108	250,000	250,000	563,899	250,000	-	-
6520 Proceeds From Financing	2,007,876	5,715,440	5,715,440	10,865,440	-	(5,715,440)	-100.00%
Total Revenue	\$ 599,058,280	\$ 610,170,301	\$ 616,220,005	\$ 617,555,437	\$ 638,067,438	\$ 21,847,433	3.55%
6800 Transfers In	\$ 193,320,875	\$ 214,434,796	\$ 215,872,050	\$ 205,604,258	\$ 215,799,653	\$ (72,397)	-0.03%
6900 Inventory	-	-	-	(1,335)	-	-	-
Total Other Financing Sources	\$ 193,320,875	\$ 214,434,796	\$ 215,872,050	\$ 205,602,923	\$ 215,799,653	\$ (72,397)	-0.03%
Total Sources	\$ 792,379,155	\$ 824,605,097	\$ 832,092,055	\$ 823,158,360	\$ 853,867,091	\$ 21,775,036	2.62%

Debt Service Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
6343 Intergov Charges For Services - Other	\$ 1,371,504	-	-	-	-	-	-
6450 Interest Income	91,738	-	-	35,718	-	-	-
6500 Miscellaneous	-	-	-	4,312	-	-	-
Total Revenue	\$ 1,463,242	\$ -	\$ -	\$ 40,030	\$ -	\$ -	-
6520 Proceeds From Financing	\$ -	\$ -	\$ -	44,460,000	\$ -	\$ -	-
6800 Transfers In	53,006,456	140,192,040	140,192,040	128,192,040	124,766,689	(15,425,351)	-11.00%
Total Other Financing Sources	\$ 53,006,456	\$ 140,192,040	\$ 140,192,040	\$ 172,652,040	\$ 124,766,689	\$ (15,425,351)	-11.00%
Total Sources	\$ 54,469,698	\$ 140,192,040	\$ 140,192,040	\$ 172,692,070	\$ 124,766,689	\$ (15,425,351)	-11.00%

Consolidated Revenues and Other Sources by Category (continued)

Capital Projects Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
6150 Grants	\$ 4,880,782	\$ 7,713,620	\$ 7,713,620	\$ 10,136,016	\$ 11,520,765	\$ 3,807,145	49.36%
6151 Grants - State	792,124	-	-	-	-	-	-
6340 Intergov Charges For Services	-	10,371,914	10,371,914	5,162,085	9,735,564	(636,350)	-6.14%
6343 Intergov Charges For Services - Other	966,008	-	-	-	-	-	-
6450 Interest Income	399,559	200	200	74,355	200	-	0.00%
6500 Miscellaneous	-	-	-	1,633	-	-	-
6505 Other Miscellaneous	8,047	-	-	-	-	-	-
Total Revenue	\$ 7,046,520	\$ 18,085,734	\$ 18,085,734	\$ 15,374,089	\$ 21,256,529	\$ 3,170,795	17.53%
6520 Proceeds From Financing	\$ 8,208,788	\$ 168,120,251	\$ 168,120,251	\$ 3,121,659	\$ 116,765,000	\$ (51,355,251)	-30.55%
6800 Transfers In	108,641,196	165,826,431	167,057,181	156,162,360	273,916,658	106,859,477	63.97%
Total Other Financing Sources	\$ 116,849,984	\$ 333,946,682	\$ 335,177,432	\$ 159,284,019	\$ 390,681,658	\$ 55,504,226	16.56%
Total Sources	\$ 123,896,504	\$ 352,032,416	\$ 353,263,166	\$ 174,658,108	\$ 411,938,187	\$ 58,675,021	16.61%

Internal Service Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
6340 Intergov Charges For Services	\$ 81,071	\$ 4,662,059	\$ 1,523,845	\$ 589,248	\$ -	\$ (1,523,845)	-100.00%
6342 Intergov Charges For Services - District	2,211,071	-	351,875	1,661,617	1,815,889	1,464,014	416.06%
6343 Intergov Charges For Services - Other	1,630,897	-	2,809,338	1,631,601	2,336,234	(473,104)	-16.84%
6350 Charges For Services	719,648	-	-	-	-	-	-
6351 Insurance Charges For Services	29,298,512	-	28,596,699	31,122,369	31,562,867	2,966,168	10.37%
6352 Other Charges For Services	(1,230,832)	28,596,699	-	(228,123)	(1,149,205)	(1,149,205)	-
6360 Internal Service FundCharges	182,431,847	205,447,397	205,447,397	199,987,434	204,966,835	(480,562)	-0.23%
6450 Interest Income	349,220	524,938	501,939	246,301	260,196	(241,743)	-48.16%
6500 Miscellaneous	-	33,000	33,000	483,258	433,000	400,000	1212.12%
6501 Building & Equipment Rentals	-	-	-	51,483	-	-	-
6502 Sale of Asset	14,821	-	-	-	-	-	-
6504 Donations/Contributions	-	-	-	-	-	-	-
6505 Other Miscellaneous	833,193	-	-	-	-	-	-
Total Revenue	\$ 216,339,448	\$ 239,264,093	\$ 239,264,093	\$ 235,545,188	\$ 240,225,816	\$ 961,723	0.40%
6800 Transfers In	\$ -	\$ 3,517,901	\$ 3,517,901	\$ 1,400,000	\$ 5,223,616	\$ 1,705,715	48.49%
Total Other Financing Sources	\$ -	\$ 3,517,901	\$ 3,517,901	\$ 1,400,000	\$ 5,223,616	\$ 1,705,715	48.49%
Total Sources	\$ 216,339,448	\$ 242,781,994	\$ 242,781,994	\$ 236,945,188	\$ 245,449,432	\$ 2,667,438	1.10%

Elimination	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
6360 Internal Service FundCharges	\$ (181,978,513)	\$ (205,447,397)	\$ (205,447,397)	\$ (199,987,434)	\$ (204,966,835)	\$ 480,562	-0.23%
Total Revenue	\$ (181,978,513)	\$ (205,447,397)	\$ (205,447,397)	\$ (199,987,434)	\$ (204,966,835)	\$ 480,562	-0.23%
6800 Transfers In	\$ (362,331,304)	\$ (536,075,827)	\$ (538,748,778)	\$ (503,468,264)	\$ (630,015,927)	\$ (91,267,149)	16.94%
Total Other Financing Sources	\$ (362,331,304)	\$ (536,075,827)	\$ (538,748,778)	\$ (503,468,264)	\$ (630,015,927)	\$ (91,267,149)	16.94%
Total Sources	\$ (544,309,817)	\$ (741,523,224)	\$ (744,196,175)	\$ (703,455,698)	\$ (834,982,762)	\$ (90,786,587)	12.20%

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, and 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 2018. The following sections describe the major revenue sources for the County, as well as the estimated collections for FY 2018.

Taxes

Property Taxes

Property taxes are imposed on both real and personal property. Primary property taxes finance the County's general operations through its General Fund. The table to the right contains information on historical property tax levies. *Primary* property taxes are used to support general operations, whereas *secondary* property taxes fund voter-approved general obligation bonds and special overrides. As a result of Proposition 117 passed by the voters in 2012, beginning in tax year 2015 (Fiscal Year 2016), the limited primary value (LPV) has been 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, whichever is less.

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

Property Tax Levies	
Fiscal Year	Primary General Fund
2009	463,492,311
2010	492,230,736
2011	492,224,342
2012	477,571,468
2013	425,111,491
2014	409,775,397
2015	442,762,977
2016	471,193,529
2017	506,222,142
2018*	535,870,745
*Budget	
Note: Excludes Payments in Lieu of Taxes	

The Board of Supervisors must adopt the property tax levies for all taxing jurisdictions within the County on or before the third Monday in August for the fiscal year that begins on the previous July 1. Property taxes are paid in arrears in two installments, due October 1 and March 1.

Increases in both assessed values and tax levies for primary property tax purposes are limited by the Arizona Constitution. If the primary property tax levy is at the limit, it may increase by only 2% per year on property taxed in the prior year. The schedule on the next page lists Maricopa County primary net assessed values and tax rates for FY 2018 and the previous nine fiscal years. Estimated assessed values and maximum allowable tax rates are also displayed for the following five years. The FY 2018 primary rate is budgeted at \$1.4009 per \$100 of assessed value, which is the same as FY 2017, and less than the maximum rate of \$1.7884. The Maricopa County Board of Supervisors adopts the property tax rates for each fiscal year and is not required to adopt the maximum rate. FY 2018 net assessed values are increasing by 6% or \$2.1 billion when compared to FY 2017. However, the net assessed valuations for FY 2018 are still \$11.4 billion lower than the peak in FY 2010.

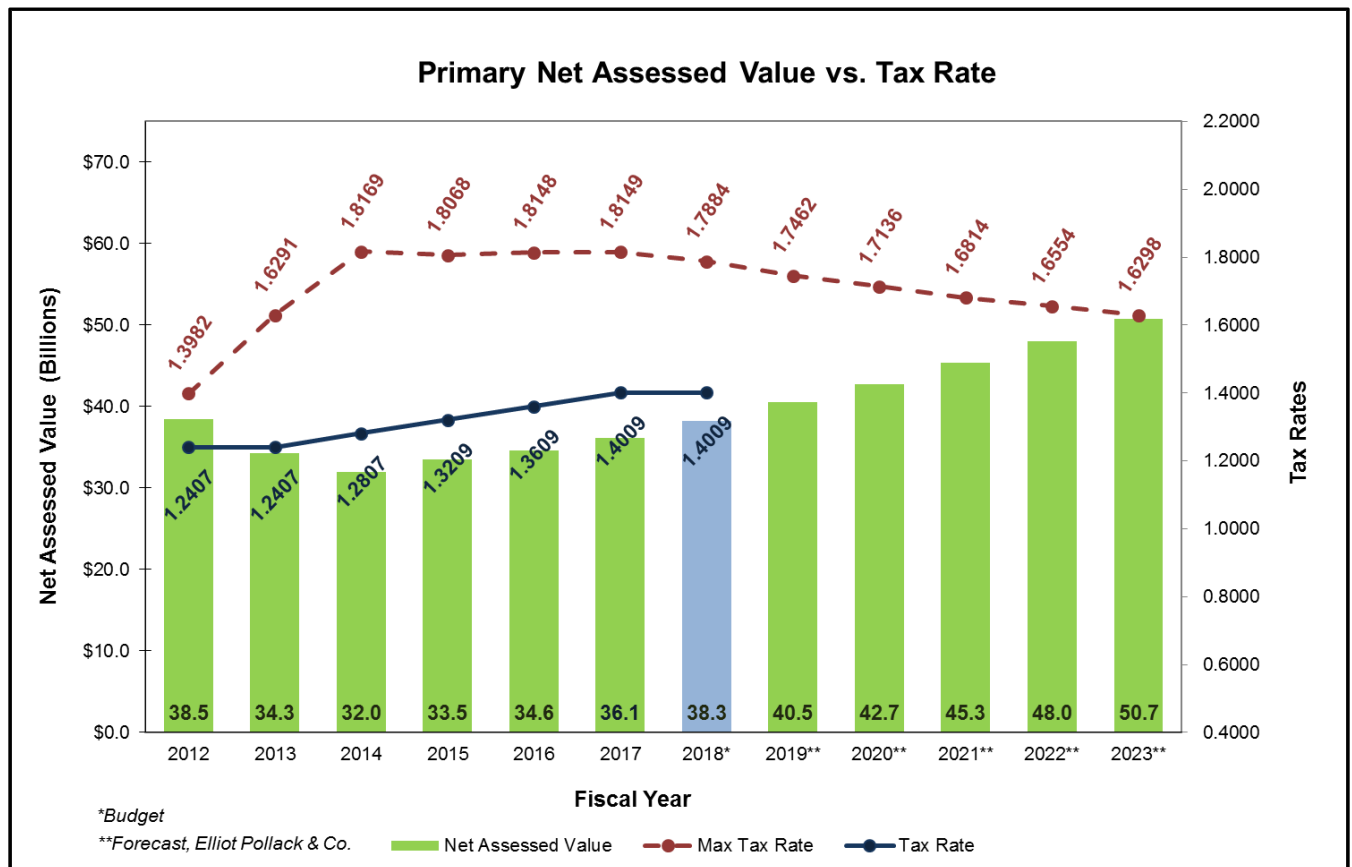
Net Assessed Values and Tax Rates		
	Primary	
Fiscal Year	Net Assessed Value (Thousands)	Primary Tax Rate (per \$100 N.A.V.)
2009	44,881,603	1.0327
2010	49,675,117	0.9909
2011	46,842,819	1.0508
2012	38,492,098	1.2407
2013	34,263,842	1.2407
2014	31,996,205	1.2807
2015	33,519,795	1.3209
2016	34,623,670	1.3609
2017	36,135,494	1.4009
2018 *	38,251,891	1.4009
2019 **	40,541,564	1.7462
2020 **	42,725,027	1.7136
2021 **	45,336,676	1.6814
2022 **	47,986,741	1.6554
2023 **	50,739,854	1.6298

* Budget

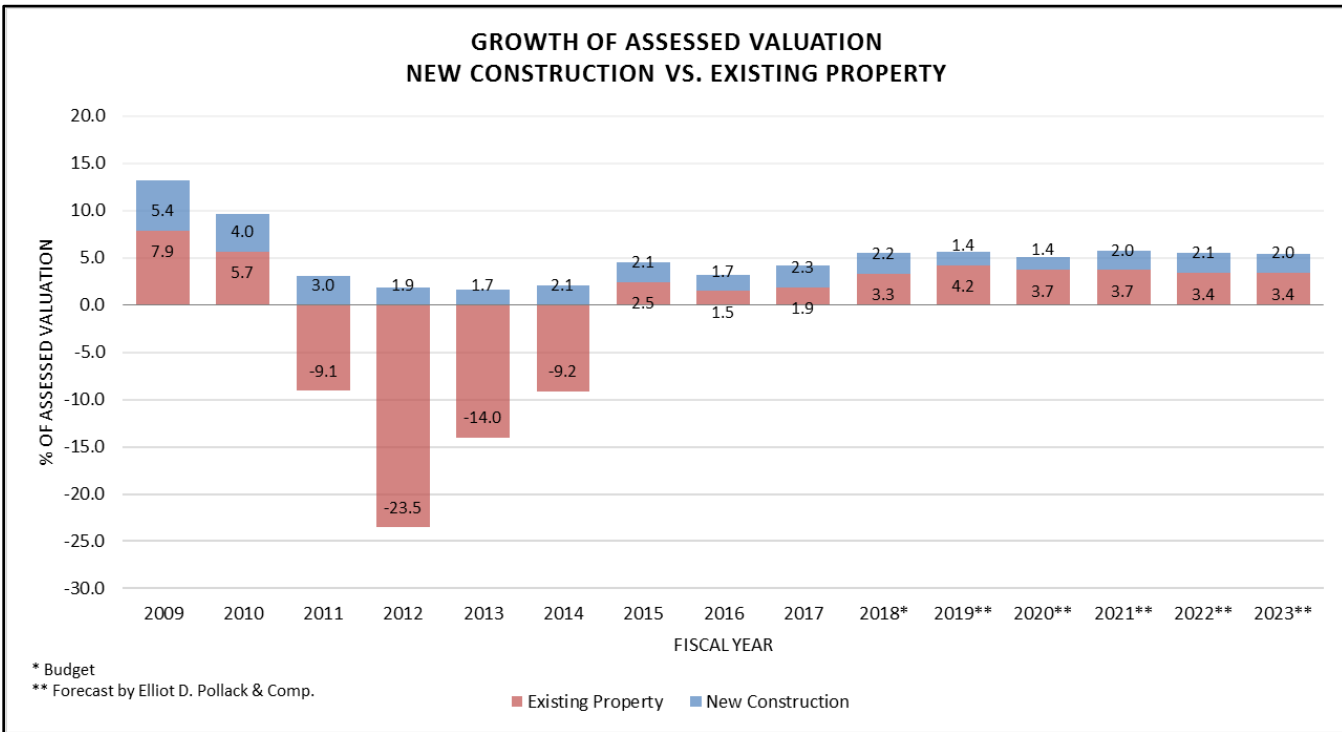
**Maximum Rates, Forecasted NAV Source Elliott D. Pollack & Co.

The Recommended Budget assumes the Board of Supervisors will adopt a primary tax rate of \$1.4009, resulting in a tax levy of \$535.9 million, rather than levy the maximum amount allowable (\$684.1 million). This will result in an average property tax bill of \$181.24 for the median residential home in Maricopa County, valued at \$129,376 (limited property value).

The chart below illustrates that as the housing market rebounds, assessed values will increase and consequently, the constitutionally allowable tax rate will decrease. Conversely, as noted in FY 2012 through 2014, when the housing market worsens, assessed values decrease and the tax rate would need to increase to levy a similar amount of taxes.



The growth of the property tax base is determined by the appreciation level of existing assessed properties and the amount of new construction. The chart below depicts the source of the growth in the assessed valuation, existing property or new construction. As can be seen in the chart, up to 2010 the County saw large growth in new construction and existing property. Then due to the recession, existing property values plummeted and new construction dropped. Since 2015, the County has seen slow growth in new construction and existing properties, and this trend is forecasted for the future.



FY 2018 ADOPTED ESTIMATES OF PROPERTY TAX LEVIES AND RATES								
Description	Net Assessed Value	SRP Eff. Ass. Val.	Total w/SRP	Additional Levy of 1-cent Rate	Tax Rate	Tax Levy	SRP PILT	Total Levy & SRP PILT
MARICOPA COUNTY PRIMARY:								
FY 2017-18 Adopted	38,251,891,249	758,239,862	39,010,131,111	3,901,013	1.4009	535,870,745	10,622,182	546,492,927
FY 2016-17 Adopted	36,135,494,474	734,685,173	36,870,179,647	3,687,018	1.4009	506,222,142	10,292,205	516,514,347
FY 2017-18 Adopted Variance	2,116,396,775	23,554,689	2,139,951,464	213,995	0.0000	29,648,603	329,977	29,978,580

In FY 2018, the County has budgeted property tax collections at 99.1%, an increase from previous years where the collection rate was budgeted at 98.8%, because the collection rate has been trending higher. This has resulted in the County being able to budget \$1.6 million more in property tax revenue than under the old collection rate.

Property Tax Collection Analysis				
Maricopa County Primary				
FY	Levy Amount	Estimated Collections	Collection Rate	Comment
2017-18	\$ 535,870,745	\$ 531,047,908	99.1%	New collection rate.
	\$ 535,870,745	\$ 529,440,296	98.8%	Previous collection rate.
Variance		\$ 1,607,612		Additional budgeted revenue.

FY 2018 PRIMARY PROPERTY TAX LEVY vs. LEVY LIMIT			
FY 2018 Adjusted Allowable Levy Limit	\$ 684,096,821		
Maximum Tax Rate (per \$100 Assessed Value)	1.7884		
FY 2018 Primary Levy (excluding SRP)	\$ 535,870,745		
Primary Tax Rate (per \$100 Assessed Value)	1.4009		
Amount Under Limit:	\$ 148,226,076	21.7%	
	0.3875		

FY 2018 PRIMARY PROPERTY TAX LEVY vs. "TRUTH-IN-TAXATION" TOTAL LEVY			
FY 2018 "Truth-in-Taxation" Primary Levy	\$ 517,662,844		
"Truth-in-Taxation" Tax Rate (per \$100 Assessed Value)	1.3533		
FY 2018 Primary Levy	\$ 535,870,745		
Primary Tax Rate (per \$100 Assessed Value)	1.4009		
Amount Under/(Over) "Truth-in-Taxation" Levy	\$ (18,207,901)	-3.5%	
	(0.0476)		
FY 2018 Median Residential Limited Property Value	\$ 129,376		
"Truth-in-Taxation" Tax Bill on Median-Valued Home	\$ 175.08		
Property Tax Bill on Median-Valued Home	181.24		
Tax Bill Savings/(Increase)	\$ (6.16)	-3.5%	

PRIMARY PROPERTY TAX LEVY FY 2018 vs. FY 2017 TAX BILL IMPACT ON MEDIAN HOME			
FY 2017:			
Median Residential Limited Property Value	\$ 121,100		
Primary Tax Rate (per \$100 Assessed Value)	1.4009		
Property Tax Bill	\$ 169.65		
FY 2018			
Median Residential Limited Property Value	\$ 129,376		
Primary Tax Rate (per \$100 Assessed Value)	1.4009		
Property Tax Bill	181.24		
Tax Bill Savings/(Increase)	\$ (11.59)	-6.8%	

Tax Penalties and Interest

Tax Penalties & Interest		
Fiscal Year	Annual Collections	Growth Rate
2009	17,842,932	27.3%
2010	24,102,458	35.1%
2011	25,014,288	3.8%
2012	25,175,993	0.6%
2013	18,464,949	-26.7%
2014	13,568,502	-26.5%
2015	11,835,775	-12.8%
2016	11,017,258	-6.9%
2017 *	9,393,807	-14.7%
2018 **	7,519,586	-20.0%

* Forecast
** Budget

The County Treasurer collects penalties and interest on repayment of delinquent property taxes. Proceeds are deposited in the General Fund. Collections fluctuate and are difficult to accurately forecast, so it is prudent to budget this revenue conservatively. FY 2016 collections continued the trend of reduced receipts since FY 2012, averaging 6.9% lower collections year-over-year. For FY 2017, revenues forecasts were reduced based on pending legislation, which proposed a significant reduction in the allowable penalty interest. Although this legislation did not pass, and revenues are slightly ahead of the budget, we are maintaining the conservative approach for the FY 2018 budget.

Jail Excise Tax

The only special sales tax in Maricopa County at this time is the Jail Excise Tax. The Jail Excise Tax is levied at a rate of 0.2%

on all taxable purchases in Maricopa County.

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

Annual growth was in decline from FY 2009 through FY 2010 due to the financial recession. In FY 2011, positive year-over-year growth resumed, demonstrating signs of recovery. The increase in FY 2014 revenues were partially due to a one-time payment correcting prior years. FY 2017 collections are forecasted to be on the order of 4% growth and the *Most Likely* revenue forecast projects an average of 3.7% growth through FY 2023.

Licenses and Permits

Maricopa County collects revenue from a variety of licenses and permits that are issued by various County departments. Rates for licenses and permits are approved by the Board of Supervisors, unless otherwise set forth in State statute. The revenue generated from licenses and permits is generally used to offset the cost of issuance. Examples of licenses and permits include building permits, marriage licenses, dog licenses, and environmental health permits. Listed in the chart on the next page are the actual license and permit revenues recorded for the last eight fiscal years, along with the budgeted revenues for FY 2018. Special Revenue Fund licenses and permits revenue is expected to increase in FY 2018, but General Fund license and permit revenues are expected to decrease in FY 2018 over the current forecast based on information from departments that collect this revenue.

Jail Excise Tax		
Fiscal Year	Annual Collections	Growth Rate
2009	116,878,703	-15.4%
2010	107,094,679	-8.4%
2011	112,451,802	5.0%
2012	118,052,954	5.0%
2013	124,595,909	5.5%
2014	133,929,832	7.5%
2015	140,492,833	4.9%
2016	146,246,549	4.1%
2017 *	151,976,934	3.9%
2018 **	158,237,746	4.1%
2019 ***	162,668,403	2.8%
2020 ***	167,385,787	2.9%
2021 ***	173,411,675	3.6%
2022 ***	181,215,200	4.5%
2023 ***	189,188,669	4.4%

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

Licenses & Permits Revenues			
Fiscal Year	General Fund	Special Revenue Funds	Total
2009	2,303,516	34,824,035	37,127,551
2010	2,779,039	32,539,247	35,318,286
2011	2,330,508	35,486,437	37,816,945
2012	1,913,679	36,272,999	38,186,678
2013	2,363,458	37,869,389	40,232,847
2014	2,745,683	37,703,970	40,449,653
2015	2,192,729	40,192,205	42,384,934
2016	2,664,234	41,786,339	44,450,573
2017 *	1,395,908	40,988,085	42,383,993
2018 **	1,342,771	41,751,645	43,094,416

*Forecast

**Budget

The largest component is license fees paid by cable television companies for operation in unincorporated areas. This has been deposited exclusively into the General Fund in the past, but starting in FY 2017, a portion of those funds are being deposited in the Transportation Fund, a Special Revenue Fund.

Licenses and Permits General Fund			
Department	FY 2017 Forecast	FY 2018 Budget	Description
Non Departmental	\$ 679,200	\$ 681,528	Cable Television Franchise Fees, Liquor Licenses
Clerk of Superior Court	579,743	579,743	Marriage Licenses
Sheriff	136,965	81,500	Pawnshop & Peddler's Licenses
Total	\$ 1,395,908	\$ 1,342,771	

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 2017, and the amounts budgeted for FY 2018.

Intergovernmental Revenues						
Fiscal Year	General Fund	Special Revenue Funds	Debt Service	Capital Projects Funds	Internal Service Funds	Total
2009	535,999,337	225,480,770	-	674,870	-	762,154,977
2010	500,275,584	248,569,777	-	6,160,540	-	755,005,901
2011	514,511,445	240,326,296	-	16,845,284	-	771,683,025
2012	530,821,945	241,497,932	-	16,697,782	-	789,017,659
2013	554,591,989	247,578,042	-	35,321,297	-	837,491,328
2014	592,086,030	257,116,230	-	20,772,806	-	869,975,066
2015	629,393,454	260,771,161	-	15,079,346	-	905,243,961
2016	666,744,341	275,593,039	-	5,672,906	-	948,010,286
2017 *	683,216,930	286,832,761	-	10,136,016	-	980,185,707
2018 **	709,807,977	303,281,783	-	11,520,765	-	1,024,610,525

*Forecast

**Budget

Payments in Lieu of Taxes

Payments in lieu of taxes are collected from the Salt River Project (SRP), the Federal Government, and from municipalities. SRP estimates their net assessed value and makes payments in lieu of property taxes to each taxing jurisdiction based on the property tax rates. The table to the right identifies the amounts by payer. The cities are budgeted more conservatively than may be necessary, but these dollars can fluctuate.

Payments in Lieu of Taxes		
	FY 2017 Forecast	FY 2018 Budget
Salt River Project	\$ 10,235,526	\$ 10,622,182
Federal Bureau of Land Management	3,011,264	3,011,264
Cities	1,079,834	356,448
Total	\$ 14,326,624	\$ 13,989,894

State Shared Sales Taxes

State Shared Sales Tax		
Fiscal Year	Annual Collections	Growth Rate
2009	394,920,582	-14.3%
2010	366,285,237	-7.3%
2011	385,487,679	5.2%
2012	400,453,542	3.9%
2013	418,642,152	4.5%
2014	447,541,943	6.9%
2015	476,452,380	6.5%
2016	497,359,100	4.4%
2017 *	516,460,545	3.8%
2018 **	533,940,557	3.4%
2019 ***	550,090,792	3.0%
2020 ***	565,493,334	2.8%
2021 ***	585,285,601	3.5%
2022 ***	611,623,453	4.5%
2023 ***	638,534,885	4.4%
*Forecast		
**Budget		
***Source Elliott D. Pollack & Co.		

Maricopa County does not have legal authority to levy a general-purpose sales tax. However, the County does receive a portion of the State of Arizona's Transaction Privilege Tax collections, which is deposited in the General Fund.

Listed to the left are the actual State Shared Sales Tax collections for the last eight fiscal years, estimates for FY 2017, the budget for FY 2018 and forecasted amounts for the next five years. State Shared Sales Tax experienced the same jump in FY 2014 as the Jail Excise Tax due to a prior year correction and continued to be above 6% in FY 2015. However, growth in retail spending has slowed and is projected to continue into FY 2018 at a very moderate pace, budgeted at 3.4% growth over the current forecast. Sustained annual growth rates are predicted based on the *Most Likely Forecast* scenario from the County's contracted economist.

State Shared Highway User Revenues

The State of Arizona collects highway user revenue, principally from a \$0.18 per gallon tax on the motor fuel sold within the state. 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 on the chart to the right are the actual collections of the highway user revenues for the last eight fiscal years, forecasted totals for FY 2017, and the budget for FY 2018.

In FY 2009, the State of Arizona diverted Highway User Revenue from the distribution base to fund its Department of Public Safety (DPS). That diversion resulted in over \$5 million less in HURF revenue for Maricopa County. In FY 2012, they increased the amount by more than \$3 million and diverted an additional amount for the Motor Vehicle Division (MVD) of the Arizona Department of Transportation (ADOT). 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 the MVD appropriation accounts for the majority of the growth of 10% in that year. In 2015, the Arizona Legislature made further changes for the FY 2016 budget which continued the diversion of HURF monies to DPS at an increased level, but also included a provision to restore \$30 million that bypasses the State Highway Fund. As a result of those changes HURF revenue grew at a steady pace in 2016, 2017, and that is expected to continue in FY 2018.

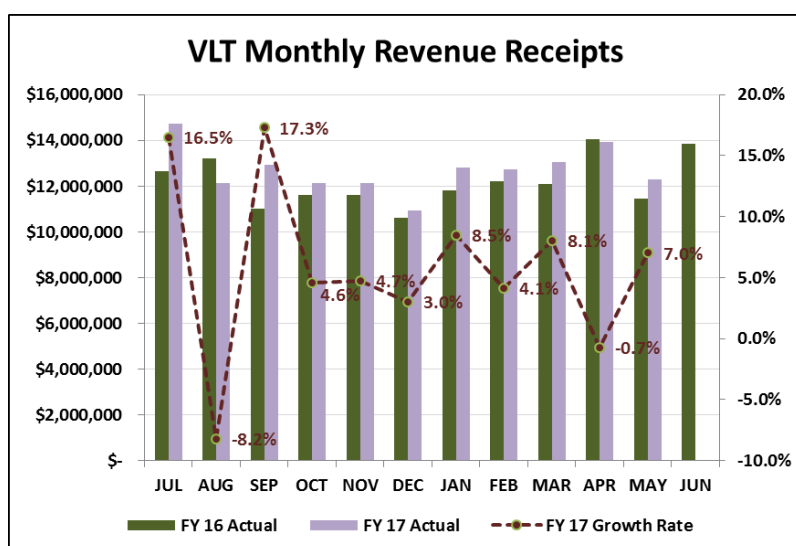
State Shared Highway User Revenues		
Fiscal Year	Annual Collections	Growth Rate
2009	90,419,237	-12.0%
2010	84,950,511	-6.0%
2011	85,975,735	1.2%
2012	78,928,601	-8.2%
2013	86,815,139	10.0%
2014	89,630,001	3.2%
2015	97,931,743	9.3%
2016	102,652,222	4.8%
2017 *	106,729,660	4.0%
2018 **	111,917,883	4.9%
*Forecast		
**Budget		

State Shared Vehicle License Taxes

State Shared Vehicle License Tax		
Fiscal Year	General Fund	Growth Rate
2009	126,036,362	-9.5%
2010	116,405,328	-7.6%
2011	113,649,012	-2.4%
2012	113,363,659	-0.3%
2013	118,202,383	4.3%
2014	126,137,174	6.7%
2015	135,043,056	7.1%
2016	146,241,079	8.3%
2017 *	151,767,415	3.8%
2018 **	156,707,940	3.3%
2019 ***	161,722,594	3.2%
2020 ***	167,221,162	3.4%
2021 ***	173,073,903	3.5%
2022 ***	179,131,490	3.5%
2023 ***	185,401,092	3.5%

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

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



The table above shows actual and forecasted vehicle license tax collections from FY 2009 to FY 2023. As noted in the graph, FY 2017 revenue continues its pattern of monthly volatility in annual growth rates over the prior year, same month. However, the FY 2017 average growth is positive and expected to continue slowly due to economic recovery resulting from modest increases in population figures and new car purchases.

Other Intergovernmental Revenue

Other Intergovernmental Revenues include a variety of payments from other jurisdictions, usually as required by Intergovernmental Agreements (IGAs) with the County. The following schedule shows detail of General Fund Other Intergovernmental Revenue. Revenue is projected to be greater in FY 2018 because of a one-time payment from the State of Arizona to help with maintenance of essential services.

Other Intergovernmental Revenue General Fund			
Department	FY 2017 Forecast	FY 2018 Budget	Description
Contract Counsel	\$ 73,258	\$ -	Reimbursements
Elections	13,287	-	Reclassified as an Intergovernmental charge for service and recorded in this new line item
Enterprise GIS	553,820	339,286	Aerial Photography Cost Reimbursements from Participating Government Entities
Education Service	-	50,000	Garnishment Processing Revenues
Juvenile Probation	1,250	3,000	Fort McDowell, Yavapai Nation and U.S. Marshal Detention Holding Fee
Non Departmental	-	4,777,300	One-time distribution from the State for maintenance of essential services
Total	\$ 641,615	\$ 5,169,586	

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 goods and services provided by the County. Charges for service are also levied internally within Maricopa County government for internal services provided by one County department to another department, but are eliminated within the overall County budget. County policy is to fully recover the cost for providing services. When setting fees, care is exercised in establishing charges for services so that they do not unfairly discriminate against those most in need of services. The County Board of Supervisors approves all fee schedules, unless fees are specifically set forth in State statute. Examples of charges for services to the public include court-filing fees, kennel fees, park entrance fees, vital record document fees, and probation service fees. Examples of internal charges for services include benefits, risk management, motor pool charges and long distance telephone charges.

Listed below are the revenues recorded for the last eight fiscal years, forecasted revenue for FY 2017 and the budget amount for FY 2018 for:

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

The increase in the General Fund for FY 2017 is almost completely due to the contributions from the cities for the November 2016 elections.

Charges for Service							
Fiscal Year	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Internal Service Funds	Eliminations	Total
2009	43,642,013	135,371,562	2,652,765	17,874,757	201,910,980	(161,737,799)	239,714,278
2010	40,657,924	129,930,765	2,630,623	17,548,959	188,964,926	(133,025,426)	246,707,771
2011	40,745,732	149,482,999	2,640,840	19,037,127	193,579,637	(139,567,488)	265,918,847
2012	40,081,935	137,678,743	2,044,982	4,700,587	189,393,283	(151,120,029)	222,779,501
2013	42,389,389	108,826,203	3,345,545	9,680,068	196,181,587	(159,652,960)	200,769,832
2014	39,288,121	106,269,860	2,081,428	5,051,219	198,987,186	(174,874,416)	176,803,398
2015	41,300,301	109,860,984	716,706	1,397,464	199,284,052	(166,129,757)	186,429,750
2016	48,238,386	111,423,259	1,371,504	966,008	215,142,214	(181,978,513)	195,162,858
2017 *	57,040,334	106,683,728	-	5,162,085	234,764,146	(199,987,434)	203,662,859
2018 **	48,396,989	106,879,514	-	9,735,564	239,532,620	(204,966,835)	199,577,852

* Forecast
** Budget

Intergovernmental Charges for Services

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

Intergovernmental Charges for Service General Fund			
Department	FY 2017 Forecast	FY 2018 Budget	Description
Elections	\$ 9,904,124	\$ 1,840,002	Charges to state and local governments for elections
Medical Examiner	3,064	-	IGA with Florida Attorney General for Services
Non Departmental	2,807,656	3,154,774	District Central Service Reimbursements
Non Departmental	375,331	-	Industrial Development Authority Reimbursements
Assistant County Manager - 940	-	492,252	Industrial Development Authority Reimbursements
Enterprise Technology	8,007	8,007	VMware Monitoring and Support to the Stadium and Flood Control Districts
Sheriff	14,617,041	15,211,834	Patrol Services Provided to Cities and Towns and to the Stadium and Flood Control Districts
Superior Court	569,510	614,547	Arizona Lengthy Trial Revenue, Municipal Court Juror Fees, Interpreter Fees
Total	\$ 28,284,733	\$ 21,321,416	

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 by Correctional Health Services.

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 2018, internal service charges are budgeted to increase primarily due to the increase in charges for technology infrastructure.

Patient Services Revenue			
Fiscal Year	General Fund	Special Revenue Funds	Total
2009	15,947	1,055,877	1,071,824
2010	28,834	1,288,958	1,317,792
2011	14,129	1,743,447	1,757,576
2012	6,996	1,593,088	1,600,084
2013	7,485	1,598,385	1,605,870
2014	7,300	2,150,660	2,157,960
2015	7,634	2,870,286	2,877,920
2016	7,476	2,914,316	2,921,792
2017*	7,478	2,834,544	2,842,022
2018 **	6,988	2,772,209	2,779,197
*Forecast			
** Budget			

Internal Service Charges		
	FY 2017 Forecast	FY 2018 Budget
Employee Benefits and Health	\$ 145,345,155	\$ 146,512,734
Enterprise Technology	20,990,427	23,545,017
Equipment Services	13,788,195	14,676,495
Procurement Services	21,744	-
Risk Management	19,841,913	20,232,589
Total	\$ 199,987,434	\$ 204,966,835

Other Charges for Services

The schedule on the next page lists Maricopa County's Other Charges for Service in the General Fund for FY 2017 and FY 2018. FY 2018 collections of Other Charges for Service are estimated to be slightly less than the FY 2017 Forecast. This is the result of conservative forecasting and moving some revenues out of the "Other Charges for Service" category.

Other Charges for Service Summary General Fund			
Department	FY 2017 Forecast	FY 2018 Budget	Description
Clerk of the Superior Court	\$ 6,211,137	\$ 6,211,647	Filing Fees, Passports and Indigent Defense Revenue
Constables	1,591,379	1,630,200	Constable Fees
County Attorney	57,704	51,815	Charges to Housing Authority
Education Services	117,000	67,000	Garnishment & Support Processing Fees
Elections	1,682	400	Certifications
Facilities Management	36,767	-	Homeless Campus Protective Services Fee
Finance	306,247	285,000	Collections Fee
Human Resources	60,331	55,000	Garnishments, Copies, Parking and Lost Bus Card Fees
Justice Courts	4,449,000	4,450,000	Defensive Driving Fees, Civil Trial Jury Fees and Other Miscellaneous Court Fees
Juvenile Probation	2,215	2,200	Miscellaneous Charges and Restitution
Medical Examiner	401,439	415,000	Cremation Certificate Fees and Transport Fees
Non Departmental	1,662,984	1,651,408	Tax Sale Fees and Sheriff Fees
Public Defender	19,480	-	Reimbursement for Legal Services
Public Fiduciary	1,421,507	1,200,871	Fiduciary Fees and Probate Fees
Recorder	10,538,166	8,680,001	Document Recording Fees
Sheriff	555,396	553,000	Other Tax Sales Fees and Various Civil Fees
Superior Court	1,067,364	1,583,522	Family Court Filings, Civil Trial Jury Fees and Attorney Fees Paid By Parents
Treasurer	48,750	40,000	Miscellaneous Charges
Waste Resources and Recycling	199,575	191,521	Transfer Stations
Total	\$ 28,748,123	\$ 27,068,585	

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. Budgeted fine revenue for FY 2018 is slightly above forecasted collections for FY 2017 in the special revenue funds, but lower in the General Fund. Court fine and fee revenues have been steadily declining since the high period of FY 2009 due to deferrals and fee waivers granted to individuals whom the court deems are unable to pay. Environmental Services has seen a reduction in food service permits and consequently the associated fines.

Fines & Forfeits			
Fiscal Year	General Fund	Special Revenue Funds	Total
2009	16,370,071	20,196,311	36,566,382
2010	15,408,833	18,938,132	34,346,965
2011	14,356,767	18,950,986	33,307,753
2012	12,151,054	18,090,680	30,241,734
2013	12,374,331	17,675,017	30,049,348
2014	11,779,634	16,472,333	28,251,967
2015	10,863,122	13,651,333	24,514,455
2016	11,761,462	13,031,972	24,793,434
2017 *	10,766,341	13,998,978	24,765,319
2018 **	10,746,561	14,277,582	25,024,143
* Forecast			
** Budget			

Fines and Forfeits Summary General Fund			
Department	FY 2017 Forecast	FY 2018 Budget	Description
Air Quality	\$ 3,420	\$ -	Travel Reduction Enforcement Assessment
Clerk of the Superior Court	2,210,610	2,210,610	Superior Court Fines
Elections	11,940	7,000	Campaign Finance Penalty Fees
Environmental Services	26,385	22,221	Code Enforcement Fines
Justice Courts	8,506,613	8,506,613	Civil Traffic, Misdemeanor Criminal Adjudication, Small Civil Cases
Sheriff	5,992	-	Civil Sanctions and Traffic Fines
Superior Court	1,381	117	Juror Fines
Total	\$ 10,766,341	\$ 10,746,561	

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 2017, plus the budget for FY 2018. Miscellaneous revenues are recorded in all fund types.

Miscellaneous Revenue						
Fiscal Year	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Internal Service Funds	Total
2009	15,056,656	28,310,635	658,513	15,144,274	3,881,287	63,051,365
2010	13,651,212	20,099,288	276,414	5,769,517	1,805,553	41,601,984
2011	14,357,522	7,837,262	31,862	(1,016,103)	3,226,545	24,437,088
2012	15,242,487	7,675,012	5,234	650,549	1,198,400	24,771,682
2013	14,406,727	6,815,847	93,726	1,314,671	1,557,999	24,188,970
2014	8,667,004	5,898,146	74,540	358,982	9,146,596	24,145,268
2015	11,180,164	7,827,701	43,748	69,650	1,250,777	20,372,040
2016	10,282,298	8,727,138	91,738	407,606	1,197,234	20,706,014
2017 *	10,806,716	5,645,612	40,030	75,988	781,042	17,349,388
2018 **	4,867,140	13,389,168	-	200	693,196	18,949,704
* Forecast						
** Budget						

General Fund miscellaneous revenues include interest income, building rental income, public record copy fees, and bad check fees. FY 2018 is less than the FY 2017 forecast because 2017 included a one-time rebate from the state of \$4.9 million for Juvenile Corrections payments in Non Departmental.

Miscellaneous Revenue			
General Fund			
Department	FY 2017 Forecast	FY 2018 Budget	Description
Assessor	\$ 183,442	\$ 180,000	Sale of Maps, Copies, Data, etc.
Clerk of the Superior Court	150,680	70,000	Sale of Copies and Bad Check Fees, Interest
County Attorney	5,861	5,300	Fees from Private Defense for Discovery Information
Elections	9,236	6,008	Sale of Copies and Maps
Emergency Management	-	9,600	Parking Meter Revenue
Enterprise Technology	88	-	Sale of Computer Equipment
Facilities Management	285,506	-	Lease Revenue
Human Resources	-	600	Bus Card Replacement
Justice Courts	592,200	592,000	Sale of Copies
Juvenile Probation	4,683	4,700	Insurance Reimbursements/Restitution
Legal Advocate	1,777	-	Reimbursement
Non Departmental	8,437,697	2,700,012	Interest, Loss Reimbursement, Fire District, Reimbursement, Tax Deed Sales
Procurement	776,778	761,000	Purchase Card Rebates
Real Estate	-	250,400	Lease Revenue
Recorder	275,113	253,397	Micrographics and Photocopy Sales and Postage
Sheriff	57,067	-	Sale of Copies and Reimbursement for ID Cards and Impound Fees
Superior Court	1,163	644	Sale of Copies
Water Resources and Recycling	25,425	33,479	Lease Revenue, Scrap Metal Proceeds
Total	\$ 10,806,716	\$ 4,867,140	

Other Financing Sources

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

Proceeds of Financing

In FY 2015, the County entered into a lease purchase agreement for the desktop, laptop and server replacements. Additionally, on April 8, 2015, the Board adopted a resolution authorizing the issuance of certificates of participation (COPs) for the financing of pending capital projects. In the current recommendation, \$116,765,000 in revenues are budgeted for Proceeds of Financing in FY 2018. This is for the Madison Street Jail Adaptive Reuse Project. Please refer to the Debt Service section of this document for a discussion of Maricopa County's debt policies and the Capital Improvement Program section for additional information on the uses of the proceeds of financing.

Fund Transfers In

A schedule of Fund Transfers is provided later in this section. There is an on-going transfer from the General Fund to the Detention Fund for the statutorily required Maintenance of Effort payment. In addition, in FY 2018 an additional transfer of \$32 million is budgeted from the General Fund to the Detention fund to maintain structural balance in that fund; however the actual transfer will only be the amount actually required to maintain the structural balance at year end. The General and Detention Funds also provide one-time transfers to the Capital Projects funds to fund the County's modified pay-as-you-go capital program.

Fund Balance Summary and Variance Commentary

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

Classification of Fund Balances

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

Estimating Fund Balances

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

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

Negative Fund Balances

Negative beginning fund balances are reported for a number of grant funds due to GASB financial reporting requirements that disallow the inclusion of revenues received more than 60 days following the end of the fiscal year. The Department of Finance and the Budget Office 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 2018:

Superior Court Fill the Gap Fund (264)

At the end of the fiscal year, the Superior Court is required by the Administrative Office of the Court (AOC) to transfer out the excess revenue over expenditures in Fund 264 back to Fund 701 to be processed by the Finance and Treasurer Staff until approval is received from the AOC to spend it in the new fiscal year. As a result, the remaining transactions of accrual entries results with a negative fund balance at the beginning of the fiscal year. Offsetting revenue will be recorded in a subsequent period.

Emergency Management (215)

The Emergency Management Fund receives some grant revenue, which is received as a reimbursement and results in a deficit balance at the close of the fiscal year.

Risk Management Fund (675)

The Risk Management Fund is budgeted to have a negative fund balance at the end of FY 2018 due to the anticipated expenditure of large, non-routine claims in the coming year. Contingency has been set aside in the Non Departmental budget to provide resources if and when the claims settle.

Change in Fund Balances

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

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

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

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

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

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

Consolidated Sources, Uses and Fund Balance by Fund

Fund	Beginning		Total Sources	Total Uses	Restricted	Ending Spendable Fund Balance:			
	Fund Balance					Committed	Assigned	Unassigned	
100 - General	\$ 134,647,118	\$ 1,324,039,413	\$ 1,458,686,531	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal General Fund	\$ 134,647,118	\$ 1,324,039,413	\$ 1,458,686,531	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Special Revenue									
Non Grant Funds									
201 - Adult Probation Fees ¹	\$ 1,660,665	\$ 12,672,199	\$ 13,472,199	\$ 860,665	\$ -	\$ -	\$ -	\$ -	\$ -
203 - Sheriff Donations ¹	247,986	62,014	220,000	90,000	-	-	-	-	-
204 - Justice Court Judicial Enhancement	1,704,171	737,183	737,183	1,704,171	-	-	-	-	-
205 - Court Document Retrieval	920,344	1,053,207	1,053,207	920,344	-	-	-	-	-
206 - Officer Safety Equipment ¹	254,523	52,000	302,000	4,523	-	-	-	-	-
207 - Palo Verde	750,719	704,721	725,234	730,206	-	-	-	-	-
208 - Judicial Enhancement ¹	3,657,903	1,399,000	2,749,000	2,307,903	-	-	-	-	-
209 - Public Defender Training ¹	201,002	285,490	472,028	14,464	-	-	-	-	-
210 - Waste Management ¹	429,358	65,000	494,352	6	-	-	-	-	-
212 - Sheriff RICO	63,467	1,750,000	1,750,000	63,467	-	-	-	-	-
213 - County Attorney RICO	3,090,525	2,185,173	2,185,173	3,090,525	-	-	-	-	-
214 - Sheriff Jail Enhancement ¹	2,666,936	1,482,444	3,482,444	666,936	-	-	-	-	-
215 - Emergency Management**	(91,773)	1,019,264	1,033,941	-	-	-	-	(106,450)	-
218 - Clerk of Court Fill The Gap	1,372	1,905,898	1,905,898	1,372	-	-	-	-	-
220 - Diversion ¹	767,057	1,718,186	2,485,243	-	-	-	-	-	-
221 - County Attorney Fill the Gap	145,390	1,529,368	1,529,368	145,390	-	-	-	-	-
225 - Spur Cross Ranch Conservation ¹	205,834	272,132	397,132	80,834	-	-	-	-	-
226 - Planning and Development Fees	8,853,384	9,924,115	9,135,322	-	9,642,177	-	-	-	-
228 - Juvenile Probation Special Fee ¹	985,839	2,412,699	2,669,777	728,761	-	-	-	-	-
229 - Juvenile Restitution ¹	30,740	1,430	7,430	24,740	-	-	-	-	-
232 - Transportation Operations	42,562,704	125,011,185	125,011,185	42,562,704	-	-	-	-	-
235 - Del Webb	-	-	-	-	-	-	-	-	-
236 - Records Surcharge ¹	931,885	3,807,689	4,743,134	-	-	-	-	(3,560)	-
239 - Parks Souvenir	25,090	396,183	396,182	25,091	-	-	-	-	-
240 - Lake Pleasant Recreation Services ¹	695,123	2,848,028	3,543,151	-	-	-	-	-	-
241 - Parks Enhancement ¹	1,290,690	5,240,317	6,068,654	462,353	-	-	-	-	-
243 - Parks Donations ¹	459,235	30,293	323,570	165,958	-	-	-	-	-
245 - Justice Courts Special Revenue	1,619,273	6,798,886	6,798,886	1,619,273	-	-	-	-	-
252 - Inmate Services	7,734,573	9,596,352	9,596,352	7,734,573	-	-	-	-	-
254 - Inmate Health Services ¹	687,136	369,950	585,888	471,198	-	-	-	-	-
255 - Detention Operations*	33,303,664	396,390,185	429,693,849	-	-	-	-	-	-
256 - Probate Fees ¹	93,167	392,000	467,000	18,167	-	-	-	-	-
257 - Conciliation Court Fees	650,929	1,583,362	1,583,362	650,929	-	-	-	-	-
258 - Sheriff Towing and Impound ¹	177,290	186,746	356,746	7,290	-	-	-	-	-
259 - Superior Court Special Revenue ¹	1,755,169	4,932,280	5,172,280	1,515,169	-	-	-	-	-
261 - Law Library Fees	2,067,995	1,225,447	1,225,447	2,067,995	-	-	-	-	-
262 - Public Defender Fill the Gap ¹	92,594	843,871	936,465	-	-	-	-	-	-
263 - Legal Defender Fill the Gap	1,223	66,362	66,362	1,223	-	-	-	-	-
264 - Superior Court Fill the Gap	(61,420)	2,202,900	2,202,900	-	-	-	-	(61,420)	-
265 - Public Health Fees	6,560,026	6,793,302	7,043,302	6,310,026	-	-	-	-	-
266 - Check Enforcement Program ¹	70,746	50,200	120,946	-	-	-	-	-	-
267 - Criminal Justice Enhancement ¹	495,520	1,294,408	1,547,794	242,134	-	-	-	-	-
268 - Victim Compensation Restitution	999,833	199,800	199,800	999,833	-	-	-	-	-
269 - Victim Compensation Interest	806,791	10,500	22,752	794,539	-	-	-	-	-
270 - Child Support Enhancement	974,710	31,000	20,000	985,710	-	-	-	-	-
271 - Expedited Child Support ¹	101,480	637,500	677,500	61,480	-	-	-	-	-
273 - Victim Location ¹	54,018	2,000	49,000	7,018	-	-	-	-	-
274 - Clerk of the Court EDMS	1,473,188	2,570,690	2,655,000	1,388,878	-	-	-	-	-
275 - Juvenile Probation Diversion ¹	453,807	180,000	383,265	250,542	-	-	-	-	-
276 - Spousal Maintenance Enforcement Enhancement	122,211	108,000	108,000	122,211	-	-	-	-	-
280 - Superior Court Building Repair ¹	195,000	-	195,000	-	-	-	-	-	-
282 - Domestic Relations Mediation Education	124,757	193,550	193,550	124,757	-	-	-	-	-
290 - Waste Tire	3,370,939	5,400,000	4,952,726	3,818,213	-	-	-	-	-

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

Fund	Beginning		Total Sources	Total Uses	Restricted	Ending Spendable Fund Balance:		
	Fund Balance					Committed	Assigned	Unassigned
504 - Air Quality Fees ¹	11,826,527		12,339,789	15,111,346	9,054,970	-	-	-
506 - Environmental Services Environmental Health	10,081,357		20,227,476	21,092,057	-	9,216,776	-	-
572 - Animal Control License/Shelter ¹	809,978		11,045,516	11,377,828	477,666	-	-	-
574 - Animal Control Field Operations ¹	1,690,978		3,749,933	4,074,933	1,365,978	-	-	-
669 - Small School Service	147,807		109,551	109,551	147,807	-	-	-
741 - Taxpayer Information	425,596		304,341	304,341	425,596	-	-	-
780 - School Transportation	252,502		600,000	600,000	252,502	-	-	-
782 - School Communication ¹	889,889		667,681	1,380,347	177,223	-	-	-
790 - Educational Supplemental Program ¹	764,727		495,594	869,653	390,668	-	-	-
Subtotal Non Grant Funds	\$ 163,324,149	\$	\$ 670,164,390	\$ 718,667,035	\$ 96,133,981	\$ 18,858,953	\$ -	\$ (171,430)
Grant Funds								
211 - Adult Probation Grants	\$ (58,299)	\$	\$ 2,512,292	\$ 2,512,292	\$ -	\$ -	\$ -	\$ (58,299)
216 - Clerk of the Court Grants	-		1,442,472	1,442,472	-	-	-	-
217 - CDBG Housing Trust	-		10,343,521	10,343,521	-	-	-	-
219 - County Attorney Grants	(137,759)		6,874,498	6,924,498	-	-	-	(187,759)
222 - Human Services Grants	-		40,842,630	40,842,630	-	-	-	-
223 - Transportation Grants	153,849		593,000	593,000	153,849	-	-	-
224 - Medical Examiner Grants	(577)		50,000	50,000	-	-	-	(577)
227 - Juvenile Probation Grants	410,226		4,113,768	4,113,768	410,226	-	-	-
230 - Parks and Recreation Grants	19,838		23,560	23,560	19,838	-	-	-
233 - Public Defender Grants	(8,385)		198,518	198,518	-	-	-	(8,385)
238 - Superior Court Grants	(82,304)		4,082,087	4,082,087	-	-	-	(82,304)
249 - Non-Departmental Grants	(704)		11,880,226	11,880,226	-	-	-	(704)
251 - Sheriff Grants	(489,033)		8,847,429	8,847,429	-	-	-	(489,033)
292 - Correctional Health Grants	-		339,377	339,377	-	-	-	-
503 - Air Quality Grants	268,563		5,403,005	5,403,005	268,563	-	-	-
505 - Environmental Services Grants	(15,938)		67,198	67,198	-	-	-	(15,938)
532 - Public Health Grants	(1,346,641)		52,891,093	52,891,093	-	-	-	(1,346,641)
573 - Animal Control Grants	33,247		-	-	33,247	-	-	-
715 - School Grants	398,023		33,198,027	33,596,050	-	-	-	-
Subtotal Grant Funds	\$ (855,894)	\$	\$ 183,702,701	\$ 184,150,724	\$ 885,723	\$ -	\$ -	\$ (2,189,640)
Subtotal Special Revenue	\$ 162,468,255	\$	\$ 853,867,091	\$ 902,817,759	\$ 97,019,704	\$ 18,858,953	\$ -	\$ (2,361,070)
320 - County Improvement Debt	\$ 840,815	\$	\$ 124,123,130	\$ 124,294,130	\$ 669,815	\$ -	\$ -	\$ -
321 - County Improvement Debt 2	24,959,514		643,559	7,817,286	17,785,787	-	-	-
Subtotal Debt Service	\$ 25,800,329	\$	\$ 124,766,689	\$ 132,111,416	\$ 18,455,602	\$ -	\$ -	\$ -
234 - Transportation Capital Project ¹	\$ 100,994,204	\$	\$ 68,533,087	\$ 131,756,231	\$ 37,771,060	\$ -	\$ -	\$ -
422 - Intergovernmental Capital Projects ¹	108,568		200	108,091	-	677	-	-
440 - County Improvement ¹	3,852,567		90,900,796	67,909,071	-	26,844,292	-	-
441 - County Improvement 441 ¹	(1,800,000)		116,765,000	37,000,000	-	77,965,000	-	-
445 - General Fund County Improvements	305,100,091		76,347,961	80,139,695	-	301,308,357	-	-
455 - Detention Capital Projects ¹	213,955,471		30,960,450	82,291,000	162,624,921	-	-	-
460 - Technology Capital Improvement ¹	175,362,643		26,065,837	146,555,808	-	54,872,672	-	-
461 - Detention Tech Cap Improvement ¹	33,504,324		2,364,856	35,369,180	500,000	-	-	-
Subtotal Capital Projects	\$ 831,077,868	\$	\$ 411,938,187	\$ 581,129,076	\$ 200,895,981	\$ 460,990,998	\$ -	\$ -
654 - Equipment Services ¹	\$ 3,268,162	\$	\$ 16,993,774	\$ 17,826,129	\$ -	\$ 2,435,807	\$ -	\$ -
673 - Reprographics ¹	(188,570)		188,570	-	-	-	-	-
675 - Risk Management ¹	4,216,861		26,142,105	34,364,359	-	-	-	(4,005,393)
681 - Telecommunications ¹	1,271,377		23,633,017	24,479,251	-	425,143	-	-
685 - Benefits Trust	20,472,505		163,210,956	158,374,650	25,308,811	-	-	-
686 - Benefits Trust-Agency	616		15,281,010	15,281,010	616	-	-	-
Subtotal Internal Services	\$ 29,040,951	\$	\$ 245,449,432	\$ 250,325,399	\$ 25,309,427	\$ 2,860,950	\$ -	\$ (4,005,393)
900 - Eliminations	\$ -	\$	\$ (834,982,762)	\$ (834,982,762)	\$ -	\$ -	\$ -	\$ -
Subtotal Eliminations	\$ -	\$	\$ (834,982,762)	\$ (834,982,762)	\$ -	\$ -	\$ -	\$ -
Total All Funds	\$ 1,183,034,521	\$	\$ 2,125,078,050	\$ 2,490,087,419	\$ 341,680,714	\$ 482,710,901	\$ -	\$ (6,366,463)

Structural Balance

The *Budget Guidelines and Priorities* adopted by the Board, require the budget to be structurally balanced, meaning that recurring expenditures are fully supported by recurring revenues over the economic cycle. This FY 2018 budget follows this key guideline in nearly all funds. However, the budgets

for a few funds are not structurally balanced, often for technical reasons. The following is an explanation by fund of each instance of structural deficit:

Animal Control License Shelter (572)

The Animal Control License Shelter Fund (572) is not structurally balanced for FY 2018 due to the increasing costs associated with the care of animals in the shelter. These costs include but are not limited to pharmaceuticals, extended stay for surgeries or other treatments and miscellaneous expenses associated with increasing pet adoptions. Although the revenue in this fund is collected primarily from dog licensing and is budgeted to increase, it is not enough to cover the shelter expenditures. The Department is exploring options for increasing fees and reducing expenses to bring the budget back into structural balance.

Risk Management (675)

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

Consolidated Operating Sources, Uses and Structural Balance by Fund

Fund	Sources Operating	Uses Operating	Structural Balance
100 - General	\$ 1,308,944,795	\$ 1,308,944,795	\$ -
TOTAL FOR GENERAL FUND:	\$ 1,308,944,795	\$ 1,308,944,795	\$ -
201 - Adult Probation Fees	\$ 12,672,199	\$ 12,672,199	\$ -
203 - Sheriff Donations	62,014	60,000	2,014
204 - Justice Court Judicial Enhancement	737,183	737,183	-
205 - Court Document Retrieval	1,053,207	1,053,207	-
206 - Officer Safety Equipment	52,000	52,000	-
207 - Palo Verde	704,721	704,721	-
208 - Judicial Enhancement	1,399,000	1,399,000	-
209 - Public Defender Training	285,490	285,490	-
212 - Sheriff RICO	1,750,000	1,750,000	-
213 - County Attorney RICO	2,185,173	2,185,173	-
214 - Sheriff Jail Enhancement	1,482,444	1,482,444	-
215 - Emergency Management	944,264	944,264	-
218 - Clerk of Court Fill The Gap	1,905,898	1,905,898	-
220 - Diversion	1,718,186	1,718,186	-
221 - County Attorney Fill the Gap	1,529,368	1,529,368	-
225 - Spur Cross Ranch Conservation	272,132	272,132	-
226 - Planning and Development Fees	9,924,115	8,456,606	1,467,509
228 - Juvenile Probation Special Fee	2,412,699	2,412,699	-
229 - Juvenile Restitution	1,430	1,430	-

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

Fund	Sources Operating	Uses Operating	Structural Balance
232 - Transportation Operations	125,011,185	72,123,947	52,887,238
235 - Del Webb	-	-	-
236 - Records Surcharge	3,807,689	3,740,646	67,043
239 - Parks Souvenir	396,183	396,182	1
240 - Lake Pleasant Recreation Services	2,848,028	2,848,028	-
241 - Parks Enhancement	5,240,317	5,240,230	87
243 - Parks Donations	30,293	25,404	4,889
245 - Justice Courts Special Revenue	6,798,886	6,798,886	-
252 - Inmate Services	9,596,352	9,596,352	-
254 - Inmate Health Services	369,950	369,950	-
255 - Detention Operations	395,640,185	395,640,185	-
256 - Probate Fees	392,000	392,000	-
257 - Conciliation Court Fees	1,583,362	1,583,362	-
258 - Sheriff Towing and Impound	186,746	186,746	-
259 - Superior Court Special Revenue	4,932,280	4,932,280	-
261 - Law Library Fees	1,225,447	1,225,447	-
262 - Public Defender Fill the Gap	809,552	807,679	1,873
263 - Legal Defender Fill the Gap	66,362	66,362	-
264 - Superior Court Fill the Gap	2,202,900	2,202,900	-
265 - Public Health Fees	6,793,302	6,793,302	-
266 - Check Enforcement Program	50,200	50,200	-
267 - Criminal Justice Enhancement	1,294,408	1,294,408	-
268 - Victim Compensation Restitution	199,800	199,800	-
269 - Victim Compensation Interest	10,500	10,500	-
270 - Child Support Enhancement	31,000	-	31,000
271 - Expedited Child Support	637,500	637,500	-
273 - Victim Location	2,000	-	2,000
274 - Clerk of the Court EDMS	2,570,690	2,570,690	-
275 - Juvenile Probation Diversion	180,000	180,000	-
276 - Spousal Maintenance Enforcement Enhancement	108,000	108,000	-
282 - Domestic Relations Mediation Education	193,550	193,550	-
290 - Waste Tire	5,400,000	4,952,726	447,274
504 - Air Quality Fees	12,339,789	11,193,314	1,146,475
506 - Environmental Services Environmental Health	20,227,476	19,480,116	747,360
572 - Animal Control License/Shelter	11,045,516	11,362,828	(317,312)
574 - Animal Control Field Operations	3,749,933	3,749,933	-
669 - Small School Service	109,551	109,551	-
741 - Taxpayer Information	304,341	304,341	-
780 - School Transportation	600,000	600,000	-
782 - School Communication	667,681	667,681	-
790 - Educational Supplemental Program	495,594	495,594	-
795 - Educational Supplemental Program	-	-	-
TOTAL FOR SPECIAL REVENUE FUND:	\$ 669,240,071	\$ 612,752,620	\$ 56,487,451

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

Fund	Sources Operating	Uses Operating	Structural Balance
211 - Adult Probation Grants	\$ 2,512,292	\$ 2,512,292	\$ -
216 - Clerk of the Court Grants	1,442,472	1,442,472	-
217 - CDBG Housing Trust	10,343,521	10,343,521	-
219 - County Attorney Grants	6,800,061	6,800,061	-
222 - Human Services Grants	40,842,630	40,842,630	-
223 - Transportation Grants	-	-	-
224 - Medical Examiner Grants	50,000	50,000	-
227 - Juvenile Probation Grants	4,113,768	4,113,768	-
230 - Parks and Recreation Grants	23,560	23,560	-
233 - Public Defender Grants	198,518	198,518	-
238 - Superior Court Grants	4,082,087	4,082,087	-
249 - Non-Departmental Grants	5,858,567	5,858,567	-
251 - Sheriff Grants	8,847,429	8,847,429	-
292 - Correctional Health Grants	339,377	339,377	-
503 - Air Quality Grants	5,403,005	5,403,005	-
505 - Environmental Services Grants	67,198	67,198	-
532 - Public Health Grants	52,171,700	52,171,700	-
573 - Animal Control Grants	-	-	-
715 - School Grants	33,198,027	33,198,027	-
TOTAL FOR SPECIAL REVENUE FUND-GRANT:	\$ 176,294,212	\$ 176,294,212	\$ -
320 - County Improvement Debt	\$ 19,540,198	\$ 18,399,600	\$ 1,140,598
321 - County Improvement Debt 2	419,648	-	419,648
TOTAL FOR DEBT SERVICE FUND:	\$ 19,959,846	\$ 18,399,600	\$ 1,560,246
234 - Transportation Capital Project	\$ -	\$ -	\$ -
445 - General Fund County Improvements	8,955,532	-	8,955,532
455 - Detention Capital Projects	587,500	-	587,500
460 - Technology Capital Improvement	11,640,000	-	11,640,000
TOTAL FOR CAPITAL PROJECTS FUND:	\$ 21,183,032	\$ -	\$ 21,183,032
654 - Equipment Services	\$ 16,976,629	\$ 16,976,629	\$ -
673 - Reprographics	-	-	-
675 - Risk Management	21,124,204	34,364,359	(13,240,155)
681 - Telecommunications	23,633,017	23,633,017	-
685 - Benefits Trust	163,210,956	158,174,650	5,036,306
686 - Benefits Trust-Agency	15,281,010	15,281,010	-
TOTAL FOR INTERNAL SERVICE FUND:	\$ 240,225,816	\$ 248,429,665	\$ (8,203,849)
900 - Eliminations	\$ (461,909,366)	\$ (461,909,366)	\$ -
TOTAL FOR ELIMINATION:	\$ (461,909,366)	\$ (461,909,366)	\$ -
TOTAL FUNDS :	\$ 1,973,938,406	\$ 1,902,911,526	\$ 71,026,880

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 2018 Expenditure Limitation	\$ 1,326,363,336
FY 2018 Expenditures Subject to Limitation	\$ 1,326,363,335
Expenditures (Over)/Under Limitation	\$ 1

Appropriated Expenditures and Other Uses by Department, Fund and Appropriation Unit Group

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
JUDICIAL				
D110 ADULT PROBATION				
100 GENERAL				
Non Recurring Non Project	\$ 54,000	\$ 54,000	\$ 54,000	\$ -
Operating	50,970,130	52,087,521	54,898,535	2,811,014
All Appropriations	\$ 51,024,130	\$ 52,141,521	\$ 54,952,535	\$ 2,811,014
201 ADULT PROBATION FEES				
Non Recurring Non Project	\$ 820,000	\$ 820,000	\$ 800,000	\$ (20,000)
Operating	12,743,611	12,743,611	12,672,199	(71,412)
All Appropriations	\$ 13,563,611	\$ 13,563,611	\$ 13,472,199	\$ (91,412)
211 ADULT PROBATION GRANTS				
Operating	\$ 2,807,783	\$ 2,924,101	\$ 2,512,292	\$ (411,809)
All Appropriations	\$ 2,807,783	\$ 2,924,101	\$ 2,512,292	\$ (411,809)
255 DETENTION OPERATIONS				
Non Recurring Non Project	\$ 27,000	\$ 27,000	\$ 162,000	\$ 135,000
Operating	34,545,666	35,088,861	34,810,341	(278,520)
All Appropriations	\$ 34,572,666	\$ 35,115,861	\$ 34,972,341	\$ (143,520)
D110 Total	\$ 101,968,190	\$ 103,745,094	\$ 105,909,367	\$ 2,164,273
D240 JUSTICE COURTS				
100 GENERAL				
Non Recurring Non Project	\$ 500,327	\$ 500,327	\$ -	\$ (500,327)
Operating	17,812,231	18,124,108	18,252,388	128,280
All Appropriations	\$ 18,312,558	\$ 18,624,435	\$ 18,252,388	\$ (372,047)
204 JUSTICE COURT JUDICIAL ENHANCEMENT				
Operating	\$ 737,183	\$ 737,183	\$ 737,183	\$ -
All Appropriations	\$ 737,183	\$ 737,183	\$ 737,183	\$ -
237 JUSTICE COURTS PHOTO ENFORCEMENT				
Non Recurring Non Project	\$ 9,000	\$ 9,000	\$ -	\$ (9,000)
All Appropriations	\$ 9,000	\$ 9,000	\$ -	\$ (9,000)
245 JUSTICE COURTS SPECIAL REVENUE				
Non Recurring Non Project	\$ 100,000	\$ 100,000	\$ -	\$ (100,000)
Operating	6,664,653	6,664,653	6,798,886	134,233
All Appropriations	\$ 6,764,653	\$ 6,764,653	\$ 6,798,886	\$ 34,233
D240 Total	\$ 25,823,394	\$ 26,135,271	\$ 25,788,457	\$ (346,814)
D270 JUVENILE PROBATION				
100 GENERAL				
Operating	\$ 17,154,428	\$ 17,569,012	\$ 17,611,596	\$ 42,584
All Appropriations	\$ 17,154,428	\$ 17,569,012	\$ 17,611,596	\$ 42,584
227 JUVENILE PROBATION GRANTS				
Operating	\$ 3,811,356	\$ 3,928,047	\$ 4,113,768	\$ 185,721
All Appropriations	\$ 3,811,356	\$ 3,928,047	\$ 4,113,768	\$ 185,721
228 JUVENILE PROBATION SPECIAL FEE				
Non Recurring Non Project	\$ 410,888	\$ 410,888	\$ 257,078	\$ (153,810)
Operating	2,669,777	2,669,777	2,412,699	(257,078)
All Appropriations	\$ 3,080,665	\$ 3,080,665	\$ 2,669,777	\$ (410,888)
229 JUVENILE RESTITUTION				
Non Recurring Non Project	\$ 6,007	\$ 6,007	\$ 6,000	\$ (7)
Operating	4,000	4,000	1,430	(2,570)
All Appropriations	\$ 10,007	\$ 10,007	\$ 7,430	\$ (2,577)
255 DETENTION OPERATIONS				
Operating	\$ 34,219,259	\$ 34,674,620	\$ 35,451,657	\$ 777,037
All Appropriations	\$ 34,219,259	\$ 34,674,620	\$ 35,451,657	\$ 777,037

Appropriated Expenditures and Other Uses by Department, Fund and Appropriation Unit Group
(continued)

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
275 JUVENILE PROBATION DIVERSION				
Non Recurring Non Project	\$ 174,502	\$ 174,502	\$ 203,265	\$ 28,763
Operating	214,095	214,095	180,000	(34,095)
All Appropriations	\$ 388,597	\$ 388,597	\$ 383,265	\$ (5,332)
D270 Total	\$ 58,664,312	\$ 59,650,948	\$ 60,237,493	\$ 586,545
D800 SUPERIOR COURT				
100 GENERAL				
Disaster Rec Equipment	\$ 337,000	\$ 337,000	\$ -	\$ (337,000)
Disaster Recovery Equip Oper	97,933	97,933	100,621	2,688
Non Recurring Non Project	3,000	3,000	178,434	175,434
Operating	81,854,793	82,875,654	87,141,746	4,266,092
Sup Court Case Mgmt System	1,899,500	1,899,500	1,700,000	(199,500)
Sup Ct For The Record Equip	1,500,000	1,500,000	-	(1,500,000)
All Appropriations	\$ 85,692,226	\$ 86,713,087	\$ 89,120,801	\$ 2,407,714
208 JUDICIAL ENHANCEMENT				
Operating	\$ 499,000	\$ 499,000	\$ 499,000	\$ -
All Appropriations	\$ 499,000	\$ 499,000	\$ 499,000	\$ -
238 SUPERIOR COURT GRANTS				
Operating	\$ 3,432,507	\$ 5,159,653	\$ 4,082,087	\$ (1,077,566)
All Appropriations	\$ 3,432,507	\$ 5,159,653	\$ 4,082,087	\$ (1,077,566)
256 PROBATE FEES				
Non Recurring Non Project	\$ 50,000	\$ 50,000	\$ 75,000	\$ 25,000
Operating	392,000	392,000	392,000	-
All Appropriations	\$ 442,000	\$ 442,000	\$ 467,000	\$ 25,000
257 CONCILIATION COURT FEES				
Operating	\$ 1,583,362	\$ 1,583,362	\$ 1,583,362	\$ -
All Appropriations	\$ 1,583,362	\$ 1,583,362	\$ 1,583,362	\$ -
259 SUPERIOR COURT SPECIAL REVENUE				
Non Recurring Non Project	\$ 246,371	\$ 246,371	\$ 240,000	\$ (6,371)
Operating	4,881,783	4,881,783	4,932,280	50,497
All Appropriations	\$ 5,128,154	\$ 5,128,154	\$ 5,172,280	\$ 44,126
261 LAW LIBRARY FEES				
Non Recurring Non Project	\$ -	\$ 225,000	\$ -	\$ (225,000)
Operating	1,165,971	1,165,971	1,225,447	59,476
All Appropriations	\$ 1,165,971	\$ 1,390,971	\$ 1,225,447	\$ (165,524)
264 SUPERIOR COURT FILL THE GAP				
Non Recurring Non Project	\$ -	\$ 30,755	\$ -	\$ (30,755)
Operating	2,202,900	2,009,415	2,202,900	193,485
All Appropriations	\$ 2,202,900	\$ 2,040,170	\$ 2,202,900	\$ 162,730
271 EXPEDITED CHILD SUPPORT				
Non Recurring Non Project	\$ -	\$ -	\$ 40,000	\$ 40,000
Operating	677,500	677,500	637,500	(40,000)
All Appropriations	\$ 677,500	\$ 677,500	\$ 677,500	\$ -
276 SPOUSAL MAINTENANCE ENFORCEMENT ENHANCEMENT				
Operating	\$ 108,000	\$ 108,000	\$ 108,000	\$ -
All Appropriations	\$ 108,000	\$ 108,000	\$ 108,000	\$ -
280 SUPERIOR COURT BUILDING REPAIR				
Non Recurring Non Project	\$ 1,650,474	\$ 2,406,412	\$ 195,000	\$ (2,211,412)
All Appropriations	\$ 1,650,474	\$ 2,406,412	\$ 195,000	\$ (2,211,412)
282 DOMESTIC RELATIONS MEDIATION EDUCATION				
Operating	\$ 200,600	\$ 200,600	\$ 193,550	\$ (7,050)
All Appropriations	\$ 200,600	\$ 200,600	\$ 193,550	\$ (7,050)
D800 Total	\$ 102,782,694	\$ 106,348,909	\$ 105,526,927	\$ (821,982)
Total Judicial	\$ 289,238,590	\$ 295,880,222	\$ 297,462,244	\$ 1,582,022

Appropriated Expenditures and Other Uses by Department, Fund and Appropriation Unit Group
(continued)

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
ELECTED				
D010 BOARD OF SUPERVISORS DIST 1				
100 GENERAL				
Operating	\$ 376,999	\$ 382,871	\$ 383,892	\$ 1,021
All Appropriations	\$ 376,999	\$ 382,871	\$ 383,892	\$ 1,021
D010 Total	\$ 376,999	\$ 382,871	\$ 383,892	\$ 1,021
D020 BOARD OF SUPERVISORS DIST 2				
100 GENERAL				
Operating	\$ 376,999	\$ 382,871	\$ 383,892	\$ 1,021
All Appropriations	\$ 376,999	\$ 382,871	\$ 383,892	\$ 1,021
D020 Total	\$ 376,999	\$ 382,871	\$ 383,892	\$ 1,021
D030 BOARD OF SUPERVISORS DIST 3				
100 GENERAL				
Operating	\$ 376,999	\$ 382,871	\$ 383,892	\$ 1,021
All Appropriations	\$ 376,999	\$ 382,871	\$ 383,892	\$ 1,021
D030 Total	\$ 376,999	\$ 382,871	\$ 383,892	\$ 1,021
D040 BOARD OF SUPERVISORS DIST 4				
100 GENERAL				
Operating	\$ 376,999	\$ 382,871	\$ 383,892	\$ 1,021
All Appropriations	\$ 376,999	\$ 382,871	\$ 383,892	\$ 1,021
D040 Total	\$ 376,999	\$ 382,871	\$ 383,892	\$ 1,021
D050 BOARD OF SUPERVISORS DIST 5				
100 GENERAL				
Operating	\$ 376,999	\$ 382,871	\$ 383,892	\$ 1,021
All Appropriations	\$ 376,999	\$ 382,871	\$ 383,892	\$ 1,021
D050 Total	\$ 376,999	\$ 382,871	\$ 383,892	\$ 1,021
D120 ASSESSOR				
100 GENERAL				
Legal Class Verification	\$ -	\$ -	\$ 191,000	\$ 191,000
Operating	24,026,441	24,404,617	24,413,445	8,828
All Appropriations	\$ 24,026,441	\$ 24,404,617	\$ 24,604,445	\$ 199,828
D120 Total	\$ 24,026,441	\$ 24,404,617	\$ 24,604,445	\$ 199,828
D140 CALL CENTER				
100 GENERAL				
Operating	\$ 1,719,187	\$ 1,745,152	\$ 1,585,796	\$ (159,356)
All Appropriations	\$ 1,719,187	\$ 1,745,152	\$ 1,585,796	\$ (159,356)
D140 Total	\$ 1,719,187	\$ 1,745,152	\$ 1,585,796	\$ (159,356)
D160 CLERK OF THE SUPERIOR COURT				
100 GENERAL				
COSC Rfr System Replacement	\$ 1,565,727	\$ 1,494,541	\$ 1,600,000	\$ 105,459
Operating	33,626,550	34,131,403	34,635,508	504,105
All Appropriations	\$ 35,192,277	\$ 35,625,944	\$ 36,235,508	\$ 609,564
205 COURT DOCUMENT RETRIEVAL				
Non Recurring Non Project	\$ 159,993	\$ 159,993	\$ -	\$ (159,993)
Operating	1,034,000	1,034,000	1,053,207	19,207
All Appropriations	\$ 1,193,993	\$ 1,193,993	\$ 1,053,207	\$ (140,786)
208 JUDICIAL ENHANCEMENT				
Non Recurring Non Project	\$ 602,000	\$ 602,000	\$ 1,350,000	\$ 748,000
Operating	900,000	900,000	900,000	-
All Appropriations	\$ 1,502,000	\$ 1,502,000	\$ 2,250,000	\$ 748,000
216 CLERK OF THE COURT GRANTS				
Operating	\$ 1,446,855	\$ 1,693,126	\$ 1,442,472	\$ (250,654)
All Appropriations	\$ 1,446,855	\$ 1,693,126	\$ 1,442,472	\$ (250,654)
218 CLERK OF COURT FILL THE GAP				
Non Recurring Non Project	-	83,655	-	(83,655)
Operating	\$ 1,905,898	\$ 1,939,376	\$ 1,905,898	\$ (33,478)
All Appropriations	\$ 1,905,898	\$ 2,023,031	\$ 1,905,898	\$ (117,133)

Appropriated Expenditures and Other Uses by Department, Fund and Appropriation Unit Group
(continued)

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
270 CHILD SUPPORT ENHANCEMENT				
Non Recurring Non Project	\$ 20,000	\$ 20,000	\$ 20,000	\$ -
All Appropriations	\$ 20,000	\$ 20,000	\$ 20,000	\$ -
273 VICTIM LOCATION				
Non Recurring Non Project	\$ 15,000	\$ 15,000	\$ 49,000	\$ 34,000
All Appropriations	\$ 15,000	\$ 15,000	\$ 49,000	\$ 34,000
274 CLERK OF THE COURT EDMS				
Non Recurring Non Project	\$ -	\$ -	\$ 84,310	\$ 84,310
Operating	2,500,000	2,500,000	2,570,690	70,690
All Appropriations	\$ 2,500,000	\$ 2,500,000	\$ 2,655,000	\$ 155,000
D160 Total	\$ 43,776,023	\$ 44,573,094	\$ 45,611,085	\$ 1,037,991
D190 COUNTY ATTORNEY				
100 GENERAL				
Operating	\$ 87,639,468	\$ 89,055,447	\$ 88,685,407	\$ (370,040)
All Appropriations	\$ 87,639,468	\$ 89,055,447	\$ 88,685,407	\$ (370,040)
213 COUNTY ATTORNEY RICO				
Non Recurring Non Project	\$ -	\$ 250,000	\$ -	\$ (250,000)
Operating	1,879,086	1,879,086	2,185,173	306,087
All Appropriations	\$ 1,879,086	\$ 2,129,086	\$ 2,185,173	\$ 56,087
219 COUNTY ATTORNEY GRANTS				
Non Recurring Non Project	\$ -	\$ 250,000	\$ 124,437	\$ (125,563)
Operating	6,490,942	7,085,355	6,800,061	(285,294)
All Appropriations	\$ 6,490,942	\$ 7,335,355	\$ 6,924,498	\$ (410,857)
220 DIVERSION				
Non Recurring Non Project	\$ 758,656	\$ 758,656	\$ 767,057	\$ 8,401
Operating	1,713,350	1,713,350	1,718,186	4,836
All Appropriations	\$ 2,472,006	\$ 2,472,006	\$ 2,485,243	\$ 13,237
221 COUNTY ATTORNEY FILL THE GAP				
Operating	\$ 1,494,911	\$ 1,494,911	\$ 1,529,368	\$ 34,457
All Appropriations	\$ 1,494,911	\$ 1,494,911	\$ 1,529,368	\$ 34,457
266 CHECK ENFORCEMENT PROGRAM				
Non Recurring Non Project	\$ 53,038	\$ 53,038	\$ 70,746	\$ 17,708
Operating	72,302	72,302	50,200	(22,102)
All Appropriations	\$ 125,340	\$ 125,340	\$ 120,946	\$ (4,394)
267 CRIMINAL JUSTICE ENHANCEMENT				
Non Recurring Non Project	\$ 262,633	\$ 262,633	\$ 253,386	\$ (9,247)
Operating	1,239,649	1,256,277	1,294,408	38,131
All Appropriations	\$ 1,502,282	\$ 1,518,910	\$ 1,547,794	\$ 28,884
268 VICTIM COMPENSATION RESTITUTION				
Non Recurring Non Project	\$ -	\$ 418,833	\$ -	\$ (418,833)
Operating	164,759	164,759	199,800	35,041
All Appropriations	\$ 164,759	\$ 583,592	\$ 199,800	\$ (383,792)
269 VICTIM COMPENSATION INTEREST				
Non Recurring Non Project	\$ -	\$ -	\$ 12,252	\$ 12,252
Operating	19,756	19,756	10,500	(9,256)
All Appropriations	\$ 19,756	\$ 19,756	\$ 22,752	\$ 2,996
D190 Total	\$ 101,788,550	\$ 104,734,403	\$ 103,700,981	\$ (1,033,422)
D210 ELECTIONS				
100 GENERAL				
Non Recurring Non Project	\$ 1,913,301	\$ 1,913,301	\$ -	\$ (1,913,301)
Operating	9,164,929	9,229,301	6,740,707	(2,488,594)
Pri Gen Elec Cycle Spending	12,104,659	12,354,659	-	(12,354,659)
All Appropriations	\$ 23,182,889	\$ 23,497,261	\$ 6,740,707	\$ (16,756,554)
248 ELECTIONS GRANTS				
Operating	\$ 406,750	\$ 406,750	\$ -	\$ (406,750)
All Appropriations	\$ 406,750	\$ 406,750	\$ -	\$ (406,750)
D210 Total	\$ 23,589,639	\$ 23,904,011	\$ 6,740,707	\$ (17,163,304)

Appropriated Expenditures and Other Uses by Department, Fund and Appropriation Unit Group
(continued)

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
D250 CONSTABLES				-
100 GENERAL				
Non Recurring Non Project	\$ -	\$ 70,561	\$ -	\$ (70,561)
Operating	3,242,537	3,297,832	3,348,847	51,015
All Appropriations	\$ 3,242,537	\$ 3,368,393	\$ 3,348,847	\$ (19,546)
D250 Total	\$ 3,242,537	\$ 3,368,393	\$ 3,348,847	\$ (19,546)
D360 RECORDER				
100 GENERAL				
Non Recurring Non Project	\$ -	\$ -	\$ 88,523	\$ 88,523
Operating	2,322,447	2,345,337	4,745,091	2,399,754
All Appropriations	\$ 2,322,447	\$ 2,345,337	\$ 4,833,614	\$ 2,488,277
236 RECORDERS SURCHARGE				
Non Recurring Non Project	\$ 774,400	\$ 774,400	\$ 1,002,488	\$ 228,088
Operating	3,792,689	3,792,689	3,740,646	(52,043)
All Appropriations	\$ 4,567,089	\$ 4,567,089	\$ 4,743,134	\$ 176,045
D360 Total	\$ 6,889,536	\$ 6,912,426	\$ 9,576,748	\$ 2,664,322
D370 COUNTY SCHOOL SUPERINTENDENT				
100 GENERAL				
Garnishment System Upgrade	\$ 260,000	\$ 260,000	\$ -	\$ (260,000)
Operating	2,722,933	2,747,082	2,735,517	(11,565)
All Appropriations	\$ 2,982,933	\$ 3,007,082	\$ 2,735,517	\$ (271,565)
255 DETENTION OPERATIONS				
Non Recurring Non Project	\$ 679,906	\$ 679,906	\$ 252,858	\$ (427,048)
All Appropriations	\$ 679,906	\$ 679,906	\$ 252,858	\$ (427,048)
669 SMALL SCHOOL SERVICE				
Operating	\$ 109,551	\$ 109,551	\$ 109,551	\$ -
All Appropriations	\$ 109,551	\$ 109,551	\$ 109,551	\$ -
715 SCHOOL GRANTS				
Non Recurring Non Project	\$ -	\$ -	\$ 398,023	\$ 398,023
Operating	24,494,498	24,501,039	33,198,027	8,696,988
All Appropriations	\$ 24,494,498	\$ 24,501,039	\$ 33,596,050	\$ 9,095,011
780 SCHOOL TRANSPORTATION				
Operating	\$ 600,000	\$ 600,000	\$ 600,000	\$ -
All Appropriations	\$ 600,000	\$ 600,000	\$ 600,000	\$ -
782 SCHOOL COMMUNICATION				
Non Recurring Non Project	\$ 582,065	\$ 582,065	\$ 712,666	\$ 130,601
Operating	521,000	521,000	667,681	146,681
All Appropriations	\$ 1,103,065	\$ 1,103,065	\$ 1,380,347	\$ 277,282
790 EDUCATIONAL SUPPLEMENTAL PROGRAM				
Non Recurring Non Project	\$ -	\$ -	\$ 374,059	\$ 374,059
Operating	-	-	495,594	495,594
All Appropriations	\$ -	\$ -	\$ 869,653	\$ 869,653
795 EDUCATIONAL SUPPLEMENTAL PROGRAM				
Non Recurring Non Project	\$ 310,510	\$ 310,510	\$ -	\$ (310,510)
Operating	566,275	566,275	-	(566,275)
All Appropriations	\$ 876,785	\$ 876,785	\$ -	\$ (876,785)
D370 Total	\$ 30,846,738	\$ 30,877,428	\$ 39,543,976	\$ 8,666,548
D430 TREASURER				
100 GENERAL				
Non Recurring Non Project	\$ 35,000	\$ 35,000	\$ -	\$ (35,000)
Operating	4,973,573	5,063,878	5,245,463	181,585
Treasurer Printing & Postage	899,140	899,140	899,140	-
All Appropriations	\$ 5,907,713	\$ 5,998,018	\$ 6,144,603	\$ 146,585
741 TAXPAYER INFORMATION				
Operating	\$ 304,341	\$ 304,341	\$ 304,341	\$ -
All Appropriations	\$ 304,341	\$ 304,341	\$ 304,341	\$ -
D430 Total	\$ 6,212,054	\$ 6,302,359	\$ 6,448,944	\$ 146,585

Appropriated Expenditures and Other Uses by Department, Fund and Appropriation Unit Group
(continued)

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
D500 SHERIFF				
100 GENERAL				
Compliance - Non Recurring	\$ -	\$ 1,739,363	\$ -	\$ (1,739,363)
Compliance - Operating	10,239,881	18,429,542	19,721,258	1,291,716
Non Recurring Non Project	-	106,587	3,507,800	3,401,213
Operating	99,443,516	98,485,005	102,626,261	4,141,256
All Appropriations	\$ 109,683,397	\$ 118,760,497	\$ 125,855,319	\$ 7,094,822
203 SHERIFF DONATIONS				
Non Recurring Non Project	\$ -	\$ -	\$ 160,000	\$ 160,000
Operating	33,969	33,969	60,000	26,031
All Appropriations	\$ 33,969	\$ 33,969	\$ 220,000	\$ 186,031
206 OFFICER SAFETY EQUIPMENT				
Non Recurring Non Project	\$ 300,000	\$ 300,000	\$ 250,000	\$ (50,000)
Operating	52,000	52,000	52,000	-
All Appropriations	\$ 352,000	\$ 352,000	\$ 302,000	\$ (50,000)
212 SHERIFF RICO				
Operating	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ -
All Appropriations	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ -
214 SHERIFF JAIL ENHANCEMENT				
Non Recurring Non Project	\$ 450,000	\$ 694,619	\$ 2,000,000	\$ 1,305,381
Operating	1,482,444	1,482,444	1,482,444	-
All Appropriations	\$ 1,932,444	\$ 2,177,063	\$ 3,482,444	\$ 1,305,381
251 SHERIFF GRANTS				
Operating	\$ 7,624,572	\$ 7,624,572	\$ 8,847,429	\$ 1,222,857
All Appropriations	\$ 7,624,572	\$ 7,624,572	\$ 8,847,429	\$ 1,222,857
252 INMATE SERVICES				
Non Recurring Non Project	\$ 6,750,000	\$ 6,750,000	\$ -	\$ (6,750,000)
Operating	9,596,352	9,596,352	9,596,352	-
All Appropriations	\$ 16,346,352	\$ 16,346,352	\$ 9,596,352	\$ (6,750,000)
254 INMATE HEALTH SERVICES				
Non Recurring Non Project	\$ 106,620	\$ 106,620	\$ 215,938	\$ 109,318
Operating	369,950	369,950	369,950	-
All Appropriations	\$ 476,570	\$ 476,570	\$ 585,888	\$ 109,318
255 DETENTION OPERATIONS				
Non Recurring Non Project	\$ -	\$ -	\$ 607,200	\$ 607,200
Operating	218,619,446	216,679,824	222,447,249	5,767,425
All Appropriations	\$ 218,619,446	\$ 216,679,824	\$ 223,054,449	\$ 6,374,625
258 SHERIFF TOWING AND IMPOUND				
Non Recurring Non Project	\$ 15,429	\$ 15,429	\$ 170,000	\$ 154,571
Operating	211,100	211,100	186,746	(24,354)
All Appropriations	\$ 226,529	\$ 226,529	\$ 356,746	\$ 130,217
D500 Total	\$ 357,045,279	\$ 364,427,376	\$ 374,050,627	\$ 9,623,251
Total Elected	\$ 601,020,979	\$ 613,163,614	\$ 617,131,616	\$ 3,968,002
APPOINTED				
D060 CLERK OF THE BOARD				
100 GENERAL				
Board of Equalization Expenses	\$ -	\$ -	\$ 130,000	\$ 130,000
BOS Discretionary Charges	-	-	2,500	2,500
Operating	1,245,373	1,264,401	1,266,762	2,361
SIRE Hyland Conversion	213,619	213,619	213,619	-
All Appropriations	\$ 1,458,992	\$ 1,478,020	\$ 1,612,881	\$ 134,861
D060 Total	\$ 1,458,992	\$ 1,478,020	\$ 1,612,881	\$ 134,861

Appropriated Expenditures and Other Uses by Department, Fund and Appropriation Unit Group
(continued)

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
D150 EMERGENCY MANAGEMENT				
100 GENERAL				
Operating	\$ 253,651	\$ 259,006	\$ 2,913,470	\$ 2,654,464
All Appropriations	\$ 253,651	\$ 259,006	\$ 2,913,470	\$ 2,654,464
207 PALO VERDE				
Non Recurring Non Project	\$ 85,264	\$ 85,264	\$ 20,513	\$ (64,751)
Operating	706,722	706,722	704,721	(2,001)
All Appropriations	\$ 791,986	\$ 791,986	\$ 725,234	\$ (66,752)
215 EMERGENCY MANAGEMENT				
Non Recurring Non Project	\$ 67,162	\$ 152,162	\$ 89,677	\$ (62,485)
Operating	951,853	1,028,998	944,264	(84,734)
All Appropriations	\$ 1,019,015	\$ 1,181,160	\$ 1,033,941	\$ (147,219)
255 DETENTION OPERATIONS				
Operating	\$ -	\$ -	\$ 48,941	\$ 48,941
All Appropriations	\$ -	\$ -	\$ 48,941	\$ 48,941
D150 Total	\$ 2,064,652	\$ 2,232,152	\$ 4,721,586	\$ 2,489,434
D180 FINANCE				
100 GENERAL				
Operating	\$ 2,855,401	\$ 2,906,344	\$ 3,475,879	\$ 569,535
Single Audit	-	-	225,000	225,000
All Appropriations	\$ 2,855,401	\$ 2,906,344	\$ 3,700,879	\$ 794,535
249 NON-DEPARTMENTAL GRANTS				
Non Recurring Non Project	\$ -	\$ -	\$ 200,000	\$ 200,000
All Appropriations	\$ -	\$ -	\$ 200,000	\$ 200,000
D180 Total	\$ 2,855,401	\$ 2,906,344	\$ 3,900,879	\$ 994,535
D200 COUNTY MANAGER				
100 GENERAL				
Operating	\$ 2,648,433	\$ 2,677,972	\$ 4,209,961	\$ 1,531,989
All Appropriations	\$ 2,648,433	\$ 2,677,972	\$ 4,209,961	\$ 1,531,989
249 NON-DEPARTMENTAL GRANTS				
Non Recurring Non Project	\$ 326,455	\$ 1,745,617	\$ -	\$ (1,745,617)
All Appropriations	\$ 326,455	\$ 1,745,617	\$ -	\$ (1,745,617)
D200 Total	\$ 2,974,888	\$ 4,423,589	\$ 4,209,961	\$ (213,628)
D220 HUMAN SERVICES				
100 GENERAL				
Non Recurring Non Project	\$ 122,796	\$ 122,796	\$ 325,643	\$ 202,847
Operating	2,260,912	2,260,912	2,260,912	-
All Appropriations	\$ 2,383,708	\$ 2,383,708	\$ 2,586,555	\$ 202,847
217 CDBG HOUSING TRUST				
Operating	\$ 6,231,776	\$ 6,231,776	\$ 10,343,521	\$ 4,111,745
All Appropriations	6,231,776	6,231,776	10,343,521	4,111,745
222 HUMAN SERVICES GRANTS				
Operating	\$ 51,497,289	\$ 51,497,289	\$ 40,842,630	\$ (10,654,659)
All Appropriations	\$ 51,497,289	\$ 51,497,289	\$ 40,842,630	\$ (10,654,659)
D220 Total	\$ 60,112,773	\$ 60,112,773	\$ 53,772,706	\$ (6,340,067)
D230 INTERNAL AUDIT				
100 GENERAL				
Operating	\$ 1,888,018	\$ 1,924,489	\$ 1,928,016	\$ 3,527
Outside Audit Firms	-	-	324,000	324,000
All Appropriations	\$ 1,888,018	\$ 1,924,489	\$ 2,252,016	\$ 327,527
D230 Total	\$ 1,888,018	\$ 1,924,489	\$ 2,252,016	\$ 327,527
D260 CORRECTIONAL HEALTH				
100 GENERAL				
Operating	\$ 3,522,248	\$ 3,542,152	\$ 3,720,143	\$ 177,991
All Appropriations	\$ 3,522,248	\$ 3,542,152	\$ 3,720,143	\$ 177,991

Appropriated Expenditures and Other Uses by Department, Fund and Appropriation Unit Group
(continued)

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
255 DETENTION OPERATIONS				
CHS Graves Judgment Operating	\$ 3,780,639	\$ 3,803,917	\$ 3,803,917	\$ -
Iron Mountain Records Projects	112,473	112,473	69,690	(42,783)
Operating	60,587,412	61,405,930	61,164,965	(240,965)
All Appropriations	\$ 64,480,524	\$ 65,322,320	\$ 65,038,572	\$ (283,748)
292 CORRECTIONAL HEALTH GRANTS				
Operating	\$ -	\$ -	\$ 339,377	\$ 339,377
All Appropriations	\$ -	\$ -	\$ 339,377	\$ 339,377
D260 Total	\$ 68,002,772	\$ 68,864,472	\$ 69,098,092	\$ 233,620
D290 MEDICAL EXAMINER				
100 GENERAL				
Non Recurring Non Project	\$ -	\$ -	\$ 100,000	\$ 100,000
OME Case Management	232,800	232,800	139,680	(93,120)
OME Case Records	131,509	131,509	-	(131,509)
Operating	10,033,874	10,323,582	11,407,302	1,083,720
All Appropriations	\$ 10,398,183	\$ 10,687,891	\$ 11,646,982	\$ 959,091
224 MEDICAL EXAMINER GRANTS				
Operating	\$ 8,851	\$ 19,488	\$ 50,000	\$ 30,512
All Appropriations	\$ 8,851	\$ 19,488	\$ 50,000	\$ 30,512
D290 Total	\$ 10,407,034	\$ 10,707,379	\$ 11,696,982	\$ 989,603
D300 PARKS AND RECREATION				
100 GENERAL				
Non Recurring Non Project	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Operating	874,325	874,325	874,325	-
Parks Restrooms Upgrades	350,000	312,919	50,000	(262,919)
All Appropriations	\$ 1,274,325	\$ 1,237,244	\$ 974,325	\$ (262,919)
225 SPUR CROSS RANCH CONSERVATION				
Non Recurring Non Project	\$ 163,075	\$ 163,075	\$ 125,000	\$ (38,075)
Operating	272,132	272,132	272,132	-
All Appropriations	\$ 435,207	\$ 435,207	\$ 397,132	\$ (38,075)
230 PARKS AND RECREATION GRANTS				
Non Recurring Non Project	\$ 34,696	\$ 34,696	\$ -	\$ (34,696)
Operating	-	-	23,560	23,560
All Appropriations	\$ 34,696	\$ 34,696	\$ 23,560	\$ (11,136)
239 PARKS SOUVENIR				
Operating	\$ 396,182	\$ 396,182	\$ 396,182	\$ -
All Appropriations	\$ 396,182	\$ 396,182	\$ 396,182	\$ -
240 LAKE PLEASANT RECREATION SERVICES				
Non Recurring Non Project	\$ 1,264,809	\$ 1,264,809	\$ 695,123	\$ (569,686)
Operating	2,640,393	2,640,393	2,848,028	207,635
All Appropriations	\$ 3,905,202	\$ 3,905,202	\$ 3,543,151	\$ (362,051)
241 PARKS ENHANCEMENT				
Non Recurring Non Project	\$ 1,775,340	\$ 1,775,340	\$ 828,424	\$ (946,916)
Operating	4,893,687	4,893,687	5,240,230	346,543
Parks Restrooms Upgrades	342,000	342,000	-	(342,000)
All Appropriations	\$ 7,011,027	\$ 7,011,027	\$ 6,068,654	\$ (942,373)
243 PARKS DONATIONS				
Daisy Mountain And Trails	\$ -	\$ 185,000	\$ 110,000	\$ (75,000)
Non Recurring Non Project	468,166	468,166	188,166	(280,000)
Operating	25,404	25,404	25,404	-
All Appropriations	\$ 493,570	\$ 678,570	\$ 323,570	\$ (355,000)
D300 Total	\$ 13,550,209	\$ 13,698,128	\$ 11,726,574	\$ (1,971,554)

**Appropriated Expenditures and Other Uses by Department, Fund and Appropriation Unit Group
(continued)**

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
D310 HUMAN RESOURCES				
100 GENERAL				
Bus Cards	\$ -	\$ -	\$ 1,620	\$ 1,620
Human Resources System Ops	-	-	2,478,995	2,478,995
Job Analysis Consultant	202,910	202,427	45,930	(156,497)
Learning Management	10,000	25,500	-	(25,500)
One Time Bus Card Replacement	-	-	11,500	11,500
Operating	4,262,723	4,331,532	4,535,092	203,560
Recognition Program	-	-	10,000	10,000
Tuition Reimbursement	-	-	1,000,000	1,000,000
All Appropriations	\$ 4,475,633	\$ 4,559,459	\$ 8,083,137	\$ 3,523,678
D310 Total	\$ 4,475,633	\$ 4,559,459	\$ 8,083,137	\$ 3,523,678
D340 PUBLIC FIDUCIARY				
100 GENERAL				
Operating	\$ 3,857,641	\$ 3,905,571	\$ 3,929,288	\$ 23,717
All Appropriations	\$ 3,857,641	\$ 3,905,571	\$ 3,929,288	\$ 23,717
D340 Total	\$ 3,857,641	\$ 3,905,571	\$ 3,929,288	\$ 23,717
D390 EMPLOYEE BENEFITS AND HEALTH				
100 GENERAL				
Operating	\$ 276,946	\$ 283,762	\$ 281,799	\$ (1,963)
All Appropriations	\$ 276,946	\$ 283,762	\$ 281,799	\$ (1,963)
532 PUBLIC HEALTH GRANTS				
Operating	\$ 7,891,088	\$ 8,274,503	\$ 7,941,302	\$ (333,201)
All Appropriations	\$ 7,891,088	\$ 8,274,503	\$ 7,941,302	\$ (333,201)
685 BENEFITS TRUST				
Non Recurring Non Project	\$ 500,400	\$ 500,400	\$ 200,000	\$ (300,400)
Operating	158,452,761	158,452,761	158,174,650	(278,111)
All Appropriations	\$ 158,953,161	\$ 158,953,161	\$ 158,374,650	\$ (578,511)
686 BENEFITS TRUST-AGENCY				
Operating	\$ 14,922,290	\$ 14,922,290	\$ 15,281,010	\$ 358,720
All Appropriations	\$ 14,922,290	\$ 14,922,290	\$ 15,281,010	\$ 358,720
D390 Total	\$ 182,043,485	\$ 182,433,716	\$ 181,878,761	\$ (554,955)
D410 ENTERPRISE TECHNOLOGY				
100 GENERAL				
Advantage 2x Hosting Charges	\$ 280,000	\$ 281,588	\$ -	\$ (281,588)
Content Management System Web	985,629	985,629	241,250	(744,379)
Cyber Security - Major Maint	259,000	259,677	361,588	101,911
Cyber Security NRNP	2,116,703	841,575	1,974,244	1,132,669
Desktop-Laptop Replacement	100,000	257,828	154,807	(103,021)
Enterprise Data Networking	-	-	6,491,318	6,491,318
Enterprise Data Cntr Systems	2,797,017	1,528,190	1,055,254	(472,936)
Facilities Major Maintenance Operating	-	-	-	-
Information Technology Maintenance Operating	14,992,342	14,992,342	17,437,469	2,445,127
Microsoft Active Directory	-	-	3,000,000	3,000,000
Non Recurring Non Project	1,335,475	1,335,475	1,046,059	(289,416)
Operating	10,632,051	10,862,650	10,849,078	(13,572)
All Appropriations	\$ 33,498,217	\$ 31,344,954	\$ 42,611,067	\$ 11,266,113
255 DETENTION OPERATIONS				
Operating	\$ 984,584	\$ 1,001,031	\$ 1,001,031	\$ -
All Appropriations	\$ 984,584	\$ 1,001,031	\$ 1,001,031	\$ -
681 TELECOMMUNICATIONS				
Non Recurring Non Project	\$ 1,204,547	\$ 1,204,547	\$ 846,234	\$ (358,313)
Operating	21,636,326	21,636,326	23,633,017	1,996,691
All Appropriations	\$ 22,840,873	\$ 22,840,873	\$ 24,479,251	\$ 1,638,378
D410 Total	\$ 57,323,674	\$ 55,186,858	\$ 68,091,349	\$ 12,904,491

Appropriated Expenditures and Other Uses by Department, Fund and Appropriation Unit Group
(continued)

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
D420 INTEGRATED CRIM JUSTICE INFO				
255 DETENTION OPERATIONS				
Operating	\$ 1,674,309	\$ 1,697,008	\$ 1,700,328	\$ 3,320
All Appropriations	\$ 1,674,309	\$ 1,697,008	\$ 1,700,328	\$ 3,320
D420 Total	\$ 1,674,309	\$ 1,697,008	\$ 1,700,328	\$ 3,320
D440 PLANNING AND DEVELOPMENT				
100 GENERAL				
Operating	\$ 868,232	\$ 868,232	\$ 868,232	\$ -
All Appropriations	\$ 868,232	\$ 868,232	\$ 868,232	\$ -
226 PLANNING AND DEVELOPMENT FEES				
Non Recurring Non Project	\$ 532,127	\$ 1,132,127	\$ 678,716	\$ (453,411)
Operating	8,001,694	8,001,694	8,456,606	454,912
All Appropriations	\$ 8,533,821	\$ 9,133,821	\$ 9,135,322	\$ 1,501
D440 Total	\$ 9,402,053	\$ 10,002,053	\$ 10,003,554	\$ 1,501
D470 NON DEPARTMENTAL				
100 GENERAL				
Compliance - Non Recurring	\$ -	\$ 1,350,000	\$ 2,439,588	\$ 1,089,588
Compliance - Operating	3,023,124	5,023,124	5,023,124	-
Non Recurring Non Project	119,536,371	118,780,832	118,888,330	107,498
Operating	536,740,433	519,348,945	547,951,287	28,602,342
All Appropriations	\$ 659,299,928	\$ 644,502,901	\$ 674,302,329	\$ 29,799,428
210 WASTE MANAGEMENT				
Non Recurring Non Project	\$ 688,762	\$ 679,632	\$ 494,352	\$ (185,280)
All Appropriations	\$ 688,762	\$ 679,632	\$ 494,352	\$ (185,280)
249 NON-DEPARTMENTAL GRANTS				
Non Recurring Non Project	\$ 2,908,912	\$ 12,864,619	\$ 5,821,659	\$ (7,042,960)
Operating	13,112,063	13,047,268	5,009,567	(8,037,701)
All Appropriations	\$ 16,020,975	\$ 25,911,887	\$ 10,831,226	\$ (15,080,661)
255 DETENTION OPERATIONS				
CHS Graves Judgment Non Recurring	\$ 400,000	\$ 400,000	\$ 357,198	\$ (42,802)
Non Recurring Non Project	35,128,710	35,128,710	32,604,718	(2,523,992)
Operating	9,218,583	4,532,336	7,628,995	3,096,659
All Appropriations	\$ 44,747,293	\$ 40,061,046	\$ 40,590,911	\$ 529,865
320 COUNTY IMPROVEMENT DEBT				
Non Recurring Non Project	\$ 106,615,480	\$ 113,302,480	\$ 105,894,530	\$ (7,407,950)
Operating	13,353,000	13,353,000	18,399,600	5,046,600
All Appropriations	\$ 119,968,480	\$ 126,655,480	\$ 124,294,130	\$ (2,361,350)
321 COUNTY IMPROVEMENT DEBT 2				
Desktop-Laptop Replacement	\$ 2,926,394	\$ 3,095,454	\$ 3,611,307	\$ 515,853
Non Recurring Non Project	7,555,569	7,555,569	2,875,212	(4,680,357)
VMWare Non-Recurring	1,330,767	1,330,767	1,330,767	-
All Appropriations	\$ 11,812,730	\$ 11,981,790	\$ 7,817,286	\$ (4,164,504)
422 INTERGOVERNMENTAL CAPITAL PROJECTS				
Vulture Mountain	\$ 123,300	\$ 123,835	\$ 108,091	\$ (15,744)
All Appropriations	\$ 123,300	\$ 123,835	\$ 108,091	\$ (15,744)
440 COUNTY IMPROVEMENT COP SERIES 2015				
Computer Aided Mass Appraisal	\$ 7,677,886	\$ 7,633,361	\$ 5,304,395	\$ (2,328,966)
County Telephone System	5,392,330	2,172,196	-	(2,172,196)
Enterprise Data Ctrn Ct	4,983,247	2,783,767	632,114	(2,151,653)
Enterprise Res Planning System	6,453,753	7,483,135	3,311,927	(4,171,208)
Infrastructure Refresh Ph I	73,586	332,703	-	(332,703)
Infrastructure Refresh Ph II	4,558,781	2,517,387	-	(2,517,387)
Jail Kitchen Equipment	300,000	137,879	-	(137,879)
Jail Mgmt Information System	8,893,241	11,044,559	13,747,927	2,703,368
Non Recurring Non Project	-	-	9,639,172	9,639,172
Radio System	35,241,579	28,431,242	31,973,536	3,542,294

**Appropriated Expenditures and Other Uses by Department, Fund and Appropriation Unit Group
(continued)**

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
Sheriff Nice Vision	2,663,250	2,575,789	-	(2,575,789)
Sheriff's Office Standards Bureau Renovations	-	-	3,300,000	3,300,000
Southwest Justice Courts	21,150,541	21,708,913	-	(21,708,913)
All Appropriations	\$ 97,388,194	\$ 86,820,931	\$ 67,909,071	\$ (18,911,860)
441 COUNTY IMPROVEMENT 441 COP SERIES 2016				
Madison Street Jail ADAP Phase	\$ 17,600,000	\$ 17,600,000	\$ 37,000,000	\$ 19,400,000
All Appropriations	\$ 17,600,000	\$ 17,600,000	\$ 37,000,000	\$ 19,400,000
445 GENERAL FUND COUNTY IMPROVEMENTS				
Adobe Boundary Fence	\$ -	\$ -	\$ 112,000	\$ 112,000
Adult Probation Black Canyon	3,000,000	3,000,000	2,950,000	(50,000)
Adult Probation Mesa Building	-	-	1,500,000	1,500,000
Adult Probation Southport	3,000,000	3,000,000	2,950,000	(50,000)
Animal Care Expansion Durango	-	-	2,500,000	2,500,000
Buckeye Hills Range Electric	1,751,294	1,751,294	-	(1,751,294)
Chambers Building	1,590,787	1,791,430	-	(1,791,430)
East Court Improvements	7,000,000	6,147,429	9,447,429	3,300,000
Estrella Ramada Renovations	-	-	580,000	580,000
Estrella Turf Improvements	-	-	470,000	470,000
Estrella Water System Replacement	-	-	300,000	300,000
Hassayampa	1,000,000	1,000,000	835,294	(164,706)
Hassayampa Elec/Septic/Water	-	-	250,000	250,000
Lake Boundary Fencing	-	-	638,400	638,400
Lake Playground at Discovery Center	-	-	600,000	600,000
Lake Ramada Renovations	-	-	150,480	150,480
Maricopa Regional Trail System	532,889	576,845	675,811	98,966
McDowell Restroom at Four Peaks	-	-	550,000	550,000
Nav Aide Boathouse Construction	-	-	300,000	300,000
Non Recurring Non Project	18,104,659	18,479,659	49,473,530	30,993,871
Parks Restrooms Upgrades	-	-	342,000	342,000
Project Reserve	377,978	377,978	-	(377,978)
Reserve	-	-	4,200,000	4,200,000
Sheriff HQ Project	452,148	377,953	-	(377,953)
Vulture Day-Use Campground Construction	-	-	342,000	342,000
Vulture Day-Use Design/Engineering	-	-	175,000	175,000
Vulture Mountain	217,751	217,751	217,751	-
West Court Improvements	385,000	18,564	-	(18,564)
White Tank Willow Campground Improvements	-	-	580,000	580,000
All Appropriations	\$ 37,412,506	\$ 36,738,903	\$ 80,139,695	\$ 43,400,792
455 DETENTION CAPITAL PROJECTS				
Intake Transfer Release Jail	\$ 31,000,000	\$ 29,174,541	\$ 82,291,000	\$ 53,116,459
All Appropriations	\$ 31,000,000	\$ 29,174,541	\$ 82,291,000	\$ 53,116,459
460 TECHNOLOGY CAPITAL IMPROVEMENT				
BIX Room Byte Info Exchange	\$ 2,785,275	\$ 1,154,530	\$ -	\$ (1,154,530)
Desktop-Laptop Replacement	2,959,125	2,959,125	-	(2,959,125)
Infrastructure Refresh Ph II	2,452,744	2,452,744	6,742,662	4,289,918
Non Recurring Non Project	99,375,000	99,375,000	123,659,008	24,284,008
Treasurer Tech System Upgrade	18,751,162	19,875,571	16,154,138	(3,721,433)
All Appropriations	\$ 126,323,306	\$ 125,816,970	\$ 146,555,808	\$ 20,738,838
461 DETENTION TECHNOLOGY CAPITAL IMPROVEMENT				
CHS Electronic Medical Record	\$ 887,527	\$ 2,060,587	\$ 374,111	\$ (1,686,476)
Desktop-Laptop Replacement	162,534	162,534	-	(162,534)
Non Recurring Non Project	3,286,659	3,286,659	34,995,069	31,708,410
All Appropriations	\$ 4,336,720	\$ 5,509,780	\$ 35,369,180	\$ 29,859,400
D470 Total	\$ 1,166,722,194	\$ 1,151,577,696	\$ 1,307,703,079	\$ 156,125,383

Appropriated Expenditures and Other Uses by Department, Fund and Appropriation Unit Group
(continued)

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
D490 BUDGET				
100 GENERAL				
Operating	\$ 2,431,156	\$ 2,465,697	\$ 1,927,528	\$ (538,169)
All Appropriations	\$ 2,431,156	\$ 2,465,697	\$ 1,927,528	\$ (538,169)
D490 Total	\$ 2,431,156	\$ 2,465,697	\$ 1,927,528	\$ (538,169)
D520 PUBLIC DEFENDER				
100 GENERAL				
Operating	\$ 41,570,118	\$ 42,277,571	\$ 42,851,483	\$ 573,912
All Appropriations	\$ 41,570,118	\$ 42,277,571	\$ 42,851,483	\$ 573,912
209 PUBLIC DEFENDER TRAINING				
Non Recurring Non Project	\$ 66,702	\$ 66,702	\$ 110,011	\$ 43,309
Operating	271,108	271,108	226,298	(44,810)
All Appropriations	\$ 337,810	\$ 337,810	\$ 336,309	\$ (1,501)
233 PUBLIC DEFENDER GRANTS				
Operating	\$ 222,141	\$ 222,141	\$ 198,518	\$ (23,623)
All Appropriations	\$ 222,141	\$ 222,141	\$ 198,518	\$ (23,623)
262 PUBLIC DEFENDER FILL THE GAP				
Operating	\$ 775,462	\$ 775,462	\$ 807,679	\$ 32,217
PDS Case Management System	38,008	38,008	128,786	90,778
All Appropriations	\$ 813,470	\$ 813,470	\$ 936,465	\$ 122,995
D520 Total	\$ 42,943,539	\$ 43,650,992	\$ 44,322,775	\$ 671,783
D540 LEGAL DEFENDER				
100 GENERAL				
Operating	\$ 13,436,322	\$ 13,672,096	\$ 13,996,656	\$ 324,560
All Appropriations	\$ 13,436,322	\$ 13,672,096	\$ 13,996,656	\$ 324,560
209 PUBLIC DEFENDER TRAINING				
Non Recurring Non Project	\$ 14,999	\$ 14,999	\$ 64,713	\$ 49,714
Operating	54,378	54,378	43,093	(11,285)
All Appropriations	\$ 69,377	\$ 69,377	\$ 107,806	\$ 38,429
263 LEGAL DEFENDER FILL THE GAP				
Operating	\$ 66,362	\$ 66,362	\$ 66,362	\$ -
All Appropriations	\$ 66,362	\$ 66,362	\$ 66,362	\$ -
D540 Total	\$ 13,572,061	\$ 13,807,835	\$ 14,170,824	\$ 362,989
D550 LEGAL ADVOCATE				
100 GENERAL				
Operating	\$ 12,046,888	\$ 12,248,897	\$ 12,565,709	\$ 316,812
All Appropriations	\$ 12,046,888	\$ 12,248,897	\$ 12,565,709	\$ 316,812
209 PUBLIC DEFENDER TRAINING				
Non Recurring Non Project	\$ 14,387	\$ 14,387	\$ 11,814	\$ (2,573)
Operating	20,627	20,627	16,099	(4,528)
All Appropriations	\$ 35,014	\$ 35,014	\$ 27,913	\$ (7,101)
D550 Total	\$ 12,081,902	\$ 12,283,911	\$ 12,593,622	\$ 309,711
D560 CONTRACT COUNSEL				
100 GENERAL				
Capital Post Conviction Relief Backlog	\$ -	\$ -	\$ 1,289,869	\$ 1,289,869
Non Recurring Non Project	2,828,092	2,721,380	-	(2,721,380)
Operating	51,658,915	51,700,230	50,193,921	(1,506,309)
All Appropriations	\$ 54,487,007	\$ 54,421,610	\$ 51,483,790	\$ (2,937,820)
D560 Total	\$ 54,487,007	\$ 54,421,610	\$ 51,483,790	\$ (2,937,820)
D570 PUBLIC ADVOCATE				
100 GENERAL				
Operating	\$ 9,297,577	\$ 9,454,607	\$ 9,526,644	\$ 72,037
All Appropriations	\$ 9,297,577	\$ 9,454,607	\$ 9,526,644	\$ 72,037
D570 Total	\$ 9,297,577	\$ 9,454,607	\$ 9,526,644	\$ 72,037

Appropriated Expenditures and Other Uses by Department, Fund and Appropriation Unit Group
(continued)

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
D640 TRANSPORTATION				
100 GENERAL				
Operating	\$ -	\$ -	\$ 111,672	\$ 111,672
All Appropriations	\$ -	\$ -	\$ 111,672	\$ 111,672
223 TRANSPORTATION GRANTS				
MAG ALCP Projects	\$ -	\$ 76,054	\$ -	\$ (76,054)
Non Recurring Non Project	320,000	420,000	593,000	173,000
All Appropriations	\$ 320,000	\$ 496,054	\$ 593,000	\$ 96,946
232 TRANSPORTATION OPERATIONS				
Non Recurring Non Project	\$ 58,489,784	\$ 58,489,784	\$ 52,887,238	\$ (5,602,546)
Operating	63,501,718	63,501,718	72,123,947	8,622,229
All Appropriations	\$ 121,991,502	\$ 121,991,502	\$ 125,011,185	\$ 3,019,683
234 TRANSPORTATION CAPITAL PROJECT				
Bridge Preservation	\$ 90,000	\$ -	\$ -	\$ -
Capacity	-	21,001,500	36,685,100	15,683,600
County Arterials	23,305,233	-	-	-
Dust Mitigation	6,243,887	5,381,000	7,293,800	1,912,800
Intelligent Trans Syst ITS	4,067,000	-	-	-
MAG ALCP Projects	26,194,639	23,096,696	26,028,500	2,931,804
Partnership Support	2,045,000	-	-	-
Pavement Preservation	11,384,319	-	-	-
Right Of Way	250,000	-	-	-
Safety Projects	18,585,000	-	-	-
System Preservation and Reconstruction	-	16,785,000	19,096,031	2,311,031
Traffic Improvements	8,056,118	-	-	-
Transportation System Management	-	33,957,000	42,652,800	8,695,800
All Appropriations	\$ 100,221,196	\$ 100,221,196	\$ 131,756,231	\$ 31,535,035
900 ELIMINATIONS				
Non Recurring Non Project	\$ (46,191,794)	\$ (46,191,794)	\$ (47,276,758)	\$ (1,084,964)
All Appropriations	\$ (46,191,794)	\$ (46,191,794)	\$ (47,276,758)	\$ (1,084,964)
D640 Total	\$ 176,340,904	\$ 176,516,958	\$ 210,195,330	\$ 33,678,372
D670 WASTE RESOURCES AND RECYCLING				
100 GENERAL				
Operating	\$ 4,186,564	\$ 4,207,411	\$ 4,138,556	\$ (68,855)
All Appropriations	\$ 4,186,564	\$ 4,207,411	\$ 4,138,556	\$ (68,855)
290 WASTE TIRE				
Operating	\$ 4,751,611	\$ 4,951,611	\$ 4,952,726	\$ 1,115
All Appropriations	\$ 4,751,611	\$ 4,951,611	\$ 4,952,726	\$ 1,115
D670 Total	\$ 8,938,175	\$ 9,159,022	\$ 9,091,282	\$ (67,740)
D700 FACILITIES MANAGEMENT				
100 GENERAL				
East Court Elevator Renovations	\$ -	\$ -	\$ 3,500,000	\$ 3,500,000
Facilities Major Maintenance Operating	7,877,906	7,877,906	7,877,906	-
Non Recurring Non Project	139,321	139,321	21,723	(117,598)
Operating	38,098,140	38,377,191	35,745,942	(2,631,249)
All Appropriations	\$ 46,115,367	\$ 46,394,418	\$ 47,145,571	\$ 751,153
255 DETENTION OPERATIONS				
Facilities Major Maintenance Operating	\$ 6,726,998	\$ 6,726,998	\$ 6,726,998	\$ -
Non Recurring Non Project	25,052	25,052	-	(25,052)
Operating	19,387,545	19,425,108	19,385,204	(39,904)
All Appropriations	\$ 26,139,595	\$ 26,177,158	\$ 26,112,202	\$ (64,956)
D700 Total	\$ 72,254,962	\$ 72,571,576	\$ 73,257,773	\$ 686,197
D730 PROCUREMENT SERVICES				
100 GENERAL				
Operating	\$ 2,438,032	\$ 2,482,132	\$ 2,503,913	\$ 21,781
All Appropriations	\$ 2,438,032	\$ 2,482,132	\$ 2,503,913	\$ 21,781

Appropriated Expenditures and Other Uses by Department, Fund and Appropriation Unit Group
(continued)

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
673 REPROGRAPHICS				
Non Recurring Non Project	\$ 87,450	\$ 87,450	\$ -	\$ (87,450)
Operating	739,834	739,834	-	(739,834)
All Appropriations	\$ 827,284	\$ 827,284	\$ -	\$ (827,284)
D730 Total	\$ 3,265,316	\$ 3,309,416	\$ 2,503,913	\$ (805,503)
D740 EQUIPMENT SERVICES				
100 GENERAL				
Non Recurring Non Project	\$ -	\$ -	\$ 450,000	\$ 450,000
Operating	-	-	4,634,400	4,634,400
All Appropriations	\$ -	\$ -	\$ 5,084,400	\$ 5,084,400
255 DETENTION OPERATIONS				
Operating	\$ -	\$ -	\$ 1,050,000	\$ 1,050,000
All Appropriations	\$ -	\$ -	\$ 1,050,000	\$ 1,050,000
654 EQUIPMENT SERVICES				
Non Recurring Non Project	\$ 1,006,500	\$ 1,006,500	\$ 849,500	\$ (157,000)
Operating	16,854,693	16,854,693	16,976,629	121,936
All Appropriations	\$ 17,861,193	\$ 17,861,193	\$ 17,826,129	\$ (35,064)
D740 Total	\$ 17,861,193	\$ 17,861,193	\$ 23,960,529	\$ 6,099,336
D750 RISK MANAGEMENT				
675 RISK MANAGEMENT				
Operating	\$ 33,338,997	\$ 33,338,997	\$ 34,364,359	\$ 1,025,362
All Appropriations	\$ 33,338,997	\$ 33,338,997	\$ 34,364,359	\$ 1,025,362
D750 Total	\$ 33,338,997	\$ 33,338,997	\$ 34,364,359	\$ 1,025,362
D790 ANIMAL CARE AND CONTROL				
100 GENERAL				
Operating	\$ 758,954	\$ 758,954	\$ 758,954	\$ -
All Appropriations	\$ 758,954	\$ 758,954	\$ 758,954	\$ -
572 ANIMAL CONTROL LICENSE/SHELTER				
Non Recurring Non Project	\$ 38,806	\$ 38,806	\$ 15,000	\$ (23,806)
Operating	11,936,923	11,936,923	11,362,828	(574,095)
All Appropriations	\$ 11,975,729	\$ 11,975,729	\$ 11,377,828	\$ (597,901)
574 ANIMAL CONTROL FIELD OPERATIONS				
Non Recurring Non Project	\$ 325,000	\$ 325,000	\$ 325,000	\$ -
Operating	3,733,360	3,733,360	3,749,933	16,573
All Appropriations	\$ 4,058,360	\$ 4,058,360	\$ 4,074,933	\$ 16,573
D790 Total	\$ 16,793,043	\$ 16,793,043	\$ 16,211,715	\$ (581,328)
D850 AIR QUALITY				
100 GENERAL				
Air Qual Monitoring Equip NRNP	\$ 308,080	\$ 308,080	\$ -	\$ (308,080)
Air Qual Monitoring Equip Oper	-	-	308,080	308,080
Operating	810,957	810,957	810,957	-
All Appropriations	\$ 1,119,037	\$ 1,119,037	\$ 1,119,037	\$ -
503 AIR QUALITY GRANTS				
Operating	\$ 4,128,306	\$ 4,128,306	\$ 5,403,005	\$ 1,274,699
All Appropriations	\$ 4,128,306	\$ 4,128,306	\$ 5,403,005	\$ 1,274,699
504 AIR QUALITY FEES				
Non Recurring Non Project	\$ 2,413,236	\$ 2,413,236	\$ 3,918,032	\$ 1,504,796
Operating	11,114,786	11,114,786	11,193,314	78,528
All Appropriations	\$ 13,528,022	\$ 13,528,022	\$ 15,111,346	\$ 1,583,324
D850 Total	\$ 18,775,365	\$ 18,775,365	\$ 21,633,388	\$ 2,858,023
D860 PUBLIC HEALTH				
100 GENERAL				
Operating	\$ 11,878,845	\$ 12,094,552	\$ 12,275,818	\$ 181,266
All Appropriations	\$ 11,878,845	\$ 12,094,552	\$ 12,275,818	\$ 181,266

Appropriated Expenditures and Other Uses by Department, Fund and Appropriation Unit Group
(continued)

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
265 PUBLIC HEALTH FEES				
Non Recurring Non Project	\$ 510,592	\$ 572,208	\$ 250,000	\$ (322,208)
Operating	6,638,299	6,638,299	6,793,302	155,003
All Appropriations	\$ 7,148,891	\$ 7,210,507	\$ 7,043,302	\$ (167,205)
532 PUBLIC HEALTH GRANTS				
Non Recurring Non Project	\$ -	\$ 114,437	\$ 719,393	\$ 604,956
Operating	42,884,495	42,884,495	44,230,398	1,345,903
All Appropriations	\$ 42,884,495	\$ 42,998,932	\$ 44,949,791	\$ 1,950,859
D860 Total	\$ 61,912,231	\$ 62,303,991	\$ 64,268,911	\$ 1,964,920
D880 ENVIRONMENTAL SERVICES				
100 GENERAL				
Non Recurring Non Project	\$ 485,587	\$ 485,587	\$ 189,932	\$ (295,655)
Operating	4,152,458	4,203,894	4,136,444	(67,450)
Vector Control Foggers	-	-	75,000	75,000
All Appropriations	\$ 4,638,045	\$ 4,689,481	\$ 4,401,376	\$ (288,105)
505 ENVIRONMENTAL SERVICES GRANTS				
Operating	\$ 67,198	\$ 67,198	\$ 67,198	\$ -
All Appropriations	\$ 67,198	\$ 67,198	\$ 67,198	\$ -
506 ENVIRONMENTAL SERVICES ENVIRONMENTAL HEALTH				
Non Recurring Non Project	\$ 949,243	\$ 949,243	\$ 1,611,941	\$ 662,698
Operating	19,166,315	19,166,315	19,480,116	313,801
All Appropriations	\$ 20,115,558	\$ 20,115,558	\$ 21,092,057	\$ 976,499
D880 Total	\$ 24,820,801	\$ 24,872,237	\$ 25,560,631	\$ 688,394
D920 DEPUTY COUNTY MANAGER 920				
100 GENERAL				
Operating	\$ 1,473,270	\$ 1,503,174	\$ -	\$ (1,503,174)
All Appropriations	\$ 1,473,270	\$ 1,503,174	\$ -	\$ (1,503,174)
D920 Total	\$ 1,473,270	\$ 1,503,174	\$ -	\$ (1,503,174)
D940 ASSISTANT COUNTY MANAGER 940				
100 GENERAL				
Operating	\$ 295,088	\$ 301,337	\$ 693,334	\$ 391,997
All Appropriations	\$ 295,088	\$ 301,337	\$ 693,334	\$ 391,997
D940 Total	\$ 295,088	\$ 301,337	\$ 693,334	\$ 391,997
D950 ASSISTANT COUNTY MANAGER 950				
100 GENERAL				
Non Recurring Non Project	\$ 469,107	\$ 469,107	\$ 381,645	\$ (87,462)
Operating	435,276	436,956	1,400,838	963,882
All Appropriations	\$ 904,383	\$ 906,063	\$ 1,782,483	\$ 876,420
249 NON-DEPARTMENTAL GRANTS				
Operating	\$ 68,459	\$ 912,544	\$ 849,000	\$ (63,544)
All Appropriations	\$ 68,459	\$ 912,544	\$ 849,000	\$ (63,544)
255 DETENTION OPERATIONS				
Operating	\$ 410,680	\$ 419,068	\$ 420,559	\$ 1,491
All Appropriations	\$ 410,680	\$ 419,068	\$ 420,559	\$ 1,491
D950 Total	\$ 1,383,522	\$ 2,237,675	\$ 3,052,042	\$ 814,367
Total Appointed	2,161,079,837	2,151,338,343	2,363,199,563	211,861,220
ELIMINATIONS				
D980 ELIMINATIONS COUNTY				
900 ELIMINATIONS				
Non Recurring Non Project	\$ (234,137,282)	\$ (241,505,706)	\$ (325,796,638)	\$ (84,290,932)
Operating	(461,194,148)	(456,498,675)	(461,909,366)	(5,410,691)
All Appropriations	\$ (695,331,430)	\$ (698,004,381)	\$ (787,706,004)	\$ (89,701,623)
D980 Total	\$ (695,331,430)	\$ (698,004,381)	\$ (787,706,004)	\$ (89,701,623)
Total Eliminations	\$ (695,331,430)	\$ (698,004,381)	\$ (787,706,004)	\$ (89,701,623)
TOTAL MARICOPA COUNTY	\$ 2,356,007,976	\$ 2,362,377,798	\$ 2,490,087,419	\$ 127,709,621

Consolidated Expenditures and Other Uses by Fund Type / Department

All Funds	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
Adult Probation	\$ 96,083,192	\$ 101,968,190	\$ 103,745,094	\$ 101,491,492	\$ 105,909,367	\$ 2,164,273	2.09%
Air Quality	16,146,593	18,775,365	18,775,365	18,128,302	21,633,388	2,858,023	15.22%
Animal Care and Control	15,798,815	16,793,043	16,793,043	14,739,357	16,211,715	(581,328)	-3.46%
Assessor	23,689,488	24,026,441	24,404,617	23,802,700	24,604,445	199,828	0.82%
Assistant County Manager 940	203,715	295,088	301,337	189,759	693,334	391,997	130.09%
Assistant County Manager 950	1,568,166	1,383,522	2,237,675	1,743,025	3,052,042	814,367	36.39%
Assistant County Manager 960	(87)	-	-	-	-	-	-
Board of Supervisors Dist 1	342,467	376,999	382,871	367,841	383,892	1,021	0.27%
Board of Supervisors Dist 2	369,293	376,999	382,871	381,570	383,892	1,021	0.27%
Board of Supervisors Dist 3	366,337	376,999	382,871	372,876	383,892	1,021	0.27%
Board of Supervisors Dist 4	363,833	376,999	382,871	377,179	383,892	1,021	0.27%
Board of Supervisors Dist 5	370,208	376,999	382,871	381,738	383,892	1,021	0.27%
Budget	2,037,368	2,431,156	2,465,697	2,031,635	1,927,528	(538,169)	-21.83%
Call Center	1,597,112	1,719,187	1,745,152	1,741,034	1,585,796	(159,356)	-9.13%
Clerk of the Board	1,145,558	1,458,992	1,478,020	1,253,435	1,612,881	134,861	9.12%
Clerk of the Superior Court	40,373,154	43,776,023	44,573,094	42,451,764	45,611,085	1,037,991	2.33%
Constables	2,942,044	3,242,537	3,368,393	3,272,241	3,348,847	(19,546)	-0.58%
Contract Counsel	45,435,224	54,487,007	54,421,610	47,571,161	51,483,790	(2,937,820)	-5.40%
Correctional Health	64,578,737	68,002,772	68,864,472	65,684,611	69,098,092	233,620	0.34%
County Attorney	98,129,138	101,788,550	104,734,403	104,131,370	103,700,981	(1,033,422)	-0.99%
County Manager	4,084,014	2,974,888	4,423,589	4,166,608	4,209,961	(213,628)	-4.83%
County School Superintendent	25,652,515	30,846,738	30,877,428	22,038,425	39,543,976	8,666,548	28.07%
Deputy County Manager 920	1,346,281	1,473,270	1,503,174	1,317,084	-	(1,503,174)	-100.00%
Deputy County Manager 930	(12)	-	-	-	-	-	-
Elections	17,716,453	23,589,639	23,904,011	22,421,158	6,740,707	(17,163,304)	-71.80%
Eliminations County	(473,906,634)	(695,331,430)	(698,004,381)	(657,263,904)	(787,706,004)	(89,701,623)	12.85%
Emergency Management	1,748,367	2,064,652	2,232,152	2,146,663	4,721,586	2,489,434	111.53%
Employee Benefits and Health	173,270,320	182,043,485	182,433,716	178,550,643	181,878,761	(554,955)	-0.30%
Enterprise Technology	54,986,306	57,323,674	55,186,858	51,657,767	68,091,349	12,904,491	23.38%
Environmental Services	22,946,521	24,820,801	24,872,237	24,679,150	25,560,631	688,394	2.77%
Equipment Services	15,207,127	17,861,193	17,861,193	16,322,480	23,960,529	6,099,336	34.15%
Facilities Management	61,748,935	72,254,962	72,571,576	71,489,519	73,257,773	686,197	0.95%
Finance	2,581,882	2,855,401	2,906,344	2,812,343	3,900,879	994,535	34.22%
Human Resources	4,066,948	4,475,633	4,559,459	4,475,064	8,083,137	3,523,678	77.28%
Human Services	61,251,541	60,112,773	60,112,773	56,571,413	53,772,706	(6,340,067)	-10.55%
Integrated Crim Justice Info	1,640,148	1,674,309	1,697,008	1,680,038	1,700,328	3,320	0.20%
Internal Audit	1,842,656	1,888,018	1,924,489	1,901,982	2,252,016	327,527	17.02%
Justice Courts	24,954,440	25,823,394	26,135,271	25,506,603	25,788,457	(346,814)	-1.33%
Juvenile Probation	56,083,154	58,664,312	59,650,948	58,137,315	60,237,493	586,545	0.98%
Legal Advocate	11,826,617	12,081,902	12,283,911	12,325,241	12,593,622	309,711	2.52%
Legal Defender	13,268,209	13,572,061	13,807,835	13,926,143	14,170,824	362,989	2.63%
Medical Examiner	8,756,593	10,407,034	10,707,379	10,447,142	11,696,982	989,603	9.24%
Non Departmental	690,444,692	1,166,722,194	1,151,577,696	933,547,902	1,307,703,079	156,125,383	13.56%
Parks and Recreation	10,297,834	13,550,209	13,698,128	12,894,853	11,726,574	(1,971,554)	-14.39%
Planning and Development	9,698,140	9,402,053	10,002,053	9,246,789	10,003,554	1,501	0.02%
Procurement Services	3,141,550	3,265,316	3,309,416	2,802,134	2,503,913	(805,503)	-24.34%
Protective Services	3,973,786	-	-	-	-	-	-
Public Advocate	9,106,937	9,297,577	9,454,607	9,402,572	9,526,644	72,037	0.76%
Public Defender	41,826,176	42,943,539	43,650,992	43,367,916	44,322,775	671,783	1.54%
Public Fiduciary	3,227,832	3,857,641	3,905,571	3,868,560	3,929,288	23,717	0.61%
Public Health	59,822,488	61,912,231	62,303,991	60,897,093	64,268,911	1,964,920	3.15%
Real Estate	-	-	-	-	-	-	-
Recorder	6,908,282	6,889,536	6,912,426	6,511,304	9,576,748	2,664,322	38.54%
Risk Management	35,362,224	33,338,997	33,338,997	32,314,223	34,364,359	1,025,362	3.08%
Sheriff	342,343,745	357,045,279	364,427,376	352,481,691	374,050,627	9,623,251	2.64%
Superior Court	104,758,761	102,782,694	106,348,909	105,281,150	105,526,927	(821,982)	-0.77%
Transportation	101,161,570	176,340,904	176,516,958	126,898,314	210,195,330	33,678,372	19.08%
Treasurer	5,058,430	6,212,054	6,302,359	6,172,198	6,448,944	146,585	2.33%
Waste Resources and Recycling	7,942,367	8,938,175	9,159,022	8,916,512	9,091,282	(67,740)	-0.74%
Total	\$ 1,937,687,550	\$ 2,356,007,976	\$ 2,362,377,798	\$ 2,070,025,178	\$ 2,490,087,419	\$ 127,709,621	5.41%

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

General Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
Adult Probation	\$ 48,161,691	\$ 51,024,130	\$ 52,141,521	\$ 51,299,972	\$ 54,952,535	\$ 2,811,014	5.39%
Air Quality	1,215,539	1,119,037	1,119,037	1,119,037	1,119,037	-	-
Animal Care and Control	758,954	758,954	758,954	758,954	758,954	-	-
Assessor	23,689,488	24,026,441	24,404,617	23,802,700	24,604,445	199,828	0.82%
Assistant County Manager 940	203,715	295,088	301,337	189,759	693,334	391,997	130.09%
Assistant County Manager 950	387,996	904,383	906,063	423,356	1,782,483	876,420	96.73%
Board of Supervisors Dist 1	342,467	376,999	382,871	367,841	383,892	1,021	0.27%
Board of Supervisors Dist 2	369,293	376,999	382,871	381,570	383,892	1,021	0.27%
Board of Supervisors Dist 3	366,337	376,999	382,871	372,876	383,892	1,021	0.27%
Board of Supervisors Dist 4	363,833	376,999	382,871	377,179	383,892	1,021	0.27%
Board of Supervisors Dist 5	370,208	376,999	382,871	381,738	383,892	1,021	0.27%
Budget	2,037,368	2,431,156	2,465,697	2,031,635	1,927,528	(538,169)	-21.83%
Call Center	1,597,112	1,719,187	1,745,152	1,741,034	1,585,796	(159,356)	-9.13%
Clerk of the Board	1,145,558	1,458,992	1,478,020	1,253,435	1,612,881	134,861	9.12%
Clerk of the Superior Court	33,116,683	35,192,277	35,625,944	34,412,832	36,235,508	609,564	1.71%
Constables	2,942,044	3,242,537	3,368,393	3,272,241	3,348,847	(19,546)	-0.58%
Contract Counsel	45,435,224	54,487,007	54,421,610	47,571,161	51,483,790	(2,937,820)	-5.40%
Correctional Health	3,209,327	3,522,248	3,542,152	3,466,240	3,720,143	177,991	5.02%
County Attorney	85,205,122	87,639,468	89,055,447	88,887,198	88,685,407	(370,040)	-0.42%
County Manager	2,465,438	2,648,433	2,677,972	2,551,447	4,209,961	1,531,989	57.21%
County School Superintendent	2,649,845	2,982,933	3,007,082	2,458,252	2,735,517	(271,565)	-9.03%
Deputy County Manager 920	1,346,281	1,473,270	1,503,174	1,317,084	-	(1,503,174)	-100.00%
Elections	17,170,724	23,182,889	23,497,261	22,421,158	6,740,707	(16,756,554)	-71.31%
Emergency Management	224,707	253,651	259,006	257,711	2,913,470	2,654,464	1024.87%
Employee Benefits and Health	181,805	276,946	283,762	272,840	281,799	(1,963)	-0.69%
Enterprise Technology	34,691,470	33,498,217	31,344,954	29,013,519	42,611,067	11,266,113	35.94%
Environmental Services	4,086,843	4,638,045	4,689,481	4,554,285	4,401,376	(288,105)	-6.14%
Equipment Services	-	-	-	-	5,084,400	5,084,400	-
Facilities Management	37,923,271	46,115,367	46,394,418	45,684,843	47,145,571	751,153	1.62%
Finance	2,581,882	2,855,401	2,906,344	2,812,343	3,700,879	794,535	27.34%
Human Resources	4,066,948	4,475,633	4,559,459	4,475,064	8,083,137	3,523,678	77.28%
Human Services	2,355,372	2,383,708	2,383,708	2,370,120	2,586,555	202,847	8.51%
Internal Audit	1,842,656	1,888,018	1,924,489	1,901,982	2,252,016	327,527	17.02%
Justice Courts	18,148,697	18,312,558	18,624,435	18,357,467	18,252,388	(372,047)	-2.00%
Juvenile Probation	16,693,029	17,154,428	17,569,012	16,501,170	17,611,596	42,584	0.24%
Legal Advocate	11,810,152	12,046,888	12,248,897	12,293,154	12,565,709	316,812	2.59%
Legal Defender	13,179,945	13,436,322	13,672,096	13,800,697	13,996,656	324,560	2.37%
Medical Examiner	8,748,186	10,398,183	10,687,891	10,397,654	11,646,982	959,091	8.97%
Non Departmental	472,173,313	659,299,928	644,502,901	564,179,415	674,302,329	29,799,428	4.62%
Parks and Recreation	935,563	1,274,325	1,237,244	1,187,244	974,325	(262,919)	-21.25%
Planning and Development	868,232	868,232	868,232	868,232	868,232	-	0.00%
Procurement Services	2,445,336	2,438,032	2,482,132	2,472,154	2,503,913	21,781	0.88%
Protective Services	3,945,268	-	-	-	-	-	-
Public Advocate	9,106,937	9,297,577	9,454,607	9,402,572	9,526,644	72,037	0.76%
Public Defender	40,390,723	41,570,118	42,277,571	42,124,638	42,851,483	573,912	1.36%
Public Fiduciary	3,227,832	3,857,641	3,905,571	3,868,560	3,929,288	23,717	0.61%
Public Health	11,536,203	11,878,845	12,094,552	11,531,368	12,275,818	181,266	1.50%
Real Estate	-	-	-	-	-	-	-
Recorder	1,932,797	2,322,447	2,345,337	2,115,256	4,833,614	2,488,277	106.09%
Sheriff	111,534,507	109,683,397	118,760,497	115,515,622	125,855,319	7,094,822	5.97%
Superior Court	88,800,687	85,692,226	86,713,087	86,522,188	89,120,801	2,407,714	2.78%
Transportation	-	-	-	-	111,672	111,672	-
Treasurer	5,058,430	5,907,713	5,998,018	5,903,743	6,144,603	146,585	2.44%
Waste Resources and Recycling	3,091,470	4,186,564	4,207,411	4,184,755	4,138,556	(68,855)	-1.64%
Total	\$ 1,186,132,508	\$ 1,406,003,835	\$ 1,406,328,900	\$ 1,303,427,295	\$ 1,458,686,531	\$ 52,357,631	3.72%

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

Special Revenue Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
Adult Probation	\$ 47,921,501	\$ 50,944,060	\$ 51,603,573	\$ 50,191,520	\$ 50,956,832	\$ (646,741)	-1.25%
Air Quality	14,931,054	17,656,328	17,656,328	17,009,265	20,514,351	2,858,023	16.19%
Animal Care and Control	15,039,861	16,034,089	16,034,089	13,980,403	15,452,761	(581,328)	-3.63%
Assistant County Manager 950	1,180,170	479,139	1,331,612	1,319,669	1,269,559	(62,053)	-4.66%
Assistant County Manager 960	(87)	-	-	-	-	-	-
Clerk of the Superior Court	7,256,471	8,583,746	8,947,150	8,038,932	9,375,577	428,427	4.79%
Correctional Health	61,369,410	64,480,524	65,322,320	62,218,371	65,377,949	55,629	0.09%
County Attorney	12,924,016	14,149,082	15,678,956	15,244,172	15,015,574	(663,382)	-4.23%
County Manager	1,618,576	326,455	1,745,617	1,615,161	-	(1,745,617)	-100.00%
County School Superintendent	23,002,670	27,863,805	27,870,346	19,580,173	36,808,459	8,938,113	32.07%
Deputy County Manager 930	(12)	-	-	-	-	-	-
Elections	545,729	406,750	406,750	-	-	(406,750)	-100.00%
Emergency Management	1,523,660	1,811,001	1,973,146	1,888,952	1,808,116	(165,030)	-8.36%
Employee Benefits and Health	7,273,950	7,891,088	8,274,503	7,602,146	7,941,302	(333,201)	-4.03%
Enterprise Technology	932,782	984,584	1,001,031	996,026	1,001,031	-	0.00%
Environmental Services	18,859,678	20,182,756	20,182,756	20,124,865	21,159,255	976,499	4.84%
Equipment Services	-	-	-	-	1,050,000	1,050,000	-
Facilities Management	23,825,664	26,139,595	26,177,158	25,804,676	26,112,202	(64,956)	-0.25%
Finance	-	-	-	-	200,000	200,000	-
Human Services	58,896,169	57,729,065	57,729,065	54,201,293	51,186,151	(6,542,914)	-11.33%
Integrated Crim Justice Info	1,640,148	1,674,309	1,697,008	1,680,038	1,700,328	3,320	0.20%
Justice Courts	6,805,743	7,510,836	7,510,836	7,149,136	7,536,069	25,233	0.34%
Juvenile Probation	39,390,125	41,509,884	42,081,936	41,636,145	42,625,897	543,961	1.29%
Legal Advocate	16,465	35,014	35,014	32,087	27,913	(7,101)	-20.28%
Legal Defender	88,264	135,739	135,739	125,446	174,168	38,429	28.31%
Medical Examiner	8,407	8,851	19,488	49,488	50,000	30,512	156.57%
Non Departmental	2,216,387	61,457,030	66,652,565	11,418,512	51,916,489	(14,736,076)	-22.11%
Parks and Recreation	9,362,271	12,275,884	12,460,884	11,707,609	10,752,249	(1,708,635)	-13.71%
Planning and Development	8,829,908	8,533,821	9,133,821	8,378,557	9,135,322	1,501	0.02%
Protective Services	28,518	-	-	-	-	-	-
Public Defender	1,435,453	1,373,421	1,373,421	1,243,278	1,471,292	97,871	7.13%
Public Health	48,286,285	50,033,386	50,209,439	49,365,725	51,993,093	1,783,654	3.55%
Recorder	4,975,485	4,567,089	4,567,089	4,396,048	4,743,134	176,045	3.85%
Sheriff	230,809,238	247,361,882	245,666,879	236,966,069	248,195,308	2,528,429	1.03%
Superior Court	15,958,074	17,090,468	19,635,822	18,758,962	16,406,126	(3,229,696)	-16.45%
Transportation	127,594,148	122,311,502	122,487,556	119,515,999	125,604,185	3,116,629	2.54%
Treasurer	-	304,341	304,341	268,455	304,341	-	0.00%
Waste Resources and Recycling	4,850,897	4,751,611	4,951,611	4,731,757	4,952,726	1,115	0.02%
Total	\$ 799,397,078	\$ 896,597,135	\$ 910,857,849	\$ 817,238,935	\$ 902,817,759	\$ (8,040,090)	-0.88%

Debt Service Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
Non Departmental	\$ 51,221,374	\$ 131,781,210	\$ 138,637,270	\$ 166,588,797	\$ 132,111,416	\$ (6,525,854)	-4.71%
Total	\$ 51,221,374	\$ 131,781,210	\$ 138,637,270	\$ 166,588,797	\$ 132,111,416	\$ (6,525,854)	-4.71%

Capital Projects Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
Non Departmental	\$ 164,833,618	\$ 314,184,026	\$ 301,784,960	\$ 191,361,178	\$ 449,372,845	\$ 147,587,885	48.90%
Transportation	43,970,605	100,221,196	100,221,196	53,574,109	131,756,231	31,535,035	31.47%
Total	\$ 208,804,223	\$ 414,405,222	\$ 402,006,156	\$ 244,935,287	\$ 581,129,076	\$ 179,122,920	44.56%

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

Internal Service Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted	
						Variance	%
Employee Benefits and Health	\$ 165,814,565	\$ 173,875,451	\$ 173,875,451	\$ 170,675,657	\$ 173,655,660	\$ (219,791)	-0.13%
Enterprise Technology	19,362,054	22,840,873	22,840,873	21,648,222	24,479,251	1,638,378	7.17%
Equipment Services	15,207,127	17,861,193	17,861,193	16,322,480	17,826,129	(35,064)	-0.20%
Procurement Services	696,214	827,284	827,284	329,980	-	(827,284)	-100.00%
Risk Management	35,362,224	33,338,997	33,338,997	32,314,223	34,364,359	1,025,362	3.08%
Total	\$ 236,442,184	\$ 248,743,798	\$ 248,743,798	\$ 241,290,562	\$ 250,325,399	\$ 1,581,601	0.64%

Elimination	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted	
						Variance	%
Eliminations County	\$ (473,906,634)	\$ (695,331,430)	\$ (698,004,381)	\$ (657,263,904)	\$ (787,706,004)	\$ (89,701,623)	12.85%
Transportation	(70,403,183)	(46,191,794)	(46,191,794)	(46,191,794)	(47,276,758)	(1,084,964)	2.35%
Total	\$ (544,309,817)	\$ (741,523,224)	\$ (744,196,175)	\$ (703,455,698)	\$ (834,982,762)	\$ (90,786,587)	12.20%

Consolidated Expenditures and Other Uses by Department and Fund Type

	General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Subtotal	Elimination	Total
Adult Probation	\$ 54,952,535	\$ 50,956,832	\$ -	\$ -	\$ -	\$ 105,909,367	\$ -	\$ 105,909,367
Air Quality	1,119,037	20,514,351	-	-	-	21,633,388	-	21,633,388
Animal Care and Control	758,954	15,452,761	-	-	-	16,211,715	-	16,211,715
Assessor	24,604,445	-	-	-	-	24,604,445	-	24,604,445
Assistant County Manager 940	693,334	-	-	-	-	693,334	-	693,334
Assistant County Manager 950	1,782,483	1,269,559	-	-	-	3,052,042	-	3,052,042
Assistant County Manager 960	-	-	-	-	-	-	-	-
Board of Supervisors Dist 1	383,892	-	-	-	-	383,892	-	383,892
Board of Supervisors Dist 2	383,892	-	-	-	-	383,892	-	383,892
Board of Supervisors Dist 3	383,892	-	-	-	-	383,892	-	383,892
Board of Supervisors Dist 4	383,892	-	-	-	-	383,892	-	383,892
Board of Supervisors Dist 5	383,892	-	-	-	-	383,892	-	383,892
Budget	1,927,528	-	-	-	-	1,927,528	-	1,927,528
Call Center	1,585,796	-	-	-	-	1,585,796	-	1,585,796
Clerk of the Board	1,612,881	-	-	-	-	1,612,881	-	1,612,881
Clerk of the Superior Court	36,235,508	9,375,577	-	-	-	45,611,085	-	45,611,085
Constables	3,348,847	-	-	-	-	3,348,847	-	3,348,847
Contract Counsel	51,483,790	-	-	-	-	51,483,790	-	51,483,790
Correctional Health	3,720,143	65,377,949	-	-	-	69,098,092	-	69,098,092
County Attorney	88,685,407	15,015,574	-	-	-	103,700,981	-	103,700,981
County Manager	4,209,961	-	-	-	-	4,209,961	-	4,209,961
County School Superintendent	2,735,517	36,808,459	-	-	-	39,543,976	-	39,543,976
Deputy County Manager 920	-	-	-	-	-	-	-	-
Deputy County Manager 930	-	-	-	-	-	-	-	-
Elections	6,740,707	-	-	-	-	6,740,707	-	6,740,707
Eliminations County	-	-	-	-	-	-	(787,706,004)	(787,706,004)
Emergency Management	2,913,470	1,808,116	-	-	-	4,721,586	-	4,721,586
Employee Benefits and Health	281,799	7,941,302	-	-	173,655,660	181,878,761	-	181,878,761
Enterprise Technology	42,611,067	1,001,031	-	-	24,479,251	68,091,349	-	68,091,349
Environmental Services	4,401,376	21,159,255	-	-	-	25,560,631	-	25,560,631
Equipment Services	5,084,400	1,050,000	-	-	17,826,129	23,960,529	-	23,960,529
Facilities Management	47,145,571	26,112,202	-	-	-	73,257,773	-	73,257,773
Finance	3,700,879	200,000	-	-	-	3,900,879	-	3,900,879
Human Resources	8,083,137	-	-	-	-	8,083,137	-	8,083,137
Human Services	2,586,555	51,186,151	-	-	-	53,772,706	-	53,772,706
Integrated Crim Justice Info	-	1,700,328	-	-	-	1,700,328	-	1,700,328
Internal Audit	2,252,016	-	-	-	-	2,252,016	-	2,252,016
Justice Courts	18,252,388	7,536,069	-	-	-	25,788,457	-	25,788,457
Juvenile Probation	17,611,596	42,625,897	-	-	-	60,237,493	-	60,237,493
Legal Advocate	12,565,709	27,913	-	-	-	12,593,622	-	12,593,622
Legal Defender	13,996,656	174,168	-	-	-	14,170,824	-	14,170,824
Medical Examiner	11,646,982	50,000	-	-	-	11,696,982	-	11,696,982
Non Departmental	674,302,329	51,916,489	132,111,416	449,372,845	-	1,307,703,079	-	1,307,703,079
Parks and Recreation	974,325	10,752,249	-	-	-	11,726,574	-	11,726,574
Planning and Development	868,232	9,135,322	-	-	-	10,003,554	-	10,003,554
Procurement Services	2,503,913	-	-	-	-	2,503,913	-	2,503,913
Public Advocate	9,526,644	-	-	-	-	9,526,644	-	9,526,644
Public Defender	42,851,483	1,471,292	-	-	-	44,322,775	-	44,322,775
Public Fiduciary	3,929,288	-	-	-	-	3,929,288	-	3,929,288
Public Health	12,275,818	51,993,093	-	-	-	64,268,911	-	64,268,911
Real Estate	-	-	-	-	-	-	-	-
Recorder	4,833,614	4,743,134	-	-	-	9,576,748	-	9,576,748
Risk Management	-	-	-	-	34,364,359	34,364,359	-	34,364,359
Sheriff	125,855,319	248,195,308	-	-	-	374,050,627	-	374,050,627
Superior Court	89,120,801	16,406,126	-	-	-	105,526,927	-	105,526,927
Transportation	111,672	125,604,185	-	131,756,231	-	257,472,088	(47,276,758)	210,195,330
Treasurer	6,144,603	304,341	-	-	-	6,448,944	-	6,448,944
Waste Resources and Recycling	4,138,556	4,952,726	-	-	-	9,091,282	-	9,091,282
Total	\$ 1,458,686,531	\$ 902,817,759	\$ 132,111,416	\$ 581,129,076	\$ 250,325,399	\$ 3,325,070,181	\$ (834,982,762)	\$ 2,490,087,419

Consolidated Expenditures and Other Uses by Category and Fund Type

All Funds	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
7010 Regular Pay	\$ 693,327,689	\$ 724,957,676	\$ 727,797,515	\$ 710,981,160	\$ 743,081,010	\$ 15,283,495	2.10%
7050 Temporary Pay	3,593,407	6,160,479	6,647,478	6,105,856	5,334,316	(1,313,162)	-19.75%
7100 Overtime	19,478,631	18,951,122	19,733,354	23,383,270	21,290,701	1,557,347	7.89%
7500 Fringe Benefits	11,100	331,126,561	47,848	25,881	-	(47,848)	-100.00%
7501 Taxes	51,746,548	-	58,477,936	54,858,193	57,032,023	(1,445,913)	-2.47%
7502 Retirement	115,424,278	-	110,905,780	114,930,441	147,835,508	36,929,728	33.30%
7503 Medical	127,343,476	-	152,506,562	146,060,456	151,064,499	(1,442,063)	-0.95%
7504 Workers Comp	6,212,704	-	7,132,824	5,251,689	4,237,654	(2,895,170)	-40.59%
7505 Unemployment	618,655	-	63,769	443,969	453,457	389,688	611.09%
7506 Subsidy Plan	1,333,293	-	158,511	1,035,754	645,339	486,828	307.13%
7508 Post Employment Health Program	-	-	360,000	582,769	562,148	202,148	56.15%
7509 Student Loan Repayment	-	-	1,239,377	1,288,850	2,069,138	829,761	66.95%
7900 Other Personal Services	5,741,413	10,790,355	5,562,798	3,104,183	726,365	(4,836,433)	-86.94%
7950 Personal Services Allocations	(116,434,480)	(119,566,445)	-	-	-	-	-
7951 Taxes Allocation Out	-	-	(8,464,657)	(5,449,273)	(6,189,695)	2,274,962	-26.88%
7952 Retirement Allocation Out	-	-	(12,114,625)	(7,146,522)	(11,600,038)	514,587	-4.25%
7953 Medical Allocation Out	-	-	(10,347,812)	(6,546,520)	(10,749,942)	(402,130)	3.89%
7954 Salary Allocation Out	-	-	(89,567,171)	(94,478,549)	(82,373,334)	7,193,837	-8.03%
7960 Personal Services Allocation In	114,063,523	115,891,965	-	-	-	-	-
7961 Taxes Allocation In	-	-	10,306,431	7,377,067	6,006,633	(4,299,798)	-41.72%
7962 Retirement Allocation In	-	-	10,869,890	5,714,853	11,279,834	409,944	3.77%
7963 Medical Allocation In	-	-	9,466,274	5,357,189	10,489,414	1,023,140	10.81%
7964 Salary Allocation In	-	-	84,804,900	91,298,401	80,421,257	(4,383,643)	-5.17%
Total Personnel	\$ 1,022,460,237	\$ 1,088,311,713	\$ 1,085,586,982	\$ 1,064,179,117	\$ 1,131,616,287	\$ 46,029,305	4.24%
8010 Supplies	\$ 18,263,459	\$ 46,567,375	\$ 28,118,474	\$ 18,789,549	\$ 23,486,633	\$ (4,631,841)	-16.47%
8011 Auto Supplies	869,917	-	2,960,647	2,984,616	4,589,237	1,628,590	55.01%
8012 Janitorial Supplies	1,192,174	-	969,420	742,064	1,313,436	344,016	35.49%
8013 Safety Apparel & Supplies	5,364,693	-	3,371,504	4,655,868	5,059,552	1,688,048	50.07%
8014 Food Supplies	9,399,947	-	8,626,445	7,044,074	8,810,208	183,763	2.13%
8015 Environmental Supplies	80,590	-	17,736	20,475	140,080	122,344	689.81%
8016 Technology Supplies	7,442,616	-	4,140,208	6,957,475	4,276,897	136,689	3.30%
8017 Repairs And Maintenance Supplies	5,597,051	-	985,339	1,366,221	388,958	(596,381)	-60.53%
8020 Health Care Supplies	10,066,781	11,452,979	11,028,800	11,194,999	11,386,240	357,440	3.24%
8030 Fuel	5,523,825	6,383,473	6,131,617	6,583,094	5,873,130	(258,487)	-4.22%
8040 Non-Capital Equipment	15,658,826	4,555,836	6,051,598	4,627,232	3,988,324	(2,063,274)	-34.09%
8050 Supplies-Allocations Out	(5,178,071)	(6,001,930)	(5,993,270)	(6,721,123)	(6,330,673)	(337,403)	5.63%
8060 Supplies-Allocations In	5,425,626	5,825,072	5,850,733	6,683,489	6,299,044	448,311	7.66%
Total Supplies	\$ 79,707,434	\$ 68,782,805	\$ 72,259,251	\$ 64,928,033	\$ 69,281,066	\$ (2,978,185)	-4.12%
8100 Legal Services	\$ 49,769,603	\$ 73,475,943	\$ 56,262,226	\$ 49,377,888	\$ 52,188,585	\$ (4,073,641)	-7.24%
8101 Courtroom Services Fees	6,693,618	-	5,001,918	6,097,011	6,197,547	1,195,629	23.90%
8102 Legal Examinations Fees	2,966,166	-	2,757,155	3,374,096	3,875,901	1,118,746	40.58%
8103 Legal Reports & Depositions Fees	1,837,141	-	2,273,104	1,840,022	1,926,169	(346,935)	-15.26%
8104 Jury Fees	3,125,218	-	3,163,394	2,704,225	3,013,699	(149,695)	-4.73%
8105 Investigation & Mitigation Fees	3,972,441	-	5,690,337	4,684,171	4,016,071	(1,674,266)	-29.42%
8110 Health Care Services	7,197,957	42,406,999	41,681,634	(2,204,386)	(1,433,529)	(43,115,163)	-103.44%
8111 Dental Services	9,663,191	-	-	4,536,460	4,253,536	4,253,536	-
8112 Therapy Services	3,916,442	-	1,607,834	1,780,791	3,178,272	1,570,438	97.67%
8113 Pharmacy	24,174,470	-	300,619	23,436,461	24,634,884	24,334,265	8094.72%
8114 Radiology/Lab Services	1,852,037	-	62,993	1,406,682	1,528,089	1,465,096	2325.81%
8115 Transportation Services	893,623	-	13,773	1,352,235	1,095,656	1,081,883	7855.10%
8116 Short-Term Disability Claims	2,073,881	-	-	2,227,374	2,247,711	2,247,711	-
8117 IBNR	719,312	-	-	(2,199,996)	3	3	-
8118 Veterinarian Services	-	-	237,642	71,158	299,352	61,710	25.97%
8120 Other Services	130,866,439	261,469,820	236,547,139	96,749,423	177,375,334	(59,171,805)	-25.01%
8121 Financial & Consulting Services	4,667,009	-	2,803,819	3,098,698	5,432,814	2,628,995	93.76%
8122 Real Estate & Construction Services	1,594,559	-	100,000	5,168,074	6,008,000	5,908,000	5908.00%
8123 Technology Services	4,250,029	-	17,268,998	15,593,227	18,137,342	868,344	5.03%
8124 Personnel & Training Services	7,355,038	-	870,513	5,526,305	2,528,507	1,657,994	190.46%
8125 Insurance Services	13,869,338	-	5,923,651	9,763,184	8,908,066	2,984,415	50.38%
8126 Claims Services	15,339,622	-	17,593,462	32,208,230	34,972,705	17,379,243	98.78%
8127 Publication & Document Management Services	5,601,537	-	5,514,066	1,842,449	2,143,096	(3,370,970)	-61.13%

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

All Funds	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
8200 Rent And Operating Leases	15,065,180	20,812,876	17,546,249	16,300,407	16,066,595	(1,479,654)	-8.43%
8201 Automobile Lease/Rent	1,262,767	-	1,411,310	1,701,804	1,821,339	410,029	29.05%
8202 Special Function Lease/Rent	415,084	-	63,000	384,486	307,500	244,500	388.10%
8203 Equipment Lease/Rent	3,266,152	-	855,869	1,613,326	2,299,977	1,444,108	168.73%
8210 Bank Service Fees	-	-	-	34,186	347,423	347,423	-
8250 Repairs And Maintenance	63,696,104	76,088,583	68,425,021	64,515,623	81,007,205	12,582,184	18.39%
8300 Intergovernmental Payments	237,663,002	249,339,360	249,721,298	251,279,909	269,252,583	19,531,285	7.82%
8304 Intergov Equip Svcs Payments	-	-	-	-	-	-	-
8390 Internal Service Fund Charges	16,957,126	-	(27,406,244)	3,189,078	66,311	27,472,555	-100.24%
8391 Risk Management ISF Charge	13,009,477	-	11,429,813	(6,055,680)	(4,664,852)	(16,094,665)	-140.81%
8392 CSCA	13,809	-	6,482,993	(411,915)	-	(6,482,993)	-100.00%
8393 Reprographics ISF Charge	437,668	-	167,849	89,510	15,166	(152,683)	-90.96%
8394 Equipment Services ISF Charge	8,201,031	-	4,586,410	(2,148,065)	(3,260,072)	(7,846,482)	-171.08%
8395 Internal Service Charges	(46,405,019)	(4,872,264)	221,474	5,350	67,400	(154,074)	-69.57%
8410 Travel	1,115,273	-	2,003,958	990,855	1,073,528	(930,430)	-46.43%
8411 Travel - Conference	-	-	505,709	894,438	1,091,895	586,186	115.91%
8412 Travel - Education	-	-	9,177	184,759	87,326	78,149	851.57%
8413 Travel - Other	3,662,041	4,931,109	2,472,966	2,667,792	2,472,701	(265)	-0.01%
8420 Education And Training	1,827,064	5,263,664	3,793,974	2,701,745	3,670,445	(123,529)	-3.26%
8421 Conference Registration	1,478,886	-	1,791,547	1,174,335	1,640,963	(150,584)	-8.41%
8430 Postage/Freight/Shipping	4,994,423	6,634,512	6,938,075	5,704,053	4,829,478	(2,108,597)	-30.39%
8450 Support And Care Of Persons	957,676	1,524,925	1,425,606	4,201,359	2,981,582	1,555,976	109.14%
8451 Indigent Burial	738,093	-	334,915	667,610	236,296	(98,619)	-29.45%
8500 Utilities	32,587,647	36,324,214	36,454,845	36,002,878	35,312,616	(1,142,229)	-3.13%
8710 Inventory	-	-	75,000	(110,319)	-	(75,000)	-
8711 Cost of Goods Sold	-	-	-	46	-	-	-
8720 Services Allocations Out	(6,820,079)	(10,152,990)	(10,192,990)	(9,362,679)	(11,979,006)	(1,786,016)	17.52%
8730 Services Allocations In	7,603,278	9,959,472	9,546,516	8,807,924	11,685,905	2,139,389	22.41%
Total Services	\$ 664,125,354	\$ 773,206,223	\$ 794,338,617	\$ 653,456,597	\$ 778,958,114	\$ (15,380,503)	-1.94%
9100 Capital Land Costs	\$ 7,070,053	\$ 21,229,051	\$ 18,491,587	\$ 10,096,179	\$ 14,153,091	\$ (4,338,496)	-23.46%
9150 Capital Building & Improvements	24,576,706	131,415,965	119,074,367	32,552,389	186,878,608	67,804,241	56.94%
9200 Capital Equipment	51,675,079	55,392,156	45,969,739	25,097,603	54,329,416	8,359,677	18.19%
9300 Capital Vehicles	10,135,358	12,232,847	13,287,783	12,306,735	13,323,571	35,788	0.27%
9400 Capital Infrastructure	27,937,488	73,646,006	74,722,202	40,571,320	109,209,500	34,487,298	46.15%
9500 Debt Service	36,665,337	131,791,210	138,647,270	161,908,857	132,337,766	(6,309,504)	-4.55%
9510 Debt Service - Interest	12,539,197	-	-	4,497,906	-	-	-
9520 Debt Service - Other	1,357,782	-	-	187,034	-	-	-
9550 Capital Allocations	-	(543,228)	(543,228)	(253,344)	(511,119)	32,109	-5.91%
9560 Capital Allocations In	102,259	543,228	543,228	496,752	511,119	(32,109)	-5.91%
Total Capital	\$ 172,059,259	\$ 425,707,235	\$ 410,192,948	\$ 287,461,431	\$ 510,231,952	\$ 100,039,004	24.39%
Total Expenditures	\$ 1,938,352,284	\$ 2,356,007,976	\$ 2,362,377,798	\$ 2,070,025,178	\$ 2,490,087,419	\$ 127,709,621	5.41%
8800 Transfers Out	\$ (664,734)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Uses	\$ 1,937,687,550	\$ 2,356,007,976	\$ 2,362,377,798	\$ 2,070,025,178	\$ 2,490,087,419	\$ 127,709,621	5.41%

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

General Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
7010 Regular Pay	\$ 400,466,477	\$ 421,441,865	\$ 423,376,163	\$ 414,216,151	\$ 433,440,680	\$ 10,064,517	2.38%
7050 Temporary Pay	2,250,446	3,286,139	3,245,126	3,754,103	2,349,147	(895,979)	-27.61%
7100 Overtime	8,061,014	8,033,227	9,673,198	9,861,564	8,696,720	(976,478)	-10.09%
7500 Fringe Benefits	94,846	189,480,277	35,700	19,333	-	(35,700)	-100.00%
7501 Taxes	28,998,852	-	33,527,053	31,261,593	32,271,340	(1,255,713)	-3.75%
7502 Retirement	73,578,764	-	69,910,876	73,291,708	98,160,222	28,249,346	40.41%
7503 Medical	68,973,631	-	82,505,948	79,562,841	82,622,240	116,292	0.14%
7504 Workers Comp	2,506,562	-	4,012,305	2,549,634	1,601,584	(2,410,721)	-60.08%
7505 Unemployment	349,613	-	46,510	220,250	255,658	209,148	449.68%
7506 Subsidy Plan	923,740	-	137,973	732,236	509,301	371,328	269.13%
7508 Post Employment Health Program	-	-	180,000	450,000	330,000	150,000	83.33%
7509 Student Loan Repayment	-	-	1,239,377	1,282,861	2,059,616	820,239	66.18%
7900 Other Personal Services	2,747,646	3,158,570	1,168,722	522,802	(142,715)	(1,311,437)	-112.21%
7950 Personal Services Allocations	(84,376,434)	(91,599,595)	-	-	-	-	-
7951 Taxes Allocation Out	-	-	(5,914,829)	(3,607,903)	(4,784,524)	1,130,305	-19.11%
7952 Retirement Allocation Out	-	-	(9,485,349)	(5,564,786)	(9,628,390)	(143,041)	1.51%
7953 Medical Allocation Out	-	-	(7,958,340)	(4,979,347)	(8,668,753)	(710,413)	8.93%
7954 Salary Allocation Out	-	-	(68,875,745)	(76,176,942)	(62,634,429)	6,241,316	-9.06%
7960 Personal Services Allocation In	12,948,659	16,134,081	-	-	-	-	-
7961 Taxes Allocation In	-	-	1,900,318	1,318,380	764,692	(1,135,626)	-59.76%
7962 Retirement Allocation In	-	-	1,165,519	877,056	1,176,421	10,902	0.94%
7963 Medical Allocation In	-	-	1,197,222	1,071,360	1,274,612	77,390	6.46%
7964 Salary Allocation In	-	-	12,168,941	10,737,687	9,971,572	(2,197,369)	-18.06%
Total Personnel	\$ 517,523,816	\$ 549,934,564	\$ 553,256,688	\$ 541,400,581	\$ 589,624,994	\$ 36,368,306	6.57%
8010 Supplies	\$ 7,129,043	\$ 13,061,409	\$ 11,224,024	\$ 7,785,420	\$ 8,408,036	\$ (2,815,988)	-25.09%
8011 Auto Supplies	73,752	-	19,100	21,939	17,253	(1,847)	-9.67%
8012 Janitorial Supplies	32,896	-	-	11,397	2,081	2,081	-
8013 Safety Apparel & Supplies	2,035,310	-	1,443,600	1,790,298	2,142,466	698,866	48.41%
8014 Food Supplies	90,518	-	11,900	66,354	44,213	32,313	271.54%
8015 Environmental Supplies	28,151	-	-	20,475	35,000	35,000	-
8016 Technology Supplies	4,175,921	-	640,365	2,956,005	1,646,491	1,006,126	157.12%
8017 Repairs And Maintenance Supplies	1,838,430	-	-	428,090	132,615	132,615	-
8020 Health Care Supplies	1,423,527	1,380,525	1,370,278	1,161,946	1,472,617	102,339	7.47%
8030 Fuel	2,790,033	2,965,913	3,015,902	1,010,447	2,707,791	(308,111)	-10.22%
8040 Non-Capital Equipment	3,868,114	1,840,956	2,481,196	2,507,619	1,136,906	(1,344,290)	-54.18%
8050 Supplies-Allocations Out	(3,469,859)	(4,175,611)	(4,175,611)	(4,355,633)	(3,972,804)	202,807	-4.86%
8060 Supplies-Allocations In	648,089	584,829	602,745	716,177	449,552	(153,193)	-25.42%
Total Supplies	\$ 20,663,925	\$ 15,658,021	\$ 16,633,499	\$ 14,120,534	\$ 14,222,217	\$ (2,411,282)	-14.50%
8100 Legal Services	\$ 47,773,276	\$ 66,597,192	\$ 51,644,348	\$ 45,526,167	\$ 48,664,751	\$ (2,979,597)	-5.77%
8101 Courtroom Services Fees	6,054,329	-	4,904,889	5,686,600	5,793,774	888,885	18.12%
8102 Legal Examinations Fees	2,966,166	-	2,782,155	3,374,096	3,875,901	1,093,746	39.31%
8103 Legal Reports & Depositions Fees	1,803,641	-	2,261,104	1,783,661	1,883,169	(377,935)	-16.71%
8104 Jury Fees	3,109,399	-	2,728,708	2,570,597	2,600,000	(128,708)	-4.72%
8105 Investigation & Mitigation Fees	3,543,828	-	4,044,095	2,886,676	3,219,812	(824,283)	-20.38%
8110 Health Care Services	3,074,935	4,027,096	3,886,620	3,045,775	2,734,931	(1,151,689)	-29.63%
8111 Dental Services	-	-	-	-	-	-	-
8112 Therapy Services	130,504	-	118,200	104,580	112,000	(6,200)	-5.25%
8114 Radiology/Lab Services	94,583	-	1,328	168,278	233,500	232,172	17482.83%
8115 Transportation Services	21,456	-	-	401,409	432,700	432,700	-
8118 Veterinarian Services	-	-	237,642	68,838	294,552	56,910	23.95%
8120 Other Services	26,994,784	94,679,812	79,982,587	30,125,469	78,696,181	(1,286,406)	-1.61%

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

General Fund (continued)		FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
8121	Financial & Consulting Services	2,493,663	-	1,906,797	1,761,312	2,860,461	953,664	50.01%
8122	Real Estate & Construction Services	2,619	-	-	-	-	-	-
8123	Technology Services	3,194,491	-	7,415,300	7,037,913	10,732,048	3,316,748	44.73%
8124	Personnel & Training Services	1,113,648	-	327,377	1,844,256	1,236,581	909,204	277.72%
8125	Insurance Services	71,445	-	79,550	110,824	74,051	(5,499)	-6.91%
8126	Claims Services	-	-	-	6,231	1,000	1,000	-
8127	Publication & Document Management Services	4,435,643	-	4,633,593	1,080,644	1,717,738	(2,915,855)	-62.93%
8200	Rent And Operating Leases	9,085,596	11,559,601	11,063,059	10,082,995	9,631,555	(1,431,504)	-12.94%
8201	Automobile Lease/Rent	419,073	-	102,200	393,790	442,200	340,000	332.68%
8202	Special Function Lease/Rent	41,325	-	63,000	69,566	27,700	(35,300)	-56.03%
8203	Equipment Lease/Rent	1,194,217	-	444,982	995,766	1,653,098	1,208,116	271.50%
8210	Bank Service Fees	-	-	-	241	5,200	5,200	-
8250	Repairs And Maintenance	32,619,556	41,426,179	37,216,162	33,337,989	41,534,086	4,317,924	11.60%
8300	Intergovernmental Payments	230,437,115	242,811,084	242,647,334	246,755,169	259,433,106	16,785,772	6.92%
8390	Internal Service Fund Charges	10,789,787	-	1,277,164	13,983,864	14,792,711	13,515,547	1058.25%
8391	Risk Management ISF Charge	7,279,487	-	6,104,020	7,490,194	8,774,524	2,670,504	43.75%
8392	CSCA	(14,995,444)	-	-	(14,576,418)	(15,329,523)	(15,329,523)	-
8393	Reprographics ISF Charge	208,540	-	149,576	101,443	4,500	(145,076)	-96.99%
8394	Equipment Services ISF Charge	3,200,978	-	3,487,909	4,854,244	3,125,451	(362,458)	-10.39%
8395	Internal Service Charges	327,349	10,788,144	36,073	4,350	67,400	31,327	86.84%
8410	Travel	369,897	-	412,499	407,429	457,268	44,769	10.85%
8411	Travel - Conference	-	-	321,175	341,733	515,241	194,066	60.42%
8412	Travel - Education	-	-	-	15,514	29,587	29,587	-
8413	Travel - Other	1,697,585	2,522,998	1,859,161	1,552,937	1,523,034	(336,127)	-18.08%
8420	Education And Training	961,510	2,464,208	1,905,147	1,546,410	1,862,419	(42,728)	-2.24%
8421	Conference Registration	604,486	-	635,057	430,609	508,304	(126,753)	-19.96%
8430	Postage/Freight/Shipping	4,272,721	5,695,396	5,659,474	4,875,689	4,107,296	(1,552,178)	-27.43%
8450	Support And Care Of Persons	349,149	643,035	643,033	330,900	451,744	(191,289)	-29.75%
8451	Indigent Burial	187,045	-	-	231,150	236,296	236,296	-
8500	Utilities	10,336,985	11,778,491	11,947,688	11,602,346	11,599,475	(348,213)	-2.91%
8710	Inventory	-	-	-	(65,105)	-	-	-
8720	Services Allocations Out	(4,158,430)	(7,467,698)	(7,467,698)	(6,262,684)	(8,747,822)	(1,280,124)	17.14%
8730	Services Allocations In	1,623,393	2,385,681	2,347,135	2,443,858	2,865,018	517,883	22.06%
Total Services		\$ 403,730,330	\$ 489,911,219	\$ 487,808,443	\$ 428,527,305	\$ 504,733,018	\$ 16,924,575	3.47%
9100	Capital Land Costs	\$ 365,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
9150	Capital Building & Improvements	3,507	50,000	50,000	-	50,000	-	-
9200	Capital Equipment	6,769,280	2,428,168	2,970,797	2,971,959	10,588,197	7,617,400	256.41%
9300	Capital Vehicles	4,597,499	4,954,321	5,941,757	5,585,409	5,170,400	(771,357)	-12.98%
9400	Capital Infrastructure	-	-	-	-	-	-	-
9500	Debt Service	-	10,000	10,000	5,000	-	(10,000)	-100.00%
9520	Debt Service - Other	2,015	-	-	-	-	-	-
9550	Capital Allocations	-	(527,799)	(527,799)	(237,915)	(511,119)	16,680	-3.16%
9560	Capital Allocations In	11,708	87,362	87,362	86,366	87,128	(234)	-0.27%
Total Capital		\$ 11,749,009	\$ 7,002,052	\$ 8,532,117	\$ 8,410,819	\$ 15,384,606	\$ 6,852,489	80.31%
Total Expenditures		\$ 953,667,080	\$ 1,062,505,856	\$ 1,066,230,747	\$ 992,459,239	\$ 1,123,964,835	\$ 57,734,088	5.41%
8800	Transfers Out	232,465,428	343,497,979	340,098,153	310,968,056	334,721,696	(5,376,457)	-1.58%
Total Uses		\$ 1,186,132,508	\$ 1,406,003,835	\$ 1,406,328,900	\$ 1,303,427,295	\$ 1,458,686,531	\$ 52,357,631	3.72%

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

Special Revenue Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
7010 Regular Pay	\$ 283,729,995	\$ 294,058,519	\$ 295,247,095	\$ 287,500,499	\$ 298,631,144	\$ 3,384,049	1.15%
7050 Temporary Pay	1,299,509	2,800,157	3,370,240	2,290,423	2,945,123	(425,117)	-12.61%
7100 Overtime	11,048,532	10,602,895	9,745,156	13,199,044	12,306,071	2,560,915	26.28%
7500 Fringe Benefits	(83,817)	137,938,907	12,148	6,548	-	(12,148)	-100.00%
7501 Taxes	22,041,614	-	24,263,797	22,905,191	23,943,555	(320,242)	-1.32%
7502 Retirement	40,753,739	-	39,943,919	40,563,497	48,390,637	8,446,718	21.15%
7503 Medical	56,827,838	-	68,175,010	64,758,772	66,429,901	(1,745,109)	-2.56%
7504 Workers Comp	3,679,241	-	3,095,506	2,698,416	2,533,262	(562,244)	-18.16%
7505 Unemployment	264,746	-	9,024	222,301	191,577	182,553	2022.97%
7506 Subsidy Plan	387,915	-	20,538	292,900	136,038	115,500	562.37%
7508 Post Employment Health Program	-	-	180,000	132,769	232,148	52,148	28.97%
7509 Student Loan Repayment	-	-	-	5,989	9,522	9,522	-
7900 Other Personal Services	2,929,534	7,612,836	4,214,374	2,582,985	864,562	(3,349,812)	-79.49%
7950 Personal Services Allocations	(31,290,118)	(27,767,949)	-	-	-	-	-
7951 Taxes Allocation Out	-	-	(2,537,640)	(1,836,708)	(1,402,987)	1,134,653	-44.71%
7952 Retirement Allocation Out	-	-	(2,610,976)	(1,575,124)	(1,968,360)	642,616	-24.61%
7953 Medical Allocation Out	-	-	(2,372,167)	(1,559,173)	(2,077,925)	294,242	-12.40%
7954 Salary Allocation Out	-	-	(20,532,053)	(18,243,221)	(19,710,297)	821,756	-4.00%
7960 Personal Services Allocation In	93,160,841	92,874,429	-	-	-	-	-
7961 Taxes Allocation In	-	-	6,681,775	3,952,840	4,969,126	(1,712,649)	-25.63%
7962 Retirement Allocation In	-	-	9,246,324	4,468,501	9,683,031	436,707	4.72%
7963 Medical Allocation In	-	-	7,814,221	3,900,368	8,785,937	971,716	12.44%
7964 Salary Allocation In	-	-	68,616,598	75,956,914	66,864,654	(1,751,944)	-2.55%
Total Personnel	\$ 484,749,569	\$ 518,119,794	\$ 512,582,889	\$ 502,223,731	\$ 521,756,719	\$ 9,173,830	1.79%
8010 Supplies	\$ 9,599,468	\$ 28,679,448	\$ 14,367,283	\$ 10,148,452	\$ 14,591,527	\$ 224,244	1.56%
8011 Auto Supplies	75,535	-	33,772	2,314	10,589	(23,183)	-68.65%
8012 Janitorial Supplies	1,156,351	-	960,920	728,631	1,311,355	350,435	36.47%
8013 Safety Apparel & Supplies	3,289,065	-	1,814,573	2,793,137	2,489,960	675,387	37.22%
8014 Food Supplies	9,308,163	-	8,614,545	6,977,720	8,765,995	151,450	1.76%
8015 Environmental Supplies	52,373	-	17,736	-	105,080	87,344	492.47%
8016 Technology Supplies	2,180,093	-	3,327,396	3,895,025	1,532,137	(1,795,259)	-53.95%
8017 Repairs And Maintenance Supplies	499,641	-	230,839	370,262	256,343	25,504	11.05%
8020 Health Care Supplies	8,643,254	10,072,454	9,610,676	10,033,053	9,913,623	302,947	3.15%
8030 Fuel	2,053,530	2,910,085	2,710,844	2,459,540	2,717,341	6,497	0.24%
8040 Non-Capital Equipment	2,631,818	2,495,908	3,347,930	1,981,975	2,612,230	(735,700)	-21.97%
8050 Supplies-Allocations Out	(1,708,212)	(1,826,319)	(1,817,659)	(2,365,490)	(2,357,869)	(540,210)	29.72%
8060 Supplies-Allocations In	4,736,469	5,225,103	5,261,570	5,960,032	5,830,429	568,859	10.81%
Total Supplies	\$ 42,517,548	\$ 47,556,679	\$ 48,480,425	\$ 42,984,651	\$ 47,778,740	\$ (701,685)	-1.45%
8100 Legal Services	\$ 130,611	\$ 2,890,026	\$ 659,153	\$ 153,266	\$ 522,834	\$ (136,319)	-20.68%
8101 Courtroom Services Fees	367,008	-	97,029	109,411	152,773	55,744	57.45%
8103 Legal Reports & Depositions Fees	8,522	-	12,000	23,064	23,000	11,000	91.67%
8104 Jury Fees	15,819	-	434,686	133,628	413,699	(20,987)	-4.83%
8105 Investigation & Mitigation Fees	316,872	-	1,591,242	1,711,495	761,259	(829,983)	-52.16%
8110 Health Care Services	19,386,335	26,290,717	25,735,069	19,809,962	22,481,477	(3,253,592)	-12.64%
8111 Dental Services	434,739	-	-	482,895	51,036	51,036	-
8112 Therapy Services	2,557,148	-	1,573,109	1,676,211	3,066,272	1,493,163	94.92%
8113 Pharmacy	22,321	-	300,619	1,829	-	(300,619)	-100.00%
8114 Radiology/Lab Services	1,225,554	-	61,665	1,238,404	1,294,589	1,232,924	1999.39%
8115 Transportation Services	872,167	-	13,773	950,826	662,956	649,183	4713.45%
8118 Veterinarian Services	-	-	-	2,320	4,800	4,800	-
8120 Other Services	55,576,068	117,603,641	131,145,438	59,632,370	89,989,946	(41,155,492)	-31.38%
8121 Financial & Consulting Services	1,571,421	-	752,022	958,016	1,215,423	463,401	61.62%

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

Special Revenue Fund (continued)		FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
8122	Real Estate & Construction Services	558,324	-	-	214,670	9,000	9,000	-
8123	Technology Services	1,025,961	-	3,851,336	3,911,904	7,403,294	3,551,958	92.23%
8124	Personnel & Training Services	6,180,635	-	476,236	3,132,287	1,226,926	750,690	157.63%
8125	Insurance Services	20,763	-	17,382	1,344,321	1,236,654	1,219,272	7014.57%
8126	Claims Services	3,381	-	2,833	143,238	3,632	799	28.20%
8127	Publication & Document Management Services	1,148,836	-	102,396	624,606	412,358	309,962	302.71%
8200	Rent And Operating Leases	5,628,108	9,053,409	6,411,660	6,092,622	6,146,459	(265,201)	-4.14%
8201	Automobile Lease/Rent	843,694	-	1,309,110	1,308,014	1,379,139	70,029	5.35%
8202	Special Function Lease/Rent	373,759	-	-	314,920	279,800	279,800	-
8203	Equipment Lease/Rent	2,038,937	-	280,401	546,778	561,755	281,354	100.34%
8210	Bank Service Fees	-	-	-	33,945	342,223	342,223	-
8250	Repairs And Maintenance	27,661,464	28,593,959	25,112,856	27,143,426	34,200,154	9,087,298	36.19%
8300	Intergovernmental Payments	7,058,328	5,931,063	5,666,751	4,048,280	9,461,477	3,794,726	66.96%
8304	Intergov Equip Svcs Payments	-	-	-	-	-	-	-
8390	Internal Service Fund Charges	6,060,190	-	21,323,783	10,025,765	8,400,480	(12,923,303)	-60.61%
8391	Risk Management ISF Charge	5,680,636	-	5,059,112	6,185,450	6,598,273	1,539,161	30.42%
8392	CSCA	11,255,841	-	2,109,477	10,309,385	11,267,929	9,158,452	434.16%
8393	Reprographics ISF Charge	226,829	-	14,761	5,311	10,666	(4,095)	-27.74%
8394	Equipment Services ISF Charge	4,928,340	-	931,197	3,613,851	3,297,278	2,366,081	254.09%
8395	Internal Service Charges	139,391	29,566,531	193,416	1,000	-	(193,416)	-100.00%
8410	Travel	745,376	-	1,547,480	583,206	616,260	(931,220)	-60.18%
8411	Travel - Conference	-	-	265,892	536,552	570,654	304,762	114.62%
8412	Travel - Education	-	-	8,677	168,874	57,739	49,062	565.43%
8413	Travel - Other	1,868,620	2,338,524	511,788	1,070,893	885,630	373,842	73.05%
8420	Education And Training	823,197	2,706,302	1,729,001	1,140,719	1,631,175	(97,826)	-5.66%
8421	Conference Registration	850,408	-	1,142,801	740,726	1,131,659	(11,142)	-0.97%
8430	Postage/Freight/Shipping	686,661	904,753	1,253,827	790,314	687,879	(565,948)	-45.14%
8450	Support And Care Of Persons	608,527	881,890	972,331	3,870,459	2,529,838	1,557,507	160.18%
8451	Indigent Burial	551,048	-	145,157	436,460	-	(145,157)	-100.00%
8500	Utilities	13,011,184	15,448,311	15,427,770	14,385,369	14,439,384	(988,386)	-6.41%
8710	Inventory	-	-	75,000	(45,214)	-	(75,000)	-100.00%
8711	Cost of Goods Sold	-	-	-	46	-	-	-
8720	Services Allocations Out	(2,561,649)	(2,545,292)	(2,585,292)	(2,999,995)	(3,231,184)	(645,892)	24.98%
8730	Services Allocations In	5,419,486	7,327,012	6,952,602	6,097,946	8,687,118	1,734,516	24.95%
Total Services		\$ 185,320,860	\$ 246,990,846	\$ 262,685,546	\$ 192,659,825	\$ 240,883,713	\$ (21,801,833)	-8.30%
9150	Capital Building & Improvements	\$ 1,508,122	\$ 1,352,449	\$ 4,013,749	\$ 2,806,944	\$ 1,370,366	\$ (2,643,383)	-65.86%
9200	Capital Equipment	5,024,919	2,934,527	3,037,453	2,373,891	5,061,257	2,023,804	66.63%
9300	Capital Vehicles	5,168,022	7,278,526	7,278,526	6,701,326	7,689,171	410,645	5.64%
9400	Capital Infrastructure	-	112,347	112,347	984,720	100,000	(12,347)	-10.99%
9500	Debt Service	-	-	-	-	402,488	402,488	-
9550	Capital Allocations	-	(15,429)	(15,429)	(15,429)	-	15,429	-100.00%
9560	Capital Allocations In	90,551	455,866	455,866	410,386	423,991	(31,875)	-6.99%
Total Capital		\$ 11,791,614	\$ 12,118,286	\$ 14,882,512	\$ 13,261,838	\$ 15,047,273	\$ 164,761	1.11%
Total Expenditures		\$ 724,379,591	\$ 824,785,605	\$ 838,631,372	\$ 751,130,045	\$ 825,466,445	\$ (13,164,927)	-1.57%
8800	Transfers Out	75,017,487	71,811,530	72,226,477	66,108,890	77,351,314	5,124,837	7.10%
Total Uses		\$ 799,397,078	\$ 896,597,135	\$ 910,857,849	\$ 817,238,935	\$ 902,817,759	\$ (8,040,090)	-0.88%

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

		FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	Revised to Adopted	
Debt Service Fund		Actual	Adopted	Revised	Forecast	Adopted	Variance	%
9200	Capital Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
9500	Debt Service	36,665,337	131,781,210	138,637,270	161,903,857	131,935,278	(6,701,992)	-4.83%
9510	Debt Service - Interest	12,539,197	-	-	4,497,906	-	-	-
9520	Debt Service - Other	1,355,767	-	-	187,034	-	-	-
	Total Debt Service	\$ 50,560,301	\$ 131,781,210	\$ 138,637,270	\$ 166,588,797	\$ 131,935,278	\$ (6,701,992)	-4.83%
	Total Expenditures	\$ 50,560,301	\$ 131,781,210	\$ 138,637,270	\$ 166,588,797	\$ 131,935,278	\$ (6,701,992)	-4.83%
8800	Transfers Out	661,073	-	-	-	176,138	176,138	-
	Total Uses	\$ 51,221,374	\$ 131,781,210	\$ 138,637,270	\$ 166,588,797	\$ 132,111,416	\$ (6,525,854)	-4.71%

		FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	Revised to Adopted	
Capital Projects Fund		Actual	Adopted	Revised	Forecast	Adopted	Variance	%
7010	Regular Pay	\$ -	\$ -	\$ -	\$ 4,814	\$ -	\$ -	-
7100	Overtime	-	-	-	-	-	-	-
7500	Fringe Benefits	-	-	-	-	-	-	-
7501	Taxes	-	-	-	368	-	-	-
7502	Retirement	-	-	-	553	-	-	-
7960	Personal Services Allocation In	6,518,583	5,042,052	-	-	-	-	-
7961	Taxes Allocation In	-	-	1,615,169	2,009,726	250,897	(1,364,272)	-84.47%
7962	Retirement Allocation In	-	-	294,223	230,235	386,422	92,199	31.34%
7963	Medical Allocation In	-	-	292,113	237,346	392,704	100,591	34.44%
7964	Salary Allocation In	-	-	2,592,350	3,391,247	3,298,750	706,400	27.25%
	Total Personnel	\$ 6,518,583	\$ 5,042,052	\$ 4,793,855	\$ 5,874,289	\$ 4,328,773	\$ (465,082)	-9.70%
8010	Supplies	\$ 1,090,976	\$ 2,050	\$ 16,050	\$ 247,579	\$ -	\$ (16,050)	-100.00%
8012	Janitorial Supplies	-	-	-	-	-	-	-
8014	Food Supplies	715	-	-	-	-	-	-
8016	Technology Supplies	964,943	-	-	-	270,769	270,769	-
8017	Repairs And Maintenance Supplies	3,641	-	-	-	-	-	-
8040	Non-Capital Equipment	9,021,435	-	-	10,337	-	-	-
8060	Supplies-Allocations In	-	-	-	131	-	-	-
	Total Supplies	\$ 11,081,710	\$ 2,050	\$ 16,050	\$ 258,047	\$ 270,769	\$ 254,719	1587.03%
8100	Legal Services	\$ 8,879	\$ -	\$ -	\$ -	\$ -	\$ -	-
8120	Other Services	39,630,635	14,086,615	17,026,222	3,278,087	5,836,680	(11,189,542)	-65.72%
8121	Financial & Consulting Services	5,567	-	-	105,000	-	-	-
8122	Real Estate & Construction Services	44,113	-	-	4,893,404	5,924,000	5,924,000	-
8123	Technology Services	1,290	-	5,935,162	4,623,356	-	(5,935,162)	-100.00%
8124	Personnel & Training Services	60,755	-	-	428,297	-	-	-
8127	Publication & Document Management Services	8,539	-	-	-	-	-	-
8200	Rent And Operating Leases	235,291	-	-	-	-	-	-
8203	Equipment Lease/Rent	3,455	-	-	6,496	-	-	-
8250	Repairs And Maintenance	263,605	40,000	40,000	512,611	-	(40,000)	-100.00%
8390	Internal Service Fund Charges	-	-	-	23,124	-	-	-
8392	CSCA	-	-	-	-	-	-	-
8413	Travel - Other	36,892	-	-	8,215	-	-	-
8420	Education And Training	432	-	-	-	-	-	-
8421	Conference Registration	7,026	-	-	-	-	-	-
8430	Postage/Freight/Shipping	5,570	-	-	-	-	-	-
8500	Utilities	18,805	-	-	9,021	-	-	-
8730	Services Allocations In	21,624	-	-	-	3,580	3,580	-
	Total Services	\$ 40,352,478	\$ 14,126,615	\$ 23,001,384	\$ 13,887,611	\$ 11,764,260	\$ (11,237,124)	-48.85%
9100	Capital Land Costs	\$ 6,705,053	\$ 21,229,051	\$ 18,491,587	\$ 10,096,179	\$ 14,153,091	\$ (4,338,496)	-23.46%
9150	Capital Building & Improvements	23,065,077	130,013,516	115,010,618	29,745,445	185,458,242	70,447,624	61.25%
9200	Capital Equipment	39,621,252	49,691,961	39,623,989	19,112,542	38,277,662	(1,346,327)	-3.40%
9300	Capital Vehicles	-	-	67,500	-	-	(67,500)	-100.00%
9400	Capital Infrastructure	27,937,488	73,533,659	74,609,855	39,569,856	109,109,500	34,499,645	46.24%
	Total Capital	\$ 97,328,870	\$ 274,468,187	\$ 247,803,549	\$ 98,524,022	\$ 346,998,495	\$ 99,194,946	40.03%
	Total Expenditures	\$ 155,281,641	\$ 293,638,904	\$ 275,614,838	\$ 118,543,969	\$ 363,362,297	\$ 87,747,459	31.84%
8800	Transfers Out	53,522,582	120,766,318	126,391,318	126,391,318	217,766,779	91,375,461	72.30%
	Total Uses	\$ 208,804,223	\$ 414,405,222	\$ 402,006,156	\$ 244,935,287	\$ 581,129,076	\$ 179,122,920	44.56%

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

Internal Service Fund	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
7010 Regular Pay	\$ 9,131,217	\$ 9,457,292	\$ 9,397,290	\$ 9,259,696	\$ 11,009,186	\$ 1,611,896	17.15%
7050 Temporary Pay	43,452	74,183	67,856	61,330	40,046	(27,810)	-40.98%
7100 Overtime	369,085	315,000	315,000	322,662	287,910	(27,090)	-8.60%
7500 Fringe Benefits	71	3,707,377	-	-	-	-	-
7501 Taxes	706,082	-	688,952	691,041	817,128	128,176	18.60%
7502 Retirement	1,091,775	-	1,073,041	1,074,683	1,284,649	211,608	19.72%
7503 Medical	1,542,007	-	1,848,704	1,738,843	2,012,358	163,654	8.85%
7504 Workers Comp	26,901	-	26,011	3,639	102,808	76,797	295.25%
7505 Unemployment	4,296	-	8,235	1,418	6,222	(2,013)	-24.44%
7506 Subsidy Plan	21,638	-	-	10,618	-	-	-
7900 Other Personal Services	64,233	18,949	179,702	(1,604)	4,518	(175,184)	-97.49%
7950 Personal Services Allocations	(767,928)	(198,901)	-	-	-	-	-
7951 Taxes Allocation Out	-	-	(11,653)	(4,662)	(2,184)	9,469	-81.26%
7952 Retirement Allocation Out	-	-	(17,492)	(6,612)	(3,288)	14,204	-81.20%
7953 Medical Allocation Out	-	-	(17,370)	(8,000)	(3,264)	14,106	-81.21%
7954 Salary Allocation Out	-	-	(152,380)	(58,386)	(28,608)	123,772	-81.23%
7960 Personal Services Allocation In	1,435,440	1,841,403	-	-	-	-	-
7961 Taxes Allocation In	-	-	107,922	96,121	21,918	(86,004)	-79.69%
7962 Retirement Allocation In	-	-	161,950	139,061	33,960	(127,990)	-79.03%
7963 Medical Allocation In	-	-	160,818	148,115	36,161	(124,657)	-77.51%
7964 Salary Allocation In	-	-	1,410,713	1,212,553	286,281	(1,124,432)	-79.71%
Total Personnel	\$ 13,668,269	\$ 15,215,303	\$ 15,247,299	\$ 14,680,516	\$ 15,905,801	\$ 658,502	4.32%
8010 Supplies	\$ 443,972	\$ 4,824,468	\$ 947,449	\$ 608,098	\$ 487,070	\$ (460,379)	-48.59%
8011 Auto Supplies	720,630	-	3,657,775	2,960,363	4,561,395	903,620	24.70%
8012 Janitorial Supplies	2,927	-	-	2,036	-	-	-
8013 Safety Apparel & Supplies	40,318	-	69,231	72,433	427,126	357,895	516.96%
8014 Food Supplies	551	-	-	-	-	-	-
8015 Environmental Supplies	66	-	-	-	-	-	-
8016 Technology Supplies	121,659	-	105,897	106,445	827,500	721,603	681.42%
8017 Repairs And Maintenance Supplies	3,255,339	-	-	567,869	-	-	-
8030 Fuel	4,759,013	6,919,699	6,817,095	6,237,527	5,420,692	(1,396,403)	-20.48%
8040 Non-Capital Equipment	137,459	218,972	222,472	127,301	239,188	16,716	7.51%
8060 Supplies-Allocations In	41,068	15,140	15,140	7,149	19,063	3,923	25.91%
Total Supplies	\$ 9,523,002	\$ 11,978,279	\$ 11,835,059	\$ 10,689,221	\$ 11,982,034	\$ 146,975	1.24%
8100 Legal Services	\$ 1,856,837	\$ 3,988,725	\$ 3,933,725	\$ 3,698,455	\$ 3,001,000	\$ (932,725)	-23.71%
8101 Courtroom Services Fees	272,281	-	-	301,000	251,000	251,000	-
8103 Legal Reports & Depositions Fees	24,978	-	-	33,297	20,000	20,000	-
8104 Jury Fees	-	-	-	-	-	-	-
8105 Investigation & Mitigation Fees	111,741	-	55,000	86,000	35,000	(20,000)	-36.36%
8110 Health Care Services	115,764,522	161,394,055	161,394,055	120,285,032	119,862,797	(41,531,258)	-25.73%
8111 Dental Services	9,228,452	-	-	4,053,565	4,202,500	4,202,500	-
8112 Therapy Services	1,228,790	-	-	-	-	-	-
8113 Pharmacy	24,152,149	-	-	23,434,632	24,634,884	24,634,884	-
8114 Radiology/Lab Services	531,900	-	-	-	-	-	-
8116 Short-Term Disability Claims	2,073,881	-	-	2,227,374	2,247,711	2,247,711	-
8117 IBNR	719,312	-	-	(2,199,996)	3	3	-
8120 Other Services	8,664,952	35,099,752	11,666,734	3,713,497	2,852,527	(8,814,207)	-75.55%
8121 Financial & Consulting Services	596,358	-	145,000	274,370	1,356,930	1,211,930	835.81%
8122 Real Estate & Construction Services	989,503	-	60,000	60,000	75,000	15,000	25.00%
8123 Technology Services	28,287	-	2,000	20,054	2,000	-	-
8124 Personnel & Training Services	-	-	65,000	121,465	65,000	-	-
8125 Insurance Services	13,777,130	-	5,826,719	8,308,039	7,597,361	1,770,642	30.39%
8126 Claims Services	15,336,241	-	17,590,629	32,058,761	34,968,073	17,377,444	98.79%

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

Internal Service Fund (continued)	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
8127 Publication & Document Management Services	8,519	-	166,077	137,199	13,000	(153,077)	-92.17%
8200 Rent And Operating Leases	116,185	199,866	107,802	124,790	288,581	180,779	167.70%
8203 Equipment Lease/Rent	29,543	-	94,214	64,286	85,124	(9,090)	-9.65%
8250 Repairs And Maintenance	3,151,479	6,028,445	5,618,462	3,521,597	5,272,965	(345,497)	-6.15%
8300 Intergovernmental Payments	167,559	597,213	597,213	476,460	358,000	(239,213)	-40.05%
8390 Internal Service Fund Charges	107,149	-	361,067	146,752	418,137	57,070	15.81%
8391 Risk Management ISF Charge	49,354	-	230,006	110,589	194,940	(35,066)	-15.25%
8392 CSCA	3,753,412	-	3,912,038	3,855,118	4,061,594	149,556	3.82%
8393 Reprographics ISF Charge	2,299	-	4,500	4,500	-	(4,500)	-100.00%
8394 Equipment Services ISF Charge	71,713	-	18,500	47,615	21,000	2,500	13.51%
8395 Internal Service Charges	168	4,503,365	-	-	-	-	-
8410 Travel	-	-	-	220	-	-	-
8411 Travel - Conference	-	-	-	16,153	6,000	6,000	-
8412 Travel - Education	-	-	-	371	-	-	-
8413 Travel - Other	58,944	69,587	69,587	35,747	64,037	(5,550)	-7.98%
8420 Education And Training	41,925	93,154	162,926	14,616	176,851	13,925	8.55%
8421 Conference Registration	16,966	-	1,000	3,000	1,000	-	0.00%
8430 Postage/Freight/Shipping	29,471	34,363	34,363	38,050	34,303	(60)	-0.17%
8500 Utilities	9,220,673	9,097,412	9,100,544	10,006,142	9,273,757	173,213	1.90%
8720 Services Allocations Out	(100,000)	(140,000)	(140,000)	(100,000)	-	140,000	-100.00%
8730 Services Allocations In	538,775	246,779	246,779	266,120	130,189	(116,590)	-47.24%
Total Services	\$ 212,621,448	\$ 221,212,716	\$ 221,323,940	\$ 215,244,870	\$ 221,571,264	\$ 247,324	0.11%
9200 Capital Equipment	\$ 259,628	\$ 337,500	\$ 337,500	\$ 639,211	\$ 402,300	\$ 64,800	19.20%
9300 Capital Vehicles	369,837	-	-	20,000	464,000	464,000	-
9400 Capital Infrastructure	-	-	-	16,744	-	-	-
Total Capital	\$ 629,465	\$ 337,500	\$ 337,500	\$ 675,955	\$ 866,300	\$ 528,800	156.68%
Total Expenditures	\$ 236,442,184	\$ 248,743,798	\$ 248,743,798	\$ 241,290,562	\$ 250,325,399	\$ 1,581,601	0.64%
Total Uses	\$ 236,442,184	\$ 248,743,798	\$ 248,743,798	\$ 241,290,562	\$ 250,325,399	\$ 1,581,601	0.64%

Elimination	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
8030 Fuel	\$ (4,078,751)	\$ (6,412,224)	\$ (6,412,224)	\$ (3,124,420)	\$ (4,972,694)	\$ 1,439,530	-22.45%
Total Supplies	\$ (4,078,751)	\$ (6,412,224)	\$ (6,412,224)	\$ (3,124,420)	\$ (4,972,694)	\$ 1,439,530	-22.45%
8110 Health Care Services	\$ (131,027,835)	\$ (149,304,869)	\$ (149,304,869)	\$ (145,345,155)	\$ (146,512,734)	\$ 2,792,135	-1.87%
8390 Internal Service Fund Charges	-	-	(49,730,304)	(20,990,427)	(23,545,017)	26,185,287	-52.65%
8391 Risk Management ISF Charge	-	-	-	(19,841,913)	(20,232,589)	(20,232,589)	-
8393 Reprographics ISF Charge	-	-	-	(21,744)	-	-	-
8394 Equipment Services ISF Charge	-	-	-	(10,663,775)	(9,703,801)	(9,703,801)	-
8395 Internal Service Charges	(46,871,927)	(49,730,304)	-	-	-	-	-
Total Services	\$ (177,899,762)	\$ (199,035,173)	\$ (199,035,173)	\$ (196,863,014)	\$ (199,994,141)	\$ (958,968)	0.48%
Total Expenditures	\$ (181,978,513)	\$ (205,447,397)	\$ (205,447,397)	\$ (199,987,434)	\$ (204,966,835)	\$ 480,562	-0.23%
8800 Transfers Out	\$ (362,331,304)	\$ (536,075,827)	\$ (538,748,778)	\$ (503,468,264)	\$ (630,015,927)	\$ (91,267,149)	16.94%
Total Uses	\$ (544,309,817)	\$ (741,523,224)	\$ (744,196,175)	\$ (703,455,698)	\$ (834,982,762)	\$ (90,786,587)	12.20%

Non Departmental Expenditure Summary – Operating

Description	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
Operating						
General Fund (100)						
4711 - Contingency						
General Fund Operating Contingency	\$ 12,392,684	\$ 10,201,504	\$ -	\$ 13,300,000	\$ 3,098,496	30.37%
Adult Probation Contingency for Annualization	1,216,470	1,216,470	-	211,531	(1,004,939)	-82.61%
Adult Probation Contingency for FY 2017	341,055	341,055	-	-	(341,055)	-100.00%
Annualize Election Positions	-	-	-	105,140	105,140	-
Annualize Judicial Salary Increases	991,747	965,765	-	295,704	(670,061.00)	-
Compensation Issues	13,091,442	2,617,536	200,000	3,278,534	660,998	25.25%
Court Translators and Interpreters	1,000,000	1,000,000	-	1,000,000	-	-
DROP Retirement Contingency	-	-	-	500,000	500,000	-
Justice System Contingency	-	-	-	1,897,697	1,897,697	-
Retirement Issues	-	-	-	8,116,342	8,116,342	-
Pay for Performance	-	-	-	11,993,040	11,993,040	-
Personnel Savings Not Met	5,000,000	5,000,000	-	-	(5,000,000)	-100.00%
Sub Total	\$ 34,033,398	\$ 21,342,330	\$ 200,000	\$ 40,697,988	\$ 19,355,658	90.69%
4712 - Other Programs						
Anthem Sheriff Sub Station	\$ 58,290	\$ 58,290	\$ 59,262	\$ -	\$ (58,290)	-100.00%
Board NW Regional Service Charges	5,280	5,280	5,280	-	(5,280)	-100.00%
Board of Equalization	130,000	130,000	93,794	-	(130,000)	-100.00%
Bus Cards	1,620	1,620	1,620	-	(1,620)	-100.00%
Community Engagement/Consultants	149,696	149,696	20,007	149,696	-	-
County Single Audit	225,000	225,000	225,000	-	(225,000)	-100.00%
Court Translators and Interpreters	4,142,301	4,142,301	4,176,674	-	(4,142,301)	-
Economic Development/FTZ Consulting	10,000	10,000	5,000	-	(10,000)	-100.00%
Improvement District	121,503	121,503	121,503	-	(121,503)	-100.00%
International Genomics Consortium	1,000,000	1,000,000	1,000,000	1,000,000	-	-
Jail Excise Maint of Effort	181,682,790	181,682,790	181,682,790	183,737,906	2,055,116	1.13%
Jail Excise Maint of Effort Above Base	32,609,533	27,909,113	17,674,033	32,031,747	4,122,634	14.77%
MCSO Court Order (MEL0)	3,023,124	5,023,124	3,964,749	5,023,124	-	-
Real Estate Evaluation Acquisition and Divestiture	45,000	45,000	40,000	-	(45,000)	-100.00%
Service Pins and Awards	10,000	10,000	7,500	-	(10,000)	-100.00%
Vehicle Replacement	4,543,321	4,543,321	4,093,321	-	(4,543,321)	-100.00%
Transfer to 321 for Vehicle Financing	66,079	66,079	66,079	-	(66,079)	-100.00%
Sub Total	\$ 227,823,537	\$ 225,123,117	\$ 213,236,612	\$ 221,942,473	\$ (3,180,644)	-1.41%
4713 - Infrastructure/CIP						
General (100) to GF County Imp (445) for Projects	5,998,855	5,998,855	1,221,621	\$ -	(5,998,855)	-100.00%
General (100) to GF County Imp (445) for MM Reserves	1,000,000	1,000,000	1,000,000	1,000,000	-	-
General (100) to GF County Imp (445) for Election Reserves	7,205,119	7,205,119	7,205,119	7,205,119	-	-
General (100) to GF County Imp (445) for Equip Replacement	-	-	-	750,413	750,413	-
Sub Total	\$ 14,203,974	\$ 14,203,974	\$ 9,426,740	\$ 8,955,532	\$ (5,248,442)	-36.95%
4714 - Central Service Costs						
CSCA Revenue	\$ (14,610,747)	\$ (14,610,747)	\$ (14,576,418)	\$ (15,329,523)	\$ (718,776)	4.92%
Human Resources System Operations	2,478,995	2,478,995	2,446,737	-	(2,478,995)	-100.00%
Storm Water Permit Fees	7,500	7,500	7,500	7,500	-	0.00%
Sub Total	\$ (12,124,252)	\$ (12,124,252)	\$ (12,122,181)	\$ (15,322,023)	\$ (3,197,771)	26.37%
4715 - Technology Projects						
Transfer Out (OET MM Project Reserve)	\$ 11,640,000	\$ 11,640,000	\$ 11,640,000	\$ 11,640,000	\$ -	0.00%
4716 - Debt Service/Capital Lease						
Admin Fee	\$ 10,000	\$ 10,000	\$ 6,500	\$ -	\$ (10,000)	-100.00%
Arbitrage	10,000	10,000	5,000	-	(10,000)	-100.00%
Transfer to Fund 320	13,353,000	13,353,000	1,353,000	18,399,600	5,046,600	37.79%
Sub Total	\$ 13,373,000	\$ 13,373,000	\$ 1,364,500	\$ 18,399,600	\$ 5,026,600	37.59%

Non Departmental Expenditure Summary – Operating (continued)

Description	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
4719 - Outside Legal Counsel Billing						
Outside Counsel	\$ 5,809,610	\$ 5,809,610	\$ 4,272,432	\$ 5,809,610	\$ -	-
4721 - Dues and Memberships						
Arizona Association of Counties	\$ 73,770	\$ 73,770	\$ 73,235	\$ 73,770	\$ -	-
County Supervisors Association	218,806	218,806	216,379	218,806	-	-
Government Finance Officers Association	4,770	4,770	4,620	4,770	-	-
Maricopa Association of Government	51,323	51,323	50,754	51,323	-	-
National Association of Counties	50,000	50,000	50,000	50,000	-	-
Sub Total	\$ 398,669	\$ 398,669	\$ 394,988	\$ 398,669	\$ -	-
4722 - Taxes and Assessments						
City of Phoenix Downtown Municipal Service District	\$ 187,601	\$ 187,601	\$ 187,601	\$ 192,871	\$ 5,270	-
4724 - Miscellaneous Services						
Board of Supervisors Discretionary	\$ 2,500	\$ 2,500	\$ 1,908	\$ -	\$ (2,500)	-100.00%
Internal Audit	324,000	324,000	299,545	-	(324,000)	-100.00%
Luke Air Force Consulting	27,273	27,273	27,273	27,273	-	-
Sub Total	\$ 353,773	\$ 353,773	\$ 328,726	\$ 27,273	\$ (326,500)	-92.29%
4726 - Tuition Reimbursement	\$ 1,000,000	\$ 1,000,000	\$ 902,724	\$ -	\$ (1,000,000)	-100.00%
4774 - Non Profit Support/State Shifts						
Greater Phoenix Convention and Visitors Bureau	\$ 222,431	\$ 222,431	\$ 222,431	\$ 222,431	\$ -	-
Greater Phoenix Economic Council	573,675	573,675	573,675	629,808	56,133	-
Phoenix Chamber of Commerce	146,805	146,805	146,805	146,805	-	-
Sub Total	\$ 942,911	\$ 942,911	\$ 942,911	\$ 999,044	\$ 56,133	-
4776 - Cooperative Extension	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ -	-
4777 - DOR Mandated Contributions	\$ 4,030,498	\$ 4,030,498	\$ 3,982,970	\$ 3,982,970	\$ (47,528)	-1.18%
4778 - Juvenile Corrections Mandated Contributions	\$ 1,946,828	\$ 1,946,828	\$ 6,724,128	\$ 6,724,128	\$ 4,777,300	245.39%
4782 - Industrial Development Authority	\$ 332,390	\$ 332,390	\$ 376,360	\$ -	\$ (332,390)	-100.00%
4783 - AHCCCS Contribution	\$ 19,011,200	\$ 19,011,200	\$ 19,011,204	\$ 18,783,100	\$ (228,100)	-1.20%
4784 - ALTCS Contribution	\$ 155,173,500	\$ 155,173,500	\$ 155,173,500	\$ 165,477,400	\$ 10,303,900	6.64%
4785 - Arnold v. Sarn	\$ 52,911,663	\$ 52,911,663	\$ 52,911,661	\$ 55,557,246	\$ 2,645,583	5.00%
4786 - General Mental Health	\$ 3,366,705	\$ 3,366,705	\$ 3,366,708	\$ 3,366,705	\$ -	-
4787 - Community Based Non SMI Treatment	\$ 1,489,871	\$ 1,489,871	\$ 1,489,872	\$ 1,489,871	\$ -	-
4788 - Mental Health Testimony	\$ 700,000	\$ 700,000	\$ 675,000	\$ 700,000	\$ -	-
4789 - Mental Health Service of Process	\$ 90,000	\$ 90,000	\$ 65,000	\$ 90,000	\$ -	-
4791 - County Residual Long Term Care	\$ 213,471	\$ 213,471	\$ 85,000	\$ 206,744	\$ (6,727)	-3.15%
4792 - SVP Commitment Payments	\$ 2,345,000	\$ 2,345,000	\$ 2,199,954	\$ 2,345,000	\$ -	-
4793 - Tuberculosis Services	\$ 280,210	\$ 280,210	\$ 280,210	\$ 280,210	\$ -	-
Total General Fund	\$ 539,763,557	\$ 524,372,069	\$ 477,346,620	\$ 552,974,411	\$ 28,602,342	5.45%

Non Departmental Expenditure Summary – Operating (continued)

Description	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
Non Departmental Grants (249)						
Unassigned	\$ 13,112,063	\$ 13,047,268	\$ -	\$ 5,009,567	\$ (8,037,701)	-61.60%
Total Non Departmental Grants	\$ 13,112,063	\$ 13,047,268	\$ -	\$ 5,009,567	\$ (8,037,701)	-61.60%
Detention Fund (255)						
4711 - Contingency						
Adult Probation Contingency for FY 2017	\$ 206,198	\$ 206,198	\$ -	\$ -	\$ (206,198)	-100.00%
Adult Probation Contingency for Annualization	834,756	834,756	-	205,010	(629,746)	-75.44%
Compensation Issues	5,866,320	1,180,073	-	-	(1,180,073)	-100.00%
Criminal Justice Contingency	723,809	723,809	-	1,711,323	987,514	136.43%
Pay for Performance	-	-	-	5,125,162	5,125,162	-
Sub Total	\$ 7,631,083	\$ 2,944,836	\$ -	\$ 7,041,495	\$ 4,096,659	139.11%
4712 - Other Programs						
Vehicle Replacement	\$ 985,948	\$ 985,948	\$ 985,948	\$ -	\$ (985,948)	-100.00%
Transfer to 321 for Vehicle Financing	14,052	14,052	14,052	-	(14,052)	-100.00%
Sub Total	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ (1,000,000)	-100.00%
4713 - Infrastructure/CIP						
Detention (255) to Det. Capital Projects (455) for MM Reserves	\$ 587,500	\$ 587,500	\$ 587,500	\$ 587,500	\$ -	0.00%
Total Detention Fund	\$ 9,218,583	\$ 4,532,336	\$ 1,587,500	\$ 7,628,995	\$ 3,096,659	68.32%
County Improvement Debt Fund (320)	\$ 13,353,000	\$ 13,353,000	\$ 1,353,000	\$ 18,399,600	\$ 5,046,600	37.79%
Total Operating All Funds	\$ 575,447,203	\$ 555,304,673	\$ 480,287,120	\$ 584,012,573	\$ 28,707,900	5.17%

Non Departmental Expenditure Summary – Non Recurring

Description	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
Non Recurring						
General Fund (100)						
4711 - Contingency						
Unreserved and General Contingency	\$ 26,696,423	\$ 24,142,322	\$ -	\$ 26,696,423	\$ 2,554,101	10.58%
Clerk of the Court RFR System	1,500,000	1,500,000	-	-	(1,500,000)	-100.00%
Justice System Contingency	81,000	81,000	-	1,858,000	1,777,000	2193.83%
Pending Litigation	4,350,000	4,350,000	-	-	(4,350,000)	-100.00%
Personnel Savings Not Met	-	-	-	5,000,000	5,000,000	-
Retirement Issues	-	-	-	6,400,472	6,400,472	-
Sub Total	\$ 32,627,423	\$ 30,073,322	\$ -	\$ 39,954,895	\$ 9,881,573	32.86%
4712 - Other Programs						
Adult Probation Fleet Study Implementation	\$ 250,000	\$ 250,000	\$ 216,000	\$ -	\$ (250,000)	-100.00%
Adult Probation Caseload Ratio Study	-	-	-	\$ 350,000	350,000.00	-
Board of Health Fee Waiver	-	102,674	69,844	-	(102,674)	-100.00%
MCSO Court Order - Melendres	-	1,350,000	710,412	1,439,588	89,588.00	-
Transfer to Reprographic Services	-	-	-	188,570	188,570	-
Transfer to 321 for Vehicle Financing	9,075,900	9,075,900	9,075,900	-	(9,075,900)	-100.00%
Transfer to Risk Management (675)	3,517,901	3,517,901	1,400,000	5,017,901	1,500,000	42.64%
Sub Total	\$ 12,843,801	\$ 14,296,475	\$ 11,472,156	\$ 6,996,059	\$ (7,300,416)	-51.06%
4713 - Infrastructure/CIP						
General (100) to GF Co Imp (445) for Cash Flow	\$ 17,587,025	\$ 17,587,025	\$ 17,587,025	\$ 9,656,694	\$ (7,930,331)	-45.09%
General (100) to GF Co Imp (445) for Projects	-	-	-	48,063,435	48,063,435	-
General (100) to Det Capital Projects (455) for Projects	23,048,734	23,048,734	23,048,734	-	(23,048,734)	-100.00%
General (100) to GF Co Imp (445) for Election Reserves Pickup	5,046,955	5,046,955	5,046,955	-	(5,046,955)	-100.00%
General (100) to GF Co Imp (445) for Equip Replacement	-	-	-	4,777,300	4,777,300	-
Sub Total	\$ 45,682,714	\$ 45,682,714	\$ 45,682,714	\$ 62,497,429	\$ 16,814,715	36.81%
4715 - Technology Projects						
NeoGov	\$ 342,090	\$ 342,090	\$ 342,090	\$ -	\$ (342,090)	-100.00%
General (100) to Technology Capital Imp (460) for Projects	28,040,343	29,271,093	29,271,093	11,868,035	\$ (17,403,058)	-59.45%
Sub Total	\$ 28,382,433	\$ 29,613,183	\$ 29,613,183	\$ 11,868,035	\$ (17,745,148)	-59.92%
4742 - Judgments						
Judgments	\$ -	\$ 465,138	\$ 64,742	\$ -	\$ (465,138)	-100.00%
4776 - Cooperative Extension						
Cooperative Extension	\$ -	\$ -	\$ -	\$ 11,500	\$ 11,500	-
Total General Fund	\$ 119,536,371	\$ 120,130,832	\$ 86,832,795	\$ 121,327,918	\$ 1,197,086	1.00%
Waste Management Fund (210)						
4751 - District 1	\$ 99,968	\$ 100,351	\$ 18,750	\$ 97,615	\$ (2,736)	-2.73%
4752 - District 2	186,508	186,891	18,750	184,155	(2,736)	-1.46%
4753 - District 3	240,872	230,960	200,000	46,974	(183,986)	-79.66%
4754 - District 4	121,010	121,393	11,250	126,157	4,764	3.92%
4755 - District 5	40,404	40,037	16,600	39,451	(586)	-1.46%
Total Waste Management Fund	\$ 688,762	\$ 679,632	\$ 265,350	\$ 494,352	\$ (185,280)	-27.26%
Non-Departmental Grants (249)						
Unassigned	\$ 2,908,912	\$ 12,864,619	\$ -	\$ 5,821,659	\$ (7,042,960)	-54.75%
Total Non-Departmental Grants	\$ 2,908,912	\$ 12,864,619	\$ -	\$ 5,821,659	\$ (7,042,960)	-54.75%
Detention Fund (255)						
4711 - Contingency						
Unreserved Contingency	\$ 24,417,939	\$ 24,417,939	\$ -	\$ 4,417,939	\$ (20,000,000)	-81.91%
Criminal Justice Contingency	243,000	243,000	-	108,000	(135,000)	-55.56%
CHS Medication Contingency	800,000	800,000	-	-	(800,000)	-100.00%
Sub Total	\$ 25,460,939	\$ 25,460,939	\$ -	\$ 4,525,939	\$ (20,935,000)	-82.22%

Non Departmental Expenditure Summary – Non Recurring (continued)

Description	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted Variance	%
4712 - Other Programs						
Adult Probation Fleet Study Implementation	\$ 250,000	\$ 250,000	\$ 162,000	\$ -	\$ (250,000)	-100.00%
Graves vs. Arpaio	400,000	400,000	42,802	357,198	(42,802)	-10.70%
PC/Laptop Replacement	56,911	56,911	-	56,911	-	-
Transfer to 321 for Vehicle Financing	1,718,241	1,718,241	1,718,241	-	(1,718,241)	-100.00%
Sub Total	\$ 2,425,152	\$ 2,425,152	\$ 1,923,043	\$ 414,109	\$ (2,011,043)	-82.92%
4713 - Infrastructure/CIP						
Det (255) to Det Capital Projects (455) for Cash Flow	\$ 7,642,619	\$ 7,642,619	\$ 7,642,619	\$ 22,353,567	\$ 14,710,948	192.49%
Det (255) to Det Capital Projects (455) for Projects	-	-	-	5,509,308	5,509,308	-
Sub Total	\$ 7,642,619	\$ 7,642,619	\$ 7,642,619	\$ 27,862,875	\$ 20,220,256	264.57%
4716 - Debt Payments						
PC/Laptop Replacement transfer to 321	\$ -	\$ -	\$ -	\$ 158,993	\$ 158,993	0.00%
Total Detention Fund	\$ 35,528,710	\$ 35,528,710	\$ 9,565,662	\$ 32,961,916	\$ (2,566,794)	-7.22%
County Improvement Debt Fund (320)	\$ 106,615,480	\$ 113,302,480	\$ 157,762,512	\$ 105,894,530	\$ (7,407,950)	-6.54%
Capital Lease Debt Service #2 (321)	\$ 11,812,730	\$ 11,981,790	\$ 7,473,285	\$ 7,817,286	\$ (4,164,504)	-34.76%
Intergovernmental Capital Projects (422)	\$ 123,300	\$ 123,835	\$ 15,744	\$ 108,091	\$ (15,744)	-12.71%
County Improvement Fund (440)	\$ 97,388,194	\$ 86,820,931	\$ 33,010,975	\$ 67,909,071	\$ (18,911,860)	-21.78%
County Improvement Fund (441)	\$ 17,600,000	\$ 17,600,000	\$ 1,800,000	\$ 37,000,000	\$ 19,400,000	110.23%
General Fund County Improvements (445)						
General Fund County Improvement Projects	\$ 19,307,847	\$ 18,259,244	\$ 4,425,057	\$ 38,682,709	\$ 20,423,465	111.85%
GF Co Imp (445) to SC Bldg Fund (280) for Law Library	-	375,000	375,000	-	(375,000)	-100.00%
GF Co Imp (445) to General (100) for Elections	12,104,659	12,104,659	12,104,659	-	(12,104,659)	-100.00%
GF Co Imp (445) to General (100) for FMD MM	-	-	-	3,500,000	3,500,000	-
GF Co Imp (445) to Co Imp Debt Service (320)	6,000,000	6,000,000	6,000,000	37,956,986	31,956,986	532.62%
Total General Fund County Improvements Fund	\$ 37,412,506	\$ 36,738,903	\$ 22,904,716	\$ 80,139,695	\$ 43,400,792	118.13%
Detention Capital Projects (455)	\$ 31,000,000	\$ 29,174,541	\$ 10,177,801	\$ 82,291,000	\$ 53,116,459	182.06%
Technology Capital Improvements (460)						
Tech Cap Imp (460) to Co Improvement Debt (320)	\$ 26,948,306	\$ 26,441,970	\$ 18,941,273	\$ 92,020,218	\$ 65,578,248	248.01%
Transfer to County Improvement Debt Service Fund	99,375,000	99,375,000	99,375,000	54,535,590	(44,839,410)	-45.12%
Total Technology Capital Improvements	\$ 126,323,306	\$ 125,816,970	\$ 118,316,273	\$ 146,555,808	\$ 20,738,838	16.48%
Detention Technology Capital Improvements (461)						
Detention Technology Capital Improvement Projects	\$ 887,527	\$ 2,060,587	\$ 1,686,476	\$ 374,111	\$ (1,686,476)	-81.84%
Desktop/Laptop Replacement	162,534	162,534	162,534	-	(162,534)	-100.00%
Det Tech Capital Imp (461) to Det (255)	112,473	112,473	112,473	-	(112,473)	-100.00%
Det Tech Capital Imp (461) to Co Imp Debt (320) for Debt	-	-	-	12,090,356	12,090,356.00	-
Det Tech Capital Imp (461) to Co Imp (440) for Projects	-	-	-	20,411,152	20,411,152.00	-
Det Tech Capital Imp (461) to Det Capital Projects (455)	3,174,186	3,174,186	3,174,186	2,493,561	(680,625)	-21.44%
Total Detention Technology Capital Improvements	\$ 4,336,720	\$ 5,509,780	\$ 5,135,669	\$ 35,369,180	\$ 29,859,400	541.93%
Total Non-Recurring All Funds	\$ 591,274,991	\$ 596,273,023	\$ 453,260,782	\$ 723,690,506	\$ 127,417,483	21.37%

Economic Development

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

Agency Supported	Program	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Greater Phoenix Economic Council	Industry Prospecting and Regional Promotion	\$ 573,675	\$ 573,675	\$ 629,808
Greater Phoenix Convention & Visitors Bureau	Convention & Tourism Destination Marketing	222,431	222,431	222,431
Greater Phoenix Chamber of Commerce	Phoenix Forward Initiative	146,805	146,805	146,805
Economic Development Funding		\$ 942,911	\$ 942,911	\$ 999,044

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

Agency Supported	Program	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
International Genomics Consortium*	To put Maricopa County in the Forefront of the Bio-Industry	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Economic Development Related Funding		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000

*5 year agreement for \$1,000,000 per year beginning in FY2018

Agricultural Extension

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

Agency Supported	Program	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
University of Arizona Cooperative Extension	Maricopa County Cooperative Extension	\$ 230,000	\$ 230,000	\$ 241,500
Total Agricultural Extension Funding		\$ 230,000	\$ 230,000	\$ 241,500

Health Care Programs Summary

Description	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs. Adopted Variance	%
Operating General Fund						
<u>State Healthcare Contributions:</u>						
SMI Mental Health (Arnold v. Sam)	\$ 52,911,663	\$ 52,911,663	\$ 52,911,661	\$ 55,557,246	\$ 2,645,583	5.00%
General Mental Health	3,366,705	3,366,705	3,366,708	3,366,705	-	0.00%
Community Based Non SMI Treatment	1,489,871	1,489,871	1,489,872	1,489,871	-	0.00%
Subtotal Arnold v. Sam IGA	\$ 57,768,239	\$ 57,768,239	\$ 57,768,241	\$ 60,413,822	\$ 2,645,583	4.58%
AHCCCS Acute Care	\$ 19,011,200	\$ 19,011,200	\$ 19,011,204	\$ 18,783,100	\$ (228,100)	-1.20%
ALTCS	155,173,500	155,173,500	155,173,500	165,477,400	10,303,900	6.64%
Subtotal State Contribution	\$ 174,184,700	\$ 174,184,700	\$ 174,184,704	\$ 184,260,500	\$ 10,075,800	5.78%
<u>Other Mental Health:</u>						
Mental Health Testimony	\$ 700,000	\$ 700,000	\$ 675,000	\$ 700,000	\$ -	0.00%
Mental Health Service of Process	90,000	90,000	65,000	90,000	-	0.00%
SVP Commitment Payments	2,345,000	2,345,000	2,199,954	2,345,000	-	0.00%
Subtotal Other Mental Health	\$ 3,135,000	\$ 3,135,000	\$ 2,939,954	\$ 3,135,000	\$ -	0.00%
County Residual Long Term Care	\$ 213,471	\$ 213,471	\$ 85,000	\$ 212,014	\$ (1,457)	-0.68%
Tuberculosis Services	\$ 280,210	\$ 280,210	\$ 280,210	\$ 280,210	\$ -	0.00%
Total	\$ 235,581,620	\$ 235,581,620	\$ 235,258,109	\$ 248,301,546	\$ 12,719,926	5.40%

Fund Transfers In

Fund/Appropriation Group		FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
General Fund					
Operating					
	Detention (255) to General (100) for Vehicle Purchases	\$ -	\$ 4,947	\$ 4,947	\$ -
	Operating Total	\$ -	\$ 4,947	\$ 4,947	\$ -
Non Recurring					
	General (100) to Capital Lease Debt Service (321)	\$ -	\$ -	\$ -	\$ 158,993
	GF Co Improvement (445) to General (100) for Long Term MM	-	-	-	3,500,000
	GF County Improvement (445) to General (100) for Elections	12,104,659	12,104,659	12,104,659	-
	Tech Cap Imp (460) to General (100) for Long Term MM	-	-	-	6,650,318
	Non Recurring Total	\$ 12,104,659	\$ 12,104,659	\$ 12,104,659	\$ 10,309,311
100 - General Fund	General Fund	\$ 12,104,659	\$ 12,109,606	\$ 12,109,606	\$ 10,309,311
Special Revenue Fund					
Operating					
255 - Detention Operations	General (100) to Det (255) for Jail Maint of Effort Above Base	\$ 32,609,533	\$ 27,909,113	\$ 17,674,033	\$ 32,031,747
	General (100) to Detention (255) for Jail Maint of Effort	181,682,790	181,682,790	181,682,790	183,737,906
265 - Public Health Fees	General (100) to Public Hlth Fees (265) for Vital Rgstrn	30,000	30,000	30,118	30,000
	Operating Total	\$ 214,322,323	\$ 209,621,903	\$ 199,386,941	\$ 215,799,653
Non Recurring					
243 - Parks Donations	Daisy Mountain And Trails	\$ -	\$ 185,000	\$ 185,000	\$ -
255 - Detention Operations	Detention Tech Capital Imp (461) to Detention (255)	112,473	112,473	112,473	-
506 - Env Services Env Health	General (100) to Env Srvcs (506) for Brd of Health Fee Waivers	-	102,674	69,844	-
280 - Superior Court Building Repair	GF County Impr (445) and SC Bldg Repair (280) Law Library	-	375,000	375,000	-
	Law Library (261) to SC Bldg Repair (280) for Law Library	-	225,000	225,000	-
232 - Transportation Operations	Non Recurring	-	5,250,000	5,250,000	-
	Non Recurring Total	\$ 112,473	\$ 6,250,147	\$ 6,217,317	\$ -
	Special Revenue Fund	\$ 214,434,796	\$ 215,872,050	\$ 205,604,258	\$ 215,799,653
Debt Service Fund					
Operating					
320 - County Improvement Debt	Animal Care Field Ops (574) to Co Improve Debt Src (320)	\$ 106,492	\$ 106,492	\$ 106,492	\$ 106,532
	Animal Care Lic Shltr (572) to Co Improve Debt Src (320)	1,033,683	1,033,683	1,033,683	1,034,066
321 - County Improvement Debt 2	Debt Service for VMWare Licensing Dept to Debt Service (321)	419,648	419,648	419,648	419,648
	Financing for Vehicles to Capital Lease Debt Service (321)	80,131	80,131	80,131	-
320 - County Improvement Debt	Operating Transfer to County Improvement Debt (320)	13,353,000	13,353,000	1,353,000	18,399,600
	Operating Total	\$ 14,992,954	\$ 14,992,954	\$ 2,992,954	\$ 19,959,846
Non Recurring					
321 - County Improvement Debt 2	Debt Src for VMWare Licensing Dept to Debt Src (321) NR	\$ 1,335,475	\$ 1,335,475	\$ 1,335,475	\$ 8,007
	Detention (255) to Capital Lease Debt Service (321)	1,718,241	1,718,241	1,718,241	215,904
320 - County Improvement Debt	Detention Tech Cap Imp (461) to Co Improve Debt (320)	-	-	-	12,090,356
321 - County Improvement Debt 2	General (100) to Capital Lease Debt Service (321)	9,075,900	9,075,900	9,075,900	-
320 - County Improvement Debt	GF Co Improvement (445) to Co Improve Debt Service (320)	6,000,000	6,000,000	6,000,000	37,956,986
321 - County Improvement Debt 2	Parks Enhancement (241) to Capital Lease Debt Service (321)	618,061	618,061	618,061	-
	Parks Lake (240) to Capital Lease Debt Service (321)	385,176	385,176	385,176	-
	Parks Spur Cross (225) To Capital Lease Debt Service (321)	31,238	31,238	31,238	-
320 - County Improvement Debt	Tech Capital Improvement (460) to Co Improvement Debt (320)	99,375,000	99,375,000	99,375,000	54,535,590
321 - County Improvement Debt 2	Transportation (232) to Capital Lease Debt Service (321)	6,659,995	6,659,995	6,659,995	-
	Non Recurring Total	\$ 125,199,086	\$ 125,199,086	\$ 125,199,086	\$ 104,806,843
	Debt Service Fund	140,192,040	140,192,040	128,192,040	124,766,689

Fund Transfers In (continued)

Fund/Appropriation Group		FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Capital Projects Fund					
Operating					
455 - Detention Capital Projects	Detention (255) to Detention Capital Projects (455)	\$ 587,500	\$ 587,500	\$ 587,500	\$ 587,500
445 - General Fund County Improvements	General (100) to GF Co Improvement (445) for Election Reserves	7,205,119	7,205,119	7,205,119	7,205,119
	General (100) to GF County Improvement (445) for MM Reserves	1,000,000	1,000,000	1,000,000	1,000,000
460 - Technology Capital Improvement	General (100) to Tech Capital Imp (460) for Tech MM Reserves	11,640,000	11,640,000	11,640,000	11,640,000
445 - General Fund County Improvements	General (100) to GF County Improvement (445) for Equip Repl	-	-	-	750,413
	General (100) to GF County Improvement (445) for Projects	5,998,855	5,998,855	1,221,621	-
Operating Total		\$ 26,431,474	\$ 26,431,474	\$ 21,654,240	\$ 21,183,032
Non Recurring					
455 - Detention Capital Projects	Co Imp COP Series 2015 (440) to Det Cap Projects (455)	\$ -	\$ -	\$ -	\$ 16,514
461 - Det Tech Capital Improve	Co Imp COP Series 2015 (440) to Det Tech Cap Imp (461)	-	-	-	2,364,856
445 - General Fund Co Improve	Co Imp COP Series 2015 (440) to GF Co Improve (445)	-	-	-	4,700,000
460 - Technology Capital Improvement	Co Imp COP Series 2015 (440) to Tech Cap Imp (460)	-	-	-	2,557,802
455 - Detention Capital Projects	Detention Tech Cap Imp (461) to Detention Cap Projects (455)	3,174,186	3,174,186	3,174,186	2,493,561
440 - Co Improve COP Series 2015	Det Tech Cap Improve (461) to Co Imp COP Series 2015 (440)	-	-	-	20,411,152
455 - Detention Capital Projects	Det (255) to Det Capital Projects (455) for Projects	7,642,619	7,642,619	7,642,619	27,862,875
	General (100) to Detention Capital Projects (455) for Projects	23,048,734	23,048,734	23,048,734	-
445 - General Fund County Improvements	General (100) to GF County Imp (445) for Add'l Election Revenue	1,913,301	1,913,301	1,913,301	-
	General (100) to GF County Improvement (445) for Equip Rep	-	-	-	4,777,300
	General (100) to GF County Improvement (445) for Projects	17,587,025	17,587,025	17,587,025	57,720,129
460 - Technology Capital Improvement	General (100) to Technology Capital Imp (460) for Projects	28,040,343	29,271,093	29,271,093	11,868,035
445 - General Fund County Improvements	General (100) to GF Co Improve (445) for Elctn Rsrvs Pickup	5,046,955	5,046,955	5,046,955	-
440 - Co Improve COP Series 2015	GF Co Improve (445) to Co Imp COP Series 2015 (440)	-	-	-	8,016,544
445 - General Fund County Improvements	GF County Impr (445) and SC Bldg Repair (280) Law Library	-	-	-	195,000
461 - Det Tech Capital Improve	Inmate Src (252) to Dntnt Tech Cap Improv (461) for Jail Sec	750,000	750,000	632,413	-
455 - Detention Capital Projects	Inmate Srcs (252) to Det Capital Projects (455) for ITR	6,000,000	6,000,000	-	-
440 - Co Improve COP Series 2015	Tech Cap Improve (460) to Co Imp COP Series 2015 (440)	-	-	-	62,473,100
234 - Transportation Capital Project	Transportation (232) to Transportation Capital (234)	46,191,794	46,191,794	46,191,794	47,276,758
Non Recurring Total		\$ 139,394,957	\$ 140,625,707	\$ 134,508,120	\$ 252,733,626
Capital Projects Fund		165,826,431	167,057,181	156,162,360	273,916,658
Internal Service Fund					
Non Recurring					
654 - Equipment Services	Debt Svc (321) to Dept for Refund/Reverse	\$ -	\$ -	\$ -	\$ 17,145
673 - Reprographics	General (100) to Reprographics (673)	-	-	-	188,570
675 - Risk Management	General (100) to Risk Trust (675) for Contingency	3,517,901	3,517,901	1,400,000	5,017,901
Non Recurring Total		\$ 3,517,901	\$ 3,517,901	\$ 1,400,000	\$ 5,223,616
Internal Service Fund		\$ 3,517,901	\$ 3,517,901	\$ 1,400,000	\$ 5,223,616
Elimination					
900 - Eliminations	Operating	\$ (255,746,751)	\$ (251,051,278)	\$ (224,039,082)	\$ (256,942,531)
	Non Recurring	(280,329,076)	(287,697,500)	(279,429,182)	(373,073,396)
Eliminations Total		\$ (536,075,827)	\$ (538,748,778)	\$ (503,468,264)	\$ (630,015,927)
ALL FUNDS TOTAL		\$ -	\$ -	\$ -	\$ -

Fund Transfers Out

Fund/Appropriation Group		FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
General Fund					
Operating					
	Debt Service for VMWare Licensing Dept to Debt Service (321)	\$ 346,969	\$ 346,969	\$ 346,969	\$ 346,969
	Financing for Vehicles to Capital Lease Debt Service (321)	66,079	66,079	66,079	-
	General (100) to Dtnn (255) for Jail Maint of Effort Above Base	32,609,533	27,909,113	17,674,033	32,031,747
	General (100) to GF Co Improvement (445) for Election Reserves	7,205,119	7,205,119	7,205,119	7,205,119
	General (100) to GF County Improvement (445) for MM Reserves	1,000,000	1,000,000	1,000,000	1,000,000
	General (100) to Tech Capital Imp (460) for Tech MM Reserves	11,640,000	11,640,000	11,640,000	11,640,000
	General (100) to Detention (255) for Jail Maint of Effort	181,682,790	181,682,790	181,682,790	183,737,906
	General (100) to GF County Improvement (445) for Projects	5,998,855	5,998,855	1,221,621	-
	General (100) to GF County Improvement (445) for Equip Repl	-	-	-	750,413
	General (100) to Public Hlth Fees (265) for Vital Rgstrn	30,000	30,000	30,118	30,000
	Operating Transfer to County Improvement Debt (320)	13,353,000	13,353,000	1,353,000	18,399,600
	Operating Total	\$ 253,932,345	\$ 249,231,925	\$ 222,219,729	\$ 255,141,754
Non Recurring					
	Debt Src for VMWare Licensing Dept to Debt Src (321) NR	\$ 1,335,475	\$ 1,335,475	\$ 1,335,475	\$ 8,007
	General (100) to Detention Capital Projects (455) for Projects	23,048,734	23,048,734	23,048,734	-
	General (100) to GF County Imp (445) for Add'l Election Revenue	1,913,301	1,913,301	1,913,301	-
	General (100) to Capital Lease Debt Service (321)	9,075,900	9,075,900	9,075,900	-
	General (100) to GF County Improvement (445) for Equip Rep	-	-	-	4,777,300
	General (100) to GF County Improvement (445) for Projects	17,587,025	17,587,025	17,587,025	57,720,129
	General (100) to Reprographics (673)	-	-	-	188,570
	General (100) to Risk Trust (675) for Contingency	3,517,901	3,517,901	1,400,000	5,017,901
	General (100) to Technology Capital Imp (460) for Projects	28,040,343	29,271,093	29,271,093	11,868,035
	Genl (100) to Env Srcvs (506) for Brd of Health Fee Waivers	-	102,674	69,844	-
	Genl (100) to GF Co Improve (445) for Elctn Rsrsv Pickup	5,046,955	5,046,955	5,046,955	-
	Non Recurring Total	\$ 89,565,634	\$ 90,899,058	\$ 88,748,327	\$ 79,579,942
100 - General Fund	General Fund	\$ 343,497,979	\$ 340,130,983	\$ 310,968,056	\$ 334,721,696
Special Revenue Fund-Grant					
Operating					
222 - Human Services Grants	Debt Service for VMWare Licensing Dept to Debt Service (321)	\$ 6,602	\$ 6,602	\$ 6,602	\$ 6,602
	Special Revenue Fund - Grant	\$ 6,602	\$ 6,602	\$ 6,602	\$ 6,602
Special Revenue Fund					
Operating					
574 - Animal Control Field Operations	Animal Care Field Ops (574) to Co Improve Debt Src (320)	\$ 106,492	\$ 106,492	\$ 106,492	\$ 106,532
572 - Animal Control License/Shelter	Animal Care Lic Shltr (572) to Co Improve Debt Src (320)	1,033,683	1,033,683	1,033,683	1,034,066
215 - Emergency Management	Debt Service for VMWare Licensing Dept to Debt Service (321)	845	845	845	845
226 - Planning and Development Fees	Debt Service for VMWare Licensing Dept to Debt Service (321)	5,070	5,070	5,070	5,070
232 - Transportation Operations	Debt Service for VMWare Licensing Dept to Debt Service (321)	34,389	34,389	34,389	34,389
504 - Air Quality Fees	Debt Service for VMWare Licensing Dept to Debt Service (321)	8,450	8,450	8,450	8,450
506 - Env Services Env Health	Debt Service for VMWare Licensing Dept to Debt Service (321)	17,323	17,323	17,323	17,323
255 - Detention Operations	Detention (255) to Detention Capital Projects (455)	587,500	587,500	587,500	587,500
255 - Detention Operations	Detention (255) to General (100) for Vehicle Purchases	-	4,947	4,947	-
255 - Detention Operations	Financing for Vehicles to Capital Lease Debt Service (321)	14,052	14,052	14,052	-
	Operating Total	\$ 1,807,804	\$ 1,812,751	\$ 1,812,751	\$ 1,794,175

Fund Transfers Out (continued)

Fund/Appropriation Group	Transfer Description	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Non Recurring					
255 - Detention Operations	Detention (255) to Capital Lease Debt Service (321)	\$ 1,718,241	\$ 1,718,241	\$ 1,718,241	\$ 215,904
255 - Detention Operations	Dtntn (255) to Dtntn Capital Projects (455) for Projects	7,642,619	7,642,619	7,642,619	27,862,875
280 - Superior Court Building Repair	GF County Impr (445) and SC Bldg Repair (280) Law Library	-	-	-	195,000
252 - Inmate Services	Inmate Src (252) to Dtntn Tech Cap Improv (461) for Jail Sec	750,000	750,000	632,413	-
252 - Inmate Services	Inmate Srcs (252) to Dtntn Capital Projects (455) for ITR	6,000,000	6,000,000	-	-
261 - Law Library Fees	Law Library (261) to SC Bldg Repair (280) for Law Library	-	225,000	225,000	-
241 - Parks Enhancement	Parks Enhancement (241) to Capital Lease Debt Service (321)	618,061	618,061	618,061	-
240 - Lake Pleasant Rec Services	Parks Lake (240) to Capital Lease Debt Service (321)	385,176	385,176	385,176	-
225 - Spur Cross Ranch Conservation	Parks Spur Cross (225) To Capital Lease Debt Service (321)	31,238	31,238	31,238	-
232 - Transportation Operations	Transportation (232) to Capital Lease Debt Service (321)	6,659,995	6,659,995	6,659,995	-
232 - Transportation Operations	Transportation (232) to Transportation Capital (234)	46,191,794	46,191,794	46,191,794	47,276,758
210 - Waste Management	Waste Mgmt 210 To Parks Donation 243	-	185,000	185,000	-
Non Recurring Total		\$ 69,997,124	\$ 70,407,124	\$ 64,289,537	\$ 75,550,537
Special Revenue Fund		\$ 71,804,928	\$ 72,219,875	\$ 66,102,288	\$ 77,344,712
Debt Service Fund					
321 - County Improvement Debt 2	Debt Svc (321) to Dept for Refund/Revers	-	-	-	17,145
	General (100) to Capital Lease Debt Service (321)	-	-	-	158,993
Non Recurring		\$ -	\$ -	\$ -	\$ 176,138
Capital Projects Fund					
440 - Co Improve COP Series 2015	Co Imp COP Series 2015 (440) to Det Cap Projects (455)	\$ -	\$ -	\$ -	\$ 16,514
	Co Imp COP Series 2015 (440) to Det Tech Cap Imp (461)	-	-	-	2,364,856
	Co Imp COP Series 2015 (440) to GF Co Improve (445)	-	-	-	4,700,000
	Co Imp COP Series 2015 (440) to Tech Cap Imp (460)	-	-	-	2,557,802
461 - Det Tech Capital Improvement	Detention Tech Cap Imp (461) to Co Improve Debt (320)	-	-	-	12,090,356
	Detention Tech Cap Imp (461) to Detention Cap Projects (455)	3,174,186	3,174,186	3,174,186	2,493,561
	Detention Tech Capital Imp (461) to Detention (255)	112,473	112,473	112,473	-
445 - General Fund Co Improve	GF Co Improvement (445) to Co Improve Debt Service (320)	6,000,000	6,000,000	6,000,000	37,956,986
	GF Co Improvement (445) to General (100) for Long Term MM	-	-	-	3,500,000
	GF County Impr (445) and SC Bldg Repair (280) Law Library	-	375,000	375,000	-
	GF County Improvement (445) to General (100) for Elections	12,104,659	12,104,659	12,104,659	-
455 - Detention Capital Projects	Intake Transfer Release Jail	-	5,250,000	5,250,000	-
445 - General Fund Co Improve	GF Co Improve (445) to Co Imp COP Series 2015 (440)	-	-	-	8,016,544
460 - Technology Capital Improve	Tech Cap Improve (460) to Co Imp COP Series 2015 (440)	-	-	-	62,473,100
461 - Det Tech Capital Improve	Det Tech Cap Improve (461) to Co Imp COP Series 2015 (440)	-	-	-	20,411,152
460 - Tech Capital Improve	Tech Cap Imp (460) to General (100) for Long Term MM	-	-	-	6,650,318
	Tech Cap Imp (460) to Co Improvement Debt (320)	99,375,000	99,375,000	99,375,000	54,535,590
Non Recurring		\$ 120,766,318	\$ 126,391,318	\$ 126,391,318	\$ 217,766,779
Elimination					
900 - Eliminations	Operating	\$ (255,746,751)	\$ (251,051,278)	\$ (224,039,082)	\$ (256,942,531)
	Non Recurring	(280,329,076)	(287,697,500)	(279,429,182)	(373,073,396)
		\$ (536,075,827)	\$ (538,748,778)	\$ (503,468,264)	\$ (630,015,927)
ALL FUNDS TOTAL		\$ -	\$ -	\$ -	\$ -

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 Equipment Services fund to various County departments. Departments pay County Equipment Services for fuel, and these costs are included in departments' budgeted expenditures, supported by revenues from sources external to the County. The fleet shop, in turn, budgets these payments as revenue, along with expenditures related to the cost of purchasing the county fuel. 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 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Transfers In					
Operating	\$ (220,872,887)	\$ (255,746,751)	\$ (251,051,278)	\$ (123,367,688)	\$ (256,942,531)
Non Recurring	(141,458,417)	(280,329,076)	(287,697,500)	(76,347,790)	(373,073,396)
Total for Transfers In	\$ (362,331,304)	\$ (536,075,827)	\$ (538,748,778)	\$ (199,715,478)	\$ (630,015,927)
Internal Service Fund Charges					
Operating	\$ (181,978,513)	\$ (205,447,397)	\$ (205,447,397)	\$ (115,334,089)	\$ (204,966,835)
Total for Internal Service Fund Charges	\$ (181,978,513)	\$ (205,447,397)	\$ (205,447,397)	\$ (115,334,089)	\$ (204,966,835)
Total Eliminations	\$ (544,309,817)	\$ (741,523,224)	\$ (744,196,175)	\$ (315,049,567)	\$ (834,982,762)

Personnel

Year-over-year, the total number of positions in the Maricopa County Budget for FY 2018 Adopted has changed by less than one FTE over the FY 2017 Revised budget for Full-Time Equivalent (FTE) position counts. 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)

The Adult Probation Department is increasing by 24 positions (2%) over FY 2017 Revised. The General Fund (100) is increasing by 13 FTE across Sex Offender (4), Standard Probation (2), Domestic Violence (2) and support staff (5). The Detention Fund (255) is increasing by 11 FTE across Prison Re-Entry (4), Intensive Probation (6) and Pretrial Electronic Monitoring (1). The creation of these positions is to assist with growing caseloads to appropriately staff each unit.

Animal Care & Control (790)

Animal Care and Control is increasing staff in total by 10.5 FTE (6%) from FY 2017 Revised to FY 2018 Adopted. Animal Care Technician FTE positions were created to provide shelter support and improve quality of service as a result of the termination of an agreement with an outside vendor to provide care for and assistance with the adoption of animals.

Assistant County Manager (D950)

The Assistant County Manager – D950 had a net increase of 4 FTE (40%) due to the addition of 5 positions for the newly added Justice Translation and Transcription Services as well as the deletion of a Program Manager position.

Budget (490)

The Budget Office is decreasing by 2 Budget Analyst – Senior FTE (-11.1%) during the budget development cycle and is consolidating the department assignments.

Call Center (140)

The Call Center has a net decrease of 5 FTE (-18.5%), due to the movement of 9 FTE to the Clerk of Superior Court, 2 FTE were double bunked (Director and Management Analyst), and 2 FTE were added as temporary positions.

County School Superintendent (370)

The County School Superintendent has a net decrease of 16.0 FTE (-11.6%) due to loss of grant funds (-18 FTE) offset by a one FTE increase in the General Fund for a legislative analyst and a one FTE increase in School Communications for a Program Coordinator.

Emergency Management (150)

The Emergency Management Department is increasing by 20 FTE (125%), due to the movement of the Protective Services function from Facilities Management to the Emergency Management Department.

Elections (210)

The Elections Department has a net decrease of 29 FTE (-50.9%), due to 34 FTE being moved to the Recorder's Office and adding 1 Ballot Liaison, 2 Data Entry Clerks, 1 Satellite Voting Lead and 1 Special Elections Board Lead.

Facilities Management (700)

Facilities Management is decreasing by 50 FTE (-22.8%), due to Protective Services (20 FTE) moving to Emergency Management and Real Estate (30 FTE) becoming their own department.

Juvenile Probation (270)

The Juvenile Probation General Fund (100) is decreasing by 10 FTE (-1.5%) due to the deletion of positions vacant since June of 2015. These deletions will help offset the increase in Personnel costs due to an increase in retirement contributions.

Real Estate (780)

Real Estate has an increase of 30 FTE (100%) due to the movement of positions from Facilities Management to this newly created department in FY 2018.

Recorder (360)

The Recorder's Office has a net increase of 33 FTE (61.1%), due to 34 FTE moving from the Elections Department and the inactivation of 1 FTE from the Community Outreach Recorder's Office (CORO) activity.

Sheriff's Office (500)

The Sheriff's Office inactivated 17.0 FTE (-0.4%) in the Inmate Services Fund after the ALPHA/Mosaic program was transferred to Correctional Health.

Personnel Summary by Department and Fund

Department/Fund	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
010 Board of Supervisors Dist 1						
100 General	3.00	3.00	3.00	3.00	-	0.0%
Department Total	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	-	0.0%
Department Total	3.00	3.00	3.00	3.00	-	0.0%
030 Board of Supervisors Dist 3						
100 General	2.75	3.00	3.00	3.00	-	0.0%
Department Total	2.75	3.00	3.00	3.00	-	0.0%
040 Board of Supervisors Dist 4						
100 General	2.88	2.88	2.88	2.88	-	0.0%
Department Total	2.88	2.88	2.88	2.88	-	0.0%
050 Board of Supervisors Dist 5						
100 General	3.00	3.00	3.00	3.00	-	0.0%
Department Total	3.00	3.00	3.00	3.00	-	0.0%
060 Clerk of the Board						
100 General	13.00	13.00	13.00	13.00	-	0.0%
Department Total	13.00	13.00	13.00	13.00	-	0.0%
110 Adult Probation						
100 General	776.00	792.00	784.00	805.00	13.00	1.6%
201 Adult Probation Fees	1.50	1.50	1.50	1.50	-	0.0%
211 Adult Probation Grants	24.75	24.00	24.00	24.00	-	0.0%
255 Detention Operations	341.00	358.00	354.00	369.00	11.00	3.1%
Department Total	1,143.25	1,175.50	1,163.50	1,199.50	24.00	2.0%
120 Assessor						
100 General	315.43	310.43	312.43	309.93	(0.50)	-0.2%
Department Total	315.43	310.43	312.43	309.93	(.50)	-0.2%
140 Call Center						
100 General	27.00	27.00	27.00	22.00	(5.00)	-18.5%
Department Total	27.00	27.00	27.00	22.00	(5.00)	-18.5%
150 Emergency Management						
100 General	2.00	2.00	2.00	22.75	20.75	1037.5%
207 Palo Verde	6.00	6.00	6.00	5.00	(1.00)	-16.7%
215 Emergency Management	8.50	8.00	8.00	8.25	0.25	3.1%
Department Total	16.50	16.00	16.00	36.00	20.00	125.0%
160 Clerk of the Superior Court						
100 General	558.50	567.00	567.50	573.50	6.50	1.1%
205 Court Document Retrieval	25.00	22.00	22.00	22.00	-	0.0%
208 Judicial Enhancement	1.00	8.00	2.00	8.00	-	0.0%
218 Clerk of Court Fill The Gap	47.00	47.00	47.00	46.50	(0.50)	-1.1%
274 Clerk of the Court EDMS	48.00	45.00	45.00	45.00	-	0.0%
Department Total	679.50	689.00	683.50	695.00	6.00	0.9%
180 Finance						
100 General	39.00	40.00	38.00	37.00	(3.00)	-7.5%
Department Total	39.00	40.00	38.00	37.00	(3.00)	-7.5%

Personnel Summary by Department and Fund (continued)

Department/Fund	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
190 County Attorney						
100 General	849. 48	877. 73	875. 73	886. 23	8. 50	1.0%
219 County Attorney Grants	59. 00	62. 00	62. 00	62. 00	-	0.0%
220 Diversion	29. 00	29. 00	29. 00	29. 00	-	0.0%
221 County Attorney Fill the Gap	25. 00	24. 00	24. 00	24. 00	-	0.0%
266 Check Enforcement Program	2. 00	2. 00	2. 00	2. 00	-	0.0%
267 Criminal Justice Enhancement	20. 00	19. 00	19. 00	19. 00	-	0.0%
Department Total	984.48	1,013.73	1,011.73	1,022.23	8.50	0.8%
200 County Manager						
100 General	18. 00	21. 00	17. 00	21. 00	-	0.0%
Department Total	18.00	21.00	17.00	21.00	-	0.0%
210 Elections						
100 General	52. 00	57. 00	52. 00	28. 00	(29.00)	-50.9%
Department Total	52.00	57.00	52.00	28.00	(29.00)	-50.9%
220 Human Services						
100 General	1. 00	15. 00	15. 00	15. 00	-	0.0%
217 CDBG Housing Trust	5. 00	5. 25	5. 00	6. 00	0. 75	14.3%
222 Human Services Grants	392. 50	338. 75	337. 00	337. 00	(1.75)	-0.5%
Department Total	398.50	359.00	357.00	358.00	(1.00)	-0.3%
230 Internal Audit						
100 General	17. 75	19. 01	17. 75	17. 95	(1.06)	-5.6%
Department Total	17.75	19.01	17.75	17.95	(1.06)	-5.6%
240 Justice Courts						
100 General	332. 50	337. 00	337. 00	337. 00	-	0.0%
204 Justice Court Judicial Enhancement	4. 00	3. 00	3. 00	3. 00	-	0.0%
Department Total	336.50	340.00	340.00	340.00	-	0.0%
250 Contables						
100 General	36. 00	37. 00	37. 00	37. 00	-	0.0%
Department Total	36.00	37.00	37.00	37.00	-	0.0%
260 Correctional Health						
100 General	15. 50	16. 00	16. 00	16. 00	-	0.0%
255 Detention Operations	459. 50	464. 95	467. 75	469. 95	5. 00	1.1%
Department Total	475.00	480.95	483.75	485.95	5.00	1.0%
270 Juvenile Probation						
100 General	273. 00	260. 00	260. 00	250. 00	(10.00)	-3.8%
227 Juvenile Probation Grants	53. 00	39. 00	39. 00	39. 00	-	0.0%
255 Detention Operations	373. 10	365. 60	365. 60	365. 60	-	0.0%
275 Juvenile Probation Diversion	4. 00	4. 00	4. 00	4. 00	-	0.0%
Department Total	703.10	668.60	668.60	658.60	(10.00)	-1.5%
290 Medical Examiner						
100 General	87. 50	97. 00	96. 00	100. 00	3. 00	3.1%
Department Total	87.50	97.00	96.00	100.00	3.00	3.1%
300 Parks and Recreation						
100 General	-	-	-	3. 50	3. 50	N/A
225 Spur Cross Ranch Conservation	2. 00	2. 00	2. 00	1. 58	(0.42)	-21.0%
239 Parks Souvenir	2. 00	-	-	0. 68	0. 68	N/A
240 Lake Pleasant Recreation Services	27. 00	29. 00	29. 00	27. 00	(2.00)	-6.9%
241 Parks Enhancement	46. 75	50.5	50.5	48.74	-1.76	-3.5%
Department Total	77.75	81.50	81.50	81.50	-	0.0%

Personnel Summary by Department and Fund (continued)

Department/Fund		FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance Var %	
310 Human Resources							
100	General	46. 00	47. 00	46. 00	47. 00	-	0.0%
Department Total		46.00	47.00	46.00	47.00	-	0.0%
340 Public Fiduciary							
100	General	43. 80	48. 00	48. 00	48. 00	-	0.0%
Department Total		43.80	48.00	48.00	48.00	-	0.0%
360 Recorder							
100	General	29. 00	28. 00	29. 00	61. 00	33. 00	117.9%
236	Recorders Surcharge	27. 00	26. 00	28. 00	26. 00	-	0.0%
Department Total		56.00	54.00	57.00	87.00	33.00	61.1%
370 Education Service							
100	General	24. 00	22. 00	24. 00	23. 00	1. 00	4.5%
255	Detention Operations	-	8. 00	8. 00	8. 00	-	0.0%
669	Small School Service	1. 00	1. 00	1. 00	1. 00	-	0.0%
715	School Grants	105. 50	87. 49	85. 49	69. 49	(18.00)	-20.6%
782	School Communication	6. 00	11. 00	10. 00	12. 00	1. 00	9.1%
790	Educational Supplemental Program	-	-	-	8. 00	8. 00	N/A
795	Educational Supplemental Program	8. 00	8. 00	8. 00	-	(8.00)	-100.0%
Department Total		144.50	137.49	136.49	121.49	(16.00)	-11.6%
390 Employee Benefits and Health							
100	General	4. 00	3. 00	3. 00	3. 00	-	0.0%
532	Public Health Grants	11. 00	10. 50	11. 50	11. 50	1. 00	9.5%
615	Wellness	6. 00	6. 00	6. 00	6. 00	-	0.0%
618	Benefits Administration	17. 50	16. 00	16. 00	16. 00	-	0.0%
Department Total		38.50	35.50	36.50	36.50	1.00	2.8%
410 Enterprise Technology							
100	General	159. 00	157. 50	158. 50	137. 33	(20.17)	-12.8%
681	Telecommunications	57. 00	56. 00	55. 00	77. 66	21. 66	38.7%
Department Total		216.00	213.50	213.50	214.99	1.49	0.7%
420 Integrated Crim Justice Info							
255	Detention Operations	6. 00	6. 00	6. 00	6. 00	-	0.0%
Department Total		6.00	6.00	6.00	6.00	-	0.0%
430 Treasurer							
100	General	55. 00	61. 00	64. 00	64. 00	3. 00	4.9%
Department Total		55.00	61.00	64.00	64.00	3.00	4.9%
440 Planning and Development							
226	Planning and Development Fees	80. 00	87. 60	83. 60	87. 60	-	0.0%
Department Total		80.00	87.60	83.60	87.60	-	0.0%
490 Budget Office							
100	General	19. 00	18. 00	18. 00	16. 00	(2.00)	-11.1%
Department Total		19.00	18.00	18.00	16.00	(2.00)	-11.1%
500 Sheriff							
100	General	1, 174.75	1, 221.60	1, 221.60	1, 221.60	-	0.0%
251	Sheriff Grants	27. 00	24. 00	24. 00	24. 00	-	0.0%
252	Inmate Services	134. 00	126. 00	126. 00	108. 00	(18.00)	-14.3%
255	Detention Operations	2, 533.00	2, 454.00	2, 455.00	2, 455.00	1. 00	0.0%
258	Sheriff Towing and Impound	2. 00	2. 00	2. 00	2. 00	-	0.0%
Department Total		3,870.75	3,827.60	3,828.60	3,810.60	(17.00)	-0.4%

Personnel Summary by Department and Fund (continued)

Department/Fund	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted	
					Variance	Var %
PDS Public Defense System						
100 General	792. 77	842. 34	837. 04	844. 59	2. 25	0.3%
209 Public Defender Training	3. 00	3. 00	3. 00	3. 00	-	0.0%
233 Public Defender Grants	2. 00	1. 54	1. 54	2. 29	0. 75	48.7%
262 Public Defender Fill the Gap	9. 00	9. 00	9. 00	9. 00	-	0.0%
Department Total	806.77	855.88	850.58	858.88	3.00	0.4%
640 Transportation						
232 Transportation Operations	416. 00	425. 00	423. 00	423. 00	(2.00)	-0.5%
Department Total	416.00	425.00	423.00	423.00	(2.00)	-0.5%
670 Waste Resources and Recycling						
100 General	20. 00	20. 00	20. 00	20. 00	-	0.0%
290 Waste Tire	2. 00	2. 00	2. 00	2. 00	-	0.0%
Department Total	22.00	22.00	22.00	22.00	-	0.0%
700 Facilities Management						
100 General	165. 00	187. 00	218. 00	136. 00	(51.00)	-27.3%
255 Detention Operations	32. 00	32. 00	32. 00	33. 00	1. 00	3.1%
Department Total	197.00	219.00	250.00	169.00	(50.00)	-22.8%
720 Protective Services						
100 General	73. 50	-	-	-	-	N/A
Department Total	73.50	-	-	-	-	N/A
730 Procurement Services						
100 General	30. 50	26. 50	27. 50	26. 50	-	0.0%
673 Reprographics	9. 00	-	2. 00	-	-	N/A
Department Total	39.50	26.50	29.50	26.50	-	0.0%
740 Equipment Services						
654 Equipment Services	54. 00	54. 00	59. 00	54. 00	-	0.0%
Department Total	54.00	54.00	59.00	54.00	-	0.0%
750 Risk Management						
675 Risk Management	30. 75	32. 25	31. 75	32. 75	0. 50	1.6%
Department Total	30.75	32.25	31.75	32.75	.50	1.6%
780 Real Estate						
100 General	-	-	-	30. 00	30. 00	N/A
Department Total	-	-	-	30.00	30.00	N/A
790 Animal Care and Control						
572 Animal Control License/Shelter	119. 00	126. 50	131. 00	134. 92	8. 42	6.7%
574 Animal Control Field Operations	50. 00	48. 00	48. 00	50. 08	2. 08	4.3%
Department Total	169.00	174.50	179.00	185.00	10.50	6.0%
800 Superior Court						
100 General	1, 177.60	1, 188.10	1, 187.10	1, 187.10	(1.00)	-0.1%
208 Judicial Enhancement	6. 00	6. 00	6. 00	6. 00	-	0.0%
238 Superior Court Grants	26. 00	34. 00	33. 00	32. 00	(2.00)	-5.9%
256 Probate Fees	1. 00	-	-	-	-	N/A
261 Law Library Fees	3. 00	3. 00	3. 00	3. 00	-	0.0%
264 Superior Court Fill the Gap	30. 00	32. 00	32. 00	32. 00	-	0.0%
Department Total	1,243.60	1,263.10	1,261.10	1,260.10	(3.00)	-0.2%
850 Air Quality						
503 Air Quality Grants	21. 00	14. 75	14. 00	14. 75	-	0.0%
504 Air Quality Fees	124. 12	128. 90	128. 65	127. 90	(1.00)	-0.8%
Department Total	145.12	143.65	142.65	142.65	(1.00)	-0.7%

Personnel Summary by Department and Fund (continued)

Department/Fund		FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance Var %	
860 Public Health							
100	General	145. 25	144. 25	144. 25	145. 25	1. 00	0.7%
265	Public Health Fees	60. 00	63. 00	63. 00	62. 00	(1.00)	-1.6%
532	Public Health Grants	427. 75	413. 50	414. 50	410. 50	(3.00)	-0.7%
Department Total		633.00	620.75	621.75	617.75	(3.00)	-0.5%
880 Environmental Services							
100	General	46. 00	45. 00	45. 00	45. 00	-	0.0%
506	Environmental Services Environmental Health	242. 00	233. 00	234. 00	234. 00	1. 00	0.4%
Department Total		288.00	278.00	279.00	279.00	1.00	0.4%
920 Deputy Counter Manager 920							
100	General Fund	12. 00	10. 00	12. 00	-	(10.00)	-100.0%
Department Total		12.00	10.00	12.00	-	(10.00)	(100.0%)
930 Deputy County Manager 930							
226	Planning and Development Fees	16. 00	15. 00	15. 00	15. 00	-	0.0%
Department Total		16.00	15.00	15.00	15.00	-	0.0%
940 Assistant County manager 940							
100	General	5. 00	5. 00	5. 00	5. 00	-	0.0%
Department Total		5.00	5.00	5.00	5.00	-	0.0%
950 Assistant County Manager 950							
100	General	3. 00	5. 00	4. 00	9. 00	4. 00	80.0%
249	Non-Departmental Grants	1. 00	1. 00	1. 00	1. 00	-	0.0%
255	Detention Operations	4. 00	4. 00	4. 00	4. 00	-	0.0%
Department Total		8.00	10.00	9.00	14.00	4.00	40.0%
960 Assistant County Manager 960							
572	Animal Control License Shelter	2. 00	-	-	-	-	N/A
Department Total		2.00	-	-	-	-	N/A
County		14,171.65	14,150.91	14,158.65	14,151.33	0.42	0.0%

Personnel Summary by Market Range Title

Market Range Title	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
Accountant	48.50	51.00	50.50	47.50	(3.50)	-6.9%
Accounting Specialist	87.00	86.00	85.00	86.00	-	0.0%
Accounting Specialist Supv	1.00	1.00	1.00	1.00	-	0.0%
Admin & Operations Mgr	1.00	-	-	-	-	N/A
Admin/Operations Specialist	189.99	213.00	218.00	205.00	(8.00)	-3.8%
Administrative Assistant	-	-	-	1.00	1.00	N/A
Administrative Manager	9.00	12.00	11.00	12.00	-	0.0%
Administrative Services Manager	4.00	5.00	5.00	5.00	-	0.0%
Administrative Staff Supv	36.00	24.00	24.00	24.00	-	0.0%
Administrative Supervisor	53.00	48.00	50.00	47.00	(1.00)	-2.1%
Administrator	11.00	12.00	12.00	13.00	1.00	8.3%
Air Instrument Technician	-	9.00	9.00	9.00	-	0.0%
Air Instrument Technician Sr	-	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	3.00	3.00	3.00	3.00	-	0.0%
Air Quality Enforcement Spec	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Eng Supv	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Engineer	-	3.00	3.00	3.00	-	0.0%
Air Quality Managing Supv	-	1.00	1.00	1.00	-	0.0%
Air Quality Operations Supervisor	1.00	-	-	-	-	N/A
Air Quality Planner	7.75	2.75	2.75	2.75	-	0.0%
Air Quality Planner Senior	-	4.00	4.00	4.00	-	0.0%
Air Quality Planning Supv	2.00	3.00	3.00	3.00	-	0.0%
Air Quality Policy Advisor	1.00	1.00	1.00	1.00	-	0.0%
Air Quality Specialist	30.38	29.40	29.40	29.40	-	0.0%
Air Quality Specialist Senior	9.00	11.00	11.00	11.00	-	0.0%
Air Quality Specialist Supv	7.00	7.00	7.00	7.00	-	0.0%
Animal Care & Control Manager	2.00	3.00	3.00	3.00	-	0.0%
Animal Care Supervisor	2.00	4.00	4.00	3.00	(1.00)	-25.0%
Animal Care Technician	41.00	42.00	41.00	51.26	9.26	22.0%
Animal Care Technician Lead	3.00	8.00	7.00	7.00	(1.00)	-12.5%
Animal Control Officer	32.00	31.00	31.00	30.00	(1.00)	-3.2%
Animal Control Officer Lead	3.00	-	-	-	-	N/A
Animal Control Sergeant	-	3.00	3.00	3.00	-	0.0%
Animal Control Supervisor	2.00	2.00	2.00	2.00	-	0.0%
Animal Health Supervisor	1.00	1.00	1.00	1.00	-	0.0%
Animal Health Technician	13.00	16.00	16.00	18.00	2.00	12.5%
Animal Health Technician Lead	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	16.00	12.00	12.00	12.00	-	0.0%
Applications Development Supv	4.00	8.00	8.00	8.00	-	0.0%
Appraiser	78.00	79.00	82.00	81.50	2.50	3.2%
Appraiser Assistant Chief	-	-	1.00	-	-	N/A
Appraiser Chief	2.00	-	-	-	-	N/A
Appraiser Manager	8.00	4.00	4.00	4.00	-	0.0%
Appraiser Senior	16.00	15.00	15.00	15.00	-	0.0%
Appraiser Supervisor	18.00	21.00	20.00	20.00	(1.00)	-4.8%
Appraiser Trainee	26.00	18.00	16.00	16.00	(2.00)	-11.1%
Assistant County Manager	3.00	2.00	2.00	2.00	-	0.0%
Assistant Medical Director	1.00	1.00	1.00	1.00	-	0.0%
Atmospheric Science Pro	1.00	1.00	1.00	1.00	-	0.0%
Attorney	754.75	773.73	773.93	776.22	2.49	0.3%
Attorney - Civil Practice Mgr	5.00	5.00	5.00	5.00	-	0.0%
Attorney - Senior Counsel	14.00	15.00	15.00	15.00	-	0.0%
Attorney - Sr Law Researcher	7.00	9.00	7.00	7.00	(2.00)	-22.2%
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	120.60	124.00	124.00	124.00	-	0.0%

Personnel Summary by Market Range Title (continued)

Market Range Title	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
Bd of Supvr's Chief of Staff	5.00	5.00	5.00	5.00	-	0.0%
Benefits Specialist - County	3.00	2.00	2.00	2.00	-	0.0%
Benefits Vendor Relations Mgr	1.00	1.00	1.00	1.00	-	0.0%
Budget Administrator	1.00	1.00	1.00	1.00	-	0.0%
Budget Analyst	8.00	9.00	9.00	9.00	-	0.0%
Budget Analyst Senior	3.00	2.00	2.00	-	(2.00)	-100.0%
Budget Supervisor	3.00	3.00	3.00	3.00	-	0.0%
Business/Systems Analyst	37.00	43.48	42.48	43.48	-	0.0%
Business/Systems Analyst-Sr/Ld	26.00	32.00	33.00	31.00	(1.00)	-3.1%
Call Center Supervisor	2.00	2.00	2.00	2.00	-	0.0%
Call Ctr Representative	18.00	17.00	17.00	17.00	-	0.0%
Call Ctr Representative Lead	4.00	4.00	4.00	4.00	-	0.0%
CASA Coordinator	6.00	11.00	11.00	11.00	-	0.0%
Chaplain	4.00	4.00	4.00	4.00	-	0.0%
Chemical Applications Tech	-	25.00	25.00	25.00	-	0.0%
Chief Appraiser - Assessor	-	1.00	1.00	1.00	-	0.0%
Chief Deputy - Assessor	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Clerk of Court	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - County Attorney	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Recorder	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Schools	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Sheriff	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Treasurer	1.00	1.00	1.00	1.00	-	0.0%
Chief Informatn Security Ofcr	-	1.00	1.00	1.00	-	0.0%
Chief Medical Examiner	1.00	1.00	1.00	1.00	-	0.0%
Chief Technology Officer	1.00	1.00	1.00	1.00	-	0.0%
Chief Veterinarian	1.00	1.00	1.00	1.00	-	0.0%
CHS Legal Services Manager	3.00	1.00	1.00	1.00	-	0.0%
Claims Adjuster	1.00	1.00	1.00	1.00	-	0.0%
Claims Adjuster Lead	4.00	-	-	-	-	N/A
Claims Adjuster Senior	-	4.00	4.00	4.00	-	0.0%
Clerk of Board Assistant	1.00	1.00	1.00	1.00	-	0.0%
Clerk of Board Specialist	1.00	1.00	1.00	1.00	-	0.0%
Clerk of Board Supervisor	2.00	2.00	2.00	2.00	-	0.0%
Co Pol/Compliance/PrgAdvoc Dir	1.00	1.00	1.00	-	(1.00)	-100.0%
Code Enforcement Officer	5.00	5.00	5.00	5.00	-	0.0%
Collections Supervisor	3.00	3.00	3.00	3.00	-	0.0%
Collector	19.00	20.00	20.00	20.00	-	0.0%
Communicable Disease Investigator	28.00	-	-	-	-	N/A
Communicable Disease Invstr Sr	-	4.00	4.00	6.00	2.00	50.0%
Communicable Disease Supervisor	6.00	-	-	-	-	N/A
Communications Department Ofcr	-	2.00	2.00	2.00	-	0.0%
Communications Manager-County	1.00	1.00	1.00	1.00	-	0.0%
Communications Officer Sr-Cnty	-	1.00	1.00	1.00	-	0.0%
Communications Officer Supervisor	1.00	-	-	-	-	N/A
Communicatn Ofcr/Govt Liaison	26.00	34.00	28.00	33.74	(0.26)	-0.8%
Communicatn Officer Supervisor	5.00	9.00	7.00	8.00	(1.00)	-11.1%
Communicatns Mgr-Crim Justice	4.00	4.00	4.00	4.00	-	0.0%
Community Development Coord	4.00	4.00	4.00	4.00	-	0.0%
Community Justice Coordinator	-	6.00	6.00	6.00	-	0.0%
Compensation Analyst	3.00	3.00	3.00	3.00	-	0.0%
Computer Forensic Specialist	3.00	3.00	3.00	3.00	-	0.0%
Computer Operator	11.00	5.00	6.00	6.00	1.00	20.0%
Computer Operator - Sr/Ld	5.00	1.00	1.00	1.00	-	0.0%
Conference Officer	13.00	13.00	13.00	13.00	-	0.0%
Construction Maintenance Supv	9.00	9.00	9.00	9.00	-	0.0%
Counseling Supervisor	2.00	3.00	3.00	3.00	-	0.0%
Counselor	34.00	27.00	27.00	23.00	(4.00)	-14.8%

Personnel Summary by Market Range Title (continued)

Market Range Title	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
County Attorney Special Asst	4.00	4.00	4.00	4.00	-	0.0%
County Manager	1.00	1.00	1.00	1.00	-	0.0%
County Mgr's Chief of Staff	1.00	1.00	1.00	-	(1.00)	-100.0%
County Mgr's Special Assistant	-	1.00	-	1.00	-	0.0%
County Privacy Officer	-	1.00	1.00	-	(1.00)	-100.0%
Court Commissioner	61.00	62.00	62.00	62.00	-	0.0%
Court Conciliator	14.00	25.00	25.00	25.00	-	0.0%
Court Interpreter	34.00	33.00	33.00	33.00	-	0.0%
Court Interpreter Manager	-	2.00	2.00	2.00	-	0.0%
Court Interpreter Supervisor	3.00	3.00	3.00	3.00	-	0.0%
Court Probate Investigator	6.00	6.00	6.00	6.00	-	0.0%
Court Probate Investigator Sr	-	1.00	1.00	1.00	-	0.0%
Court Reporter	50.50	50.50	50.50	50.50	-	0.0%
Court Reporter Lead	1.00	1.00	1.00	1.00	-	0.0%
Court Reporter Manager	1.00	1.00	1.00	1.00	-	0.0%
Courtroom Clerk Senior/Lead	-	10.00	10.00	10.00	-	0.0%
Courtroom Clerk	220.00	214.50	215.00	213.50	(1.00)	-0.5%
Courtroom Services Supervisor	15.00	15.00	15.00	15.00	-	0.0%
Crew Leader	15.00	15.00	15.00	15.00	-	0.0%
Crime Scene Specialist	30.00	7.00	7.00	7.00	-	0.0%
Crime Scene Specialist Senior	-	3.00	3.00	3.00	-	0.0%
Crime Scene Supervisor	4.00	3.00	3.00	3.00	-	0.0%
Criminal Intelligence Analyst	9.00	7.00	7.00	8.00	1.00	14.3%
Criminal Intelligence Supv	-	1.00	-	-	(1.00)	-100.0%
Custodial Manager	1.00	1.00	1.00	1.00	-	0.0%
Custodial Supervisor	5.00	6.00	5.00	5.00	(1.00)	-16.7%
Custodian	35.00	34.00	35.00	35.00	1.00	2.9%
Data Architect	2.00	2.00	2.00	2.00	-	0.0%
Database Administrator	8.00	7.00	8.00	7.00	-	0.0%
Database Administrator - Senior/Lead	1.00	-	-	-	-	N/A
Database Administrator - Sr/Ld	11.00	11.00	11.00	10.49	(0.51)	-4.6%
Database Report Writer Analyst	5.00	2.00	4.00	3.00	1.00	50.0%
Dental Assistant	-	3.00	3.00	3.00	-	0.0%
Dental Hygienist	1.00	1.00	1.00	1.00	-	0.0%
Dentist	2.00	1.00	1.00	1.00	-	0.0%
Dentist (Chief)	1.00	1.00	1.00	1.00	-	0.0%
Department Facilities Planner	3.00	3.00	3.00	3.00	-	0.0%
Deputy Administrator - BOS	4.63	4.88	4.88	4.88	-	0.0%
Deputy Chief Medical Examiner	1.00	1.00	1.00	1.00	-	0.0%
Deputy Constable	8.00	8.00	8.00	8.00	-	0.0%
Deputy County Manager	2.00	2.00	2.00	1.00	(1.00)	-50.0%
Deputy Director - Air Quality	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Animal C & C	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Budget	2.00	1.00	2.00	2.00	1.00	100.0%
Deputy Director - Clk of Board	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Clk of Court	3.00	3.00	3.00	3.00	-	0.0%
Deputy Director - Elections	1.00	-	1.00	-	-	N/A
Deputy Director - Env Svcs	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Finance	1.00	-	1.00	-	-	N/A
Deputy Director - Human Res	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Justice Courts	1.00	-	-	-	-	N/A
Deputy Director - Lgl Defense	3.00	4.00	4.00	4.00	-	0.0%
Deputy Director - MaterialsMgt	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 - Ping & Devel	2.00	2.00	2.00	2.00	-	0.0%
Deputy Director - Probation	6.50	6.50	6.50	6.50	-	0.0%
Deputy Director - Public Hlth	1.00	1.00	1.00	1.00	-	0.0%

Personnel Summary by Market Range Title (continued)

Market Range Title	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
Deputy Director - Risk Mgmt	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Superior Crt	7.00	8.00	8.00	8.00	-	0.0%
Detention Ofcr Supv -Probation	26.00	26.00	26.00	26.00	-	0.0%
Detention Officer	1,977.00	1,895.00	1,896.00	1,893.00	(2.00)	-0.1%
Detention Officer - Probation	220.10	217.60	217.60	217.60	-	0.0%
Detention Officer Captain	13.00	13.00	13.00	13.00	-	0.0%
Detention Officer Lieutenant	71.00	70.00	70.00	70.00	-	0.0%
Detention Officer Sergeant	208.00	215.00	214.00	216.00	1.00	0.5%
Development Svcs Specialist	-	5.00	5.00	5.00	-	0.0%
Development Svcs Supervisor	7.00	8.00	8.00	8.00	-	0.0%
Development Svcs Technician	91.93	70.53	70.53	70.53	-	0.0%
Development Svcs Technician Ld	-	17.00	15.00	16.00	(1.00)	-5.9%
Development Svcs Technician Sr	-	29.50	29.50	29.50	-	0.0%
Dietetic Technician	-	46.00	28.00	46.00	-	0.0%
Dietitian	35.35	31.25	31.25	31.25	-	0.0%
Dietitian Lead	-	5.00	5.00	5.00	-	0.0%
Dietitian Principal	1.00	1.00	1.00	1.00	-	0.0%
Dietitian Supervisor	3.00	3.00	3.00	3.00	-	0.0%
Dietitian/Nutritionist	1.00	-	-	-	-	N/A
Director - Air Quality	1.00	1.00	1.00	1.00	-	0.0%
Director - Animal Care & Ctrl	-	1.00	1.00	1.00	-	0.0%
Director - Budget	-	1.00	-	-	(1.00)	N/A
Director - Bus Strats/HC Prgms	1.00	1.00	1.00	1.00	-	0.0%
Director - Clerk of the Board	1.00	1.00	1.00	1.00	-	0.0%
Director - Communications	1.00	1.00	1.00	1.00	-	0.0%
Director - Correctional Health	1.00	1.00	1.00	1.00	-	0.0%
Director - Elections	1.00	1.00	1.00	-	(1.00)	-100.0%
Director - Emergency Mgt	1.00	1.00	1.00	1.00	-	0.0%
Director - Environmental Svcs	1.00	1.00	1.00	1.00	-	0.0%
Director - Equipment Services	1.00	1.00	1.00	1.00	-	0.0%
Director - Facilities Mgt	1.00	1.00	1.00	1.00	-	0.0%
Director - Finance	-	1.00	-	1.00	-	0.0%
Director - GIS	1.00	1.00	1.00	1.00	-	0.0%
Director - Govt Relations	1.00	1.00	1.00	1.00	-	0.0%
Director - Human Resources	-	1.00	-	1.00	-	0.0%
Director - Human Services	1.00	1.00	1.00	1.00	-	0.0%
Director - Internal Audit	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	4.00	4.00	4.00	4.00	-	0.0%
Director - Materials Mgt	1.00	1.00	1.00	1.00	-	0.0%
Director - Medical Examiner	1.00	1.00	1.00	1.00	-	0.0%
Director - Parks & Recreation	1.00	1.00	1.00	1.00	-	0.0%
Director - Plng & Development	1.00	1.00	1.00	1.00	-	0.0%
Director - Probation	2.00	2.00	2.00	2.00	-	0.0%
Director - Protective Services	1.00	-	-	-	-	N/A
Director - Public Defense Svcs	1.00	1.00	1.00	1.00	-	0.0%
Director - Public Fiduciary	1.00	1.00	1.00	1.00	-	0.0%
Director - Public Health	1.00	1.00	1.00	1.00	-	0.0%
Director - Risk Management	1.00	1.00	1.00	1.00	-	0.0%
Director - STAR Call Center	1.00	1.00	1.00	2.00	1.00	100.0%
Director - Superior Court	1.00	1.00	1.00	1.00	-	0.0%
Director - Transportation	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	8.00	8.00	8.00	8.00	-	0.0%
Duty Plant Operator	4.00	4.00	4.00	4.00	-	0.0%
Economic Development Officer	-	1.00	-	1.00	-	0.0%
Education Manager - Detention	2.00	2.00	2.00	2.00	-	0.0%
Education Program Aide	5.50	-	-	-	-	N/A
Education Svc Assistant Supt	3.00	3.00	3.00	3.00	-	0.0%

Personnel Summary by Market Range Title (continued)

Market Range Title	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
Education Svc Finance Coord	1.00	1.00	1.00	1.00	-	0.0%
Education Svc Finance Mgr	1.00	1.00	1.00	1.00	-	0.0%
Education Svc Peer Evaluator	44.00	35.00	35.00	24.00	(11.00)	-31.4%
Education Svc Program Coord	16.50	18.00	17.00	17.00	(1.00)	-5.6%
Education Svc Program Manager	28.00	29.00	27.00	29.00	-	0.0%
Educator	39.00	57.00	57.00	55.00	(2.00)	-3.5%
Educator - Detention	27.00	24.00	24.00	23.00	(1.00)	-4.2%
Educator Assistant	35.00	32.00	32.00	32.00	-	0.0%
Educator Bachelor's	65.00	6.00	6.00	8.00	2.00	33.3%
Educator Coordinator	32.00	33.00	33.00	33.00	-	0.0%
Educator Supervisor-Detention	2.00	4.00	4.00	4.00	-	0.0%
Elected	38.00	38.00	38.00	38.00	-	0.0%
Electrician	12.00	12.00	12.00	12.00	-	0.0%
Electronic Technician	2.00	1.00	1.00	1.00	-	0.0%
Electronic Technician Senior	8.00	9.00	9.00	11.00	2.00	22.2%
Emergency Communication Mgr	1.00	1.00	1.00	1.00	-	0.0%
Emergency Dispatch Supervisor	7.00	7.00	7.00	7.00	-	0.0%
Emergency Dispatcher	35.00	35.00	35.00	35.00	-	0.0%
Emergency Operator	6.00	6.00	6.00	6.00	-	0.0%
Emergency Services Planner	10.50	10.00	10.00	10.00	-	0.0%
Emergency Services Planner Sr	1.00	1.00	1.00	1.00	-	0.0%
Emergency Svcs Planning Supv	2.00	2.00	2.00	2.00	-	0.0%
Employee Records Specialist	2.50	2.00	2.00	2.00	-	0.0%
Employee Records Supervisor	1.00	1.00	1.00	1.00	-	0.0%
Employee Relations Analyst-Cty	4.00	4.00	4.00	4.00	-	0.0%
Engineer	42.00	39.00	41.00	40.00	1.00	2.6%
Engineer - Air Quality	3.00	-	-	-	-	N/A
Engineer Associate Senior	-	3.00	-	3.00	-	0.0%
Engineer Senior	-	3.00	1.00	2.00	(1.00)	-33.3%
Engineering Associate	32.00	31.00	32.00	31.00	-	0.0%
Engineering Drainage Manager	1.00	1.00	1.00	1.00	-	0.0%
Engineering Manager	5.00	5.00	5.00	4.00	(1.00)	-20.0%
Engineering Specialist	18.00	22.00	23.00	22.00	-	0.0%
Engineering Supervisor	10.00	10.00	10.00	10.00	-	0.0%
Engineering Support Branch Mgr	2.00	4.00	4.00	3.00	(1.00)	-25.0%
Engineering Technician	22.00	18.00	18.00	17.00	(1.00)	-5.6%
Enterprise Architect	9.00	10.00	9.00	10.00	-	0.0%
Environmental Enforcement Spec	5.00	5.00	5.00	5.00	-	0.0%
Environmental Spec Trainee	1.00	16.00	16.00	16.00	-	0.0%
Environmental Specialist	125.00	123.00	123.00	123.00	-	0.0%
Environmental Specialist Sr	-	3.00	3.00	3.00	-	0.0%
Environmental Specialist Supv	28.00	27.00	27.00	27.00	-	0.0%
Environmental Specialist Trainee	15.00	-	-	-	-	N/A
Environmental Svcs Div Mgr	3.00	3.00	3.00	3.00	-	0.0%
Environmental Svcs Mnging Supv	-	7.00	7.00	7.00	-	0.0%
Environmental Svcs Operations Supv	7.00	-	-	-	-	N/A
Epidemiologist	14.00	15.00	17.00	14.00	(1.00)	-6.7%
Epidemiologist Principal	1.00	1.00	1.00	1.00	-	0.0%
Epidemiologist Senior	5.00	8.00	6.00	8.00	-	0.0%
Epidemiology Analyst	4.00	4.00	5.00	5.00	1.00	25.0%
Epidemiology Manager	1.00	1.00	1.00	1.00	-	0.0%
Epidemiology Supervisor	2.00	2.00	2.00	2.00	-	0.0%
Equipment Operator	68.00	67.00	67.00	68.00	1.00	1.5%
Equipment Svcs Administrator	1.00	1.00	1.00	1.00	-	0.0%
Ergonomist - County	2.00	2.00	2.00	2.00	-	0.0%
Exec Assistant to Director	17.00	18.00	18.00	18.00	-	0.0%
Exec Asst to Elected Official	10.00	10.00	9.00	10.00	-	0.0%
Exec Asst to Executive Officer	5.00	3.00	4.00	3.00	-	0.0%

Personnel Summary by Market Range Title (continued)

Market Range Title	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
Executive Assistant	3.00	-	-	-	-	N/A
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	9.00	9.00	9.00	-	0.0%
Facil Capital Project Mgr Sr	8.00	8.00	8.00	8.00	-	0.0%
Facil Contract Service Monitor	4.00	4.00	4.00	4.00	-	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 Planner	5.00	5.00	5.00	5.00	-	0.0%
Facilities Planning Div Mgr	1.00	1.00	1.00	1.00	-	0.0%
Facilities Project Manager	5.00	4.00	4.00	4.00	-	0.0%
Facilities Project Manager Supervisor	1.00	-	-	-	-	N/A
Family Court Case Manager	-	6.00	6.00	6.00	-	0.0%
Fiduciary	23.80	24.00	24.00	24.00	-	0.0%
Fiduciary Benefits Specialist	2.00	2.00	2.00	2.00	-	0.0%
Fiduciary Senior	-	3.00	3.00	3.00	-	0.0%
Fiduciary Supervisor	5.00	5.00	5.00	5.00	-	0.0%
Field Operations Supervisor	17.00	14.00	14.00	14.00	-	0.0%
Finan Compliance Admin - Cnty	1.00	-	-	-	-	N/A
Finan/Business Analyst -County	19.00	18.00	18.00	15.00	(3.00)	-16.7%
Finance Manager	10.75	9.50	8.50	8.50	(1.00)	-10.5%
Finance Manager - County	4.00	4.00	4.00	4.00	-	0.0%
Finance Manager - Large	12.00	13.00	14.00	14.00	1.00	7.7%
Finance Manager - Sheriff	1.00	1.00	1.00	1.00	-	0.0%
Finance Supervisor - County	4.00	5.00	5.00	5.00	-	0.0%
Finance Support Supervisor	13.00	13.00	14.00	14.00	1.00	7.7%
Finance/Business Analyst	29.00	27.00	28.00	25.00	(2.00)	-7.4%
Fingerprint Analyst	16.00	16.00	16.00	16.00	-	0.0%
Fingerprint and Record Manager	-	1.00	1.00	1.00	-	0.0%
Fingerprint Manager	-	1.00	1.00	1.00	-	0.0%
Fingerprint Supervisor	3.00	2.00	2.00	2.00	-	0.0%
Fingerprint Technician	14.00	14.00	14.00	14.00	-	0.0%
Fleet Automotive Technician	17.00	-	-	-	-	N/A
Fleet Heavy Equipment Technician	13.00	-	-	-	-	N/A
Fleet Maintenance Manager	-	1.00	1.00	1.00	-	0.0%
Fleet Management Supervisor	-	1.00	1.00	1.00	-	0.0%
Fleet Parts Specialist	3.00	3.00	3.00	3.00	-	0.0%
Fleet Technician Supervisor	2.00	-	-	-	-	N/A
Food Services Assistant Mgr	1.00	1.00	1.00	1.00	-	0.0%
Food Services Manager	13.00	2.00	2.00	2.00	-	0.0%
Food Services Shift Supervisor	12.00	13.00	13.00	13.00	-	0.0%
Food Services Supervisor	2.00	2.00	2.00	2.00	-	0.0%
Food Services Worker	39.00	45.00	45.00	45.00	-	0.0%
Forensic Anthropologist	0.75	0.75	0.75	0.75	-	0.0%
Forensic Chemist	7.00	7.00	7.00	7.00	-	0.0%
Forensic Chemist Senior	1.00	1.00	1.00	1.00	-	0.0%
Forensic Chemist Supervisor	1.00	1.00	1.00	2.00	1.00	100.0%
Forensic Odontologist	0.75	0.75	0.75	0.75	-	0.0%
Forensic Services Supervisor	1.00	1.00	1.00	1.00	-	0.0%
Forensic Technician	9.00	10.00	10.00	10.00	-	0.0%
Forensic Technician Senior	-	1.00	1.00	1.00	-	0.0%
General Laborer	42.00	37.00	36.00	36.00	(1.00)	-2.7%
General Maintenance Worker	49.00	48.00	48.00	48.00	-	0.0%
GIS Programmer/Analyst	17.00	14.00	14.00	14.00	-	0.0%
GIS Programmer/Analyst - Sr/Ld	3.00	6.00	6.00	6.00	-	0.0%
GIS Technician	25.50	27.50	27.50	27.50	-	0.0%
Grant/Contract Admin Supervisor	1.00	-	-	-	-	N/A
Grant/Contract Admin Supv	2.00	2.00	2.00	2.00	-	0.0%

Personnel Summary by Market Range Title (continued)

Market Range Title	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
Grant/Contract Administrator	16.00	15.00	15.00	15.00	-	0.0%
Grant-Contract Administrator	2.00	-	-	-	-	N/A
Head Start Family Support Spec	-	21.00	21.00	21.00	-	0.0%
Head Start Professnl Dev Coach	-	4.00	4.00	4.00	-	0.0%
Head Start Teacher (Bachelors)	2.00	22.00	22.00	22.00	-	0.0%
Health Educator	52.00	38.00	40.00	40.00	2.00	5.3%
Health Educator Supervisor	12.00	11.00	10.00	11.00	-	0.0%
Health Services Aide	104.00	50.00	67.00	50.00	-	0.0%
Heavy Equipment Operator	25.00	27.00	27.00	27.00	-	0.0%
Heavy Equipment Operator Sr	4.00	4.00	4.00	4.00	-	0.0%
Help Desk Coordinator	23.00	29.00	29.00	29.00	-	0.0%
Help Desk Coordinator - Sr/Ld	10.00	12.00	13.00	12.00	-	0.0%
Highway/Flood Operations Supt	3.00	3.00	3.00	3.00	-	0.0%
HST Analyst	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Analyst	31.00	33.00	32.00	33.00	-	0.0%
Human Resources Associate	14.00	18.00	16.00	17.00	(1.00)	-5.6%
Human Resources Manager	11.00	11.00	11.00	11.00	-	0.0%
Human Resources Manager - RDSA	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Manager -Large	2.00	4.00	4.00	4.00	-	0.0%
Human Resources Mngr - County	5.00	5.00	5.00	5.00	-	0.0%
Human Resources Mngr - Courts	-	-	-	-	-	N/A
Human Resources Specialist	23.00	28.00	28.00	27.00	(1.00)	-3.6%
Human Resources Support Supv	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Supv - County	4.00	4.00	4.00	4.00	-	0.0%
Human Services Program Admin	5.00	6.00	6.00	6.00	-	0.0%
HVAC Technician	17.00	19.00	19.00	19.00	-	0.0%
HVAC Technician Senior	2.00	2.00	2.00	2.00	-	0.0%
Infection Control Specialist	-	22.00	21.00	19.00	(3.00)	-13.6%
Infection Control Supervisor	-	2.00	2.00	2.00	-	0.0%
Inmate Class Spec Supv	-	8.00	8.00	8.00	-	0.0%
Inmate Classification Spec	-	42.00	42.00	42.00	-	0.0%
Inspection Division Manager	1.00	2.00	2.00	2.00	-	0.0%
Inspection Supervisor	7.00	7.00	7.00	7.00	-	0.0%
Inspector	30.00	35.00	32.00	35.00	-	0.0%
Instrumentation Technician Air	12.00	-	-	-	-	N/A
Intern	1.50	5.00	5.50	5.00	-	0.0%
Internal Audit Manager	-	2.51	3.00	2.70	0.19	7.6%
Internal Audit Supervisor	3.00	1.00	1.00	1.00	-	0.0%
Internal Audit Supv-Specializd	2.00	1.00	1.00	1.00	-	0.0%
Internal Auditor	2.50	1.00	1.50	2.00	1.00	100.0%
Internal Auditor Senior	5.00	7.75	6.50	6.50	(1.25)	-16.1%
Internal Auditor Sr-Specializd	6.25	6.75	5.75	5.75	(1.00)	-14.8%
Interpreter Services Manager	1.00	-	-	-	-	N/A
Interpretive Ranger	11.00	-	-	-	-	N/A
Invest. Task Force Cmdr - MCAO	1.00	1.00	1.00	1.00	-	0.0%
Investigations Supv - Defense	5.00	5.00	5.00	5.00	-	0.0%
Investigations Supv - MCAO	5.00	5.00	5.00	5.00	-	0.0%
Investigator - Defense	43.00	44.00	44.00	45.00	1.00	2.3%
Investigator - MCAO	47.00	48.00	48.00	48.00	-	0.0%
Investigator Chief - MCAO	1.00	1.00	1.00	1.00	-	0.0%
IT Consultant	11.50	11.00	11.00	10.00	(1.00)	-9.1%
IT Division Manager	15.00	14.00	14.00	14.00	-	0.0%
IT Operations Manager	3.00	3.00	2.00	2.00	(1.00)	-33.3%
IT PMO Manager	3.00	3.00	3.00	3.00	-	0.0%
IT Program Manager	15.00	17.00	15.00	15.00	(2.00)	-11.8%
IT Project Manager	10.00	11.00	11.00	11.00	-	0.0%
IT Security Analyst	4.00	4.00	4.00	4.00	-	0.0%
IT Security Analyst Sr/Ld	5.00	5.00	5.00	5.00	-	0.0%

Personnel Summary by Market Range Title (continued)

Market Range Title	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
IT Senior Manager	10.00	11.00	11.00	11.00	-	0.0%
IT Services Supervisor	12.00	11.00	11.00	11.00	-	0.0%
Judicial Assistant	165.00	166.00	165.00	165.00	(1.00)	-0.6%
Judicial Assistant Senior/Lead	4.00	4.00	4.00	4.00	-	0.0%
Justice Of The Peace	26.00	26.00	26.00	26.00	-	0.0%
Justice System Administrator	15.00	14.00	14.00	14.00	-	0.0%
Justice System Clerk	493.00	510.00	507.00	507.00	(3.00)	-0.6%
Justice System Clerk Associate	404.00	385.00	381.00	394.00	9.00	2.3%
Justice System Clerk Lead	90.00	87.00	86.00	86.00	(1.00)	-1.1%
Justice System Clerk Senior	199.00	223.00	221.00	223.00	-	0.0%
Justice System Clerk Supv	111.00	108.00	110.00	110.00	2.00	1.9%
Justice System Manager	19.00	24.00	23.00	23.00	(1.00)	-4.2%
Laboratory Histotechnician	-	2.00	2.00	2.00	-	0.0%
Laboratory Manager	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Supervisor	2.00	2.00	2.00	2.00	-	0.0%
Laboratory Technician	5.00	5.00	5.00	5.00	-	0.0%
Laboratory Technologist	6.25	7.25	7.25	7.25	-	0.0%
Laundry Manager	1.00	1.00	1.00	1.00	-	0.0%
Laundry Worker Lead	4.00	4.00	4.00	4.00	-	0.0%
Law Enforcement Captain	23.00	21.00	21.00	21.00	-	0.0%
Law Enforcement Lieutenant	37.00	41.00	41.00	41.00	-	0.0%
Law Enforcement Officer	588.00	570.10	574.10	574.10	4.00	0.7%
Law Enforcement Sergeant	127.00	146.00	147.00	144.00	(2.00)	-1.4%
Legal Assistant	158.00	151.00	152.00	154.00	3.00	2.0%
Legal Assistant Supervisor	17.00	23.00	23.00	23.00	-	0.0%
Legal Management Assistant	7.00	7.00	7.00	7.00	-	0.0%
Legal Order Server	5.00	5.00	5.00	5.00	-	0.0%
Legal Services Manager	7.00	6.00	6.00	6.00	-	0.0%
Legal Support Specialist	207.00	209.00	209.00	209.00	(0.00)	0.0%
Legal Support Supervisor	49.00	50.00	50.00	50.00	-	0.0%
Legislative Analyst	4.00	3.00	2.00	2.00	(1.00)	-33.3%
Legislative Analyst - County	2.00	1.00	1.00	1.00	-	0.0%
Librarian	4.00	2.00	4.00	4.00	2.00	100.0%
Library Clerk	1.50	1.00	1.00	1.00	-	0.0%
Library Paraprofessional	5.00	5.00	5.00	5.00	-	0.0%
Library Small Branch Manager	2.00	2.00	2.00	2.00	-	0.0%
Licensed Practical Nurse	82.50	85.00	85.00	85.00	-	0.0%
Locksmith	5.00	7.00	7.00	7.00	-	0.0%
Management Analyst	83.25	103.25	99.25	100.25	(3.00)	-2.9%
Management Assistant	16.00	34.49	31.49	31.49	(3.00)	-8.7%
Managing for Results Facilitator	1.00	-	-	-	-	N/A
Materials Testing Supervisor	1.00	1.00	1.00	1.00	-	0.0%
Materials Testing Technician	5.00	5.00	5.00	5.00	-	0.0%
Mechanic - Automotive	-	18.00	18.00	18.00	-	0.0%
Mechanic - Automotive Lead	2.00	-	2.00	-	-	N/A
Mechanic - Aviation	2.00	2.00	2.00	2.00	-	0.0%
Mechanic - Heavy Equip Lead	2.00	-	2.00	-	-	N/A
Mechanic - Heavy Equipment	-	13.00	13.00	13.00	-	0.0%
Mechanic Supervisor	-	4.00	5.00	4.00	-	0.0%
Mechanic Supervisor - Aviation	1.00	1.00	1.00	1.00	-	0.0%
Med Death Investigations Mgr	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	15.00	15.00	15.00	14.00	(1.00)	-6.7%
Medical Assistant	82.25	93.00	92.00	93.00	-	0.0%
Medical Director	2.00	2.00	2.00	2.00	-	0.0%
Medical Examiner	10.00	13.00	13.00	15.00	2.00	15.4%
Medical Records Manager	2.00	1.00	2.00	1.00	-	0.0%
Medication Admin Coordinator	1.00	1.00	1.00	1.00	-	0.0%
Medicolegal Death Invest Supv	-	3.00	3.00	3.00	-	0.0%

Personnel Summary by Market Range Title (continued)

Market Range Title	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
Medicolegal Death Investig Sr	-	2.00	2.00	2.00	-	0.0%
Medicolegal Death Investigator	-	19.00	19.00	20.00	1.00	5.3%
Medicolegal Death Investigator Supv	3.00	1.00	1.00	1.00	-	0.0%
Mental Health Director	1.00	1.00	1.00	1.00	-	0.0%
Mental Health Director - Juv	2.00	2.00	2.00	2.00	-	0.0%
Mental Health Professional	41.00	36.00	40.00	39.00	3.00	8.3%
Mental Health Professional Spv	9.00	9.00	9.00	10.00	1.00	11.1%
Mental Health Professional Trn	-	11.00	7.00	9.00	(2.00)	-18.2%
Mitigation Spec - Capital Supv	16.00	2.00	2.00	2.00	-	0.0%
Mitigation Specialist	21.00	17.00	17.00	19.00	2.00	11.8%
Mitigation Specialist -Capital	2.00	25.00	22.00	25.00	-	0.0%
Mitigation Specialist Supv	1.00	1.00	1.00	1.00	-	0.0%
Network Engineer	4.00	4.00	4.00	4.00	-	0.0%
Network Engineer - Sr/Ld	6.00	6.00	6.00	6.00	-	0.0%
Nurse	131.75	130.50	130.50	132.50	2.00	1.5%
Nurse - Public Health	53.30	49.40	49.40	49.40	-	0.0%
Nurse Practitioner	8.00	8.00	8.00	8.00	-	0.0%
Nurse Practitioner - Psych	3.00	3.00	3.00	3.00	-	0.0%
Nurse Practitioner-Public Hlth	5.00	5.00	4.00	5.00	-	0.0%
Nurse Public Health Lead	-	1.00	1.00	1.00	-	0.0%
Nursing Administrator	2.00	2.00	2.00	2.00	-	0.0%
Nursing Director	1.00	1.00	1.00	1.00	-	0.0%
Nursing Manager	8.00	9.00	9.00	9.00	-	0.0%
Nursing Supervisor	11.00	12.00	12.00	12.00	-	0.0%
Office Assistant	191.10	148.10	158.10	152.10	4.00	2.7%
Office Assistant Specialized	355.25	299.25	299.75	306.77	7.52	2.5%
Ombudsman	3.00	3.00	3.00	3.00	-	0.0%
Operations Supervisor - PW	3.00	-	-	1.00	1.00	N/A
Operations Support Analyst	30.00	7.00	7.00	8.00	1.00	14.3%
Operations Support Anlst-Sr/Ld	4.00	2.00	2.00	2.00	-	0.0%
Operations/Program Manager	27.50	21.00	20.00	19.00	(2.00)	-9.5%
Operations/Program Supervisor	31.00	35.00	34.00	37.00	2.00	5.7%
Park Interpretive Ranger	-	12.00	12.00	12.00	-	0.0%
Parks Manager	2.00	2.00	2.00	2.00	-	0.0%
Parks Specialist	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	8.00	8.00	8.00	-	0.0%
Parks Supervisor-Lake Pleasant	1.00	1.00	1.00	1.00	-	0.0%
Payroll Specialist - County	3.00	3.00	3.00	3.00	-	0.0%
Payroll Specialist Lead-County	1.00	1.00	1.00	1.00	-	0.0%
Payroll/Time and Labor Spec	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Technician	40.00	41.00	42.00	40.00	(1.00)	-2.4%
PC/LAN Technician - Senior/Lead	-	-	-	-	-	N/A
PC/LAN Technician Sr/Ld	21.00	25.00	25.00	24.00	(1.00)	-4.0%
Pharmacist	2.00	1.00	2.00	2.00	1.00	100.0%
Pharmacy Supervisor	-	1.00	-	-	(1.00)	-100.0%
Pharmacy Technician	1.00	1.00	1.00	1.00	-	0.0%
Photographer	1.50	2.00	2.00	2.00	-	0.0%
Photographer Supervisor	1.00	1.00	1.00	1.00	-	0.0%
Physical Therapist	1.00	1.00	1.00	1.00	-	0.0%
Physician	10.00	8.45	8.25	8.45	-	0.0%
Physician Assistant	13.00	13.00	15.00	13.00	-	0.0%
Physician Assistant - Psych	1.00	5.00	5.00	5.00	-	0.0%
Physician Assistant- Pub Hlth	5.50	5.50	5.50	5.50	-	0.0%
Pilot	3.00	3.00	3.00	3.00	-	0.0%
Planner	8.00	10.00	9.00	9.00	(1.00)	-10.0%
Planner Senior	3.00	3.00	3.00	3.00	-	0.0%
Planning Division Manager	1.00	-	-	-	-	N/A

Personnel Summary by Market Range Title (continued)

Market Range Title	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
Planning Supervisor	4.00	4.00	4.00	4.00	-	0.0%
Plans Examiner	5.00	5.00	5.00	5.00	-	0.0%
Plans Examiner Manager	1.00	1.00	1.00	1.00	-	0.0%
Plans Examiner Supervisor	1.00	1.00	1.00	1.00	-	0.0%
Plumber	12.00	13.00	13.00	13.00	-	0.0%
Polygraph Examiner	5.00	5.00	4.00	4.00	(1.00)	-20.0%
Polygraph Examiner Supervisor	1.00	1.00	1.00	1.00	-	0.0%
Presentence Screener	49.00	49.00	49.00	49.00	-	0.0%
Preventive Maintenance Tech	3.00	2.00	2.00	2.00	-	0.0%
Probation Assistant	43.75	41.00	41.00	41.00	-	0.0%
Probation Dispatcher	21.00	21.00	21.00	21.00	-	0.0%
Probation Dispatcher Supv	3.00	3.00	3.00	3.00	-	0.0%
Probation Manager	16.00	17.00	17.00	17.00	-	0.0%
Probation Officer	890.00	892.00	885.00	893.64	1.64	0.2%
Probation Officer Supervisor	136.00	137.00	137.00	142.36	5.36	3.9%
Procurement Officer - County	11.00	9.00	10.00	9.00	-	0.0%
Procurement Officer - Dept	2.00	4.00	4.00	4.00	-	0.0%
Procurement Officer Ld -County	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	29.00	26.00	26.00	26.00	-	0.0%
Procurement Supervisor - Dept	4.00	4.00	4.00	4.00	-	0.0%
Procurement Supervisor -County	2.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	66.00	71.00	71.00	72.00	1.00	1.4%
Program Manager - County	1.00	1.00	1.00	-	(1.00)	-100.0%
Programmer/Analyst	31.00	29.00	29.00	29.00	-	0.0%
Programmer/Analyst - Senior/Lead	2.00	-	-	-	-	N/A
Programmer/Analyst - Sr/Ld	45.00	48.00	52.00	50.00	2.00	4.2%
Project Manager	4.00	1.00	1.00	2.00	1.00	100.0%
Property & Evidence Custodian	6.00	9.00	8.00	9.00	-	0.0%
Psychiatrist	11.50	10.50	10.50	10.50	-	0.0%
Psychologist	13.50	12.00	12.00	12.00	-	0.0%
Psychometrist	1.00	1.00	1.00	1.00	-	0.0%
Public Health OPR Manager	1.00	1.00	1.00	1.00	-	0.0%
Public Health Policy Consultnt	1.00	-	-	-	-	N/A
Public Health Program Admin	4.00	4.00	4.00	4.00	-	0.0%
Public Works Chief Appraiser	1.00	1.00	1.00	1.00	-	0.0%
Quality Assurance Analyst	4.00	5.00	5.00	4.00	(1.00)	-20.0%
Quality Assurance Anlyst-Sr/Ld	4.00	4.00	4.00	4.00	-	0.0%
Radiologic Technologist	3.50	4.00	4.00	4.00	-	0.0%
RDSA Ombudsman	-	2.00	-	2.00	-	0.0%
Real Estate Chief Officer	1.00	1.00	1.00	1.00	-	0.0%
Real Estate Manager - County	1.00	1.00	1.00	1.00	-	0.0%
Real Property Manager	-	1.00	1.00	1.00	-	0.0%
Real Property Specialist	12.00	10.00	11.00	11.00	1.00	10.0%
Real Property Specialist Sr	-	2.00	1.00	1.00	(1.00)	-50.0%
Real Property Supervisor	3.00	4.00	4.00	4.00	-	0.0%
Recruiter	4.00	4.00	4.00	4.00	-	0.0%
Regression Modeler	6.00	6.00	6.00	6.00	-	0.0%
Regression Modeler Supervisor	2.00	2.00	2.00	2.00	-	0.0%
Reprographic Supervisor	1.00	-	-	-	-	N/A
Reprographic Technician	6.00	-	2.00	-	-	N/A
Research Director	3.00	5.00	5.00	6.00	1.00	20.0%
Risk Environmental Analyst Sr	-	2.00	2.00	2.00	-	0.0%
Risk Management Manager	1.00	4.00	4.00	4.00	-	0.0%
Risk Management Supervisor	-	-	-	-	-	N/A
Risk Mgmt Supervisor	1.00	-	-	-	-	N/A
Road Technician	44.00	44.00	44.00	44.00	-	0.0%
Safety Specialist	8.00	9.00	9.00	9.00	-	0.0%
Security Asst Division Mgr	1.00	2.00	2.00	2.00	-	0.0%

Personnel Summary by Market Range Title (continued)

Market Range Title	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
Security Division Manager	1.00	1.00	1.00	1.00	-	0.0%
Security Inspector	2.00	15.00	15.00	15.00	-	0.0%
Security Officer	191.50	135.00	165.00	135.00	-	0.0%
Security Officer Manager	6.00	4.00	5.00	4.00	-	0.0%
Security Officer Supervisor	16.00	14.00	14.00	14.00	-	0.0%
Sheriff's Deputy Chief Admin	-	1.00	1.00	1.00	-	0.0%
Sheriff's Executive Chief	-	1.00	1.00		(1.00)	-100.0%
Sheriff's Executive Chief Admn	-	1.00	1.00	1.00	-	0.0%
Sheriff's Inmate Prog/Svcs Mgr	1.00	2.00	2.00	2.00	-	0.0%
Social Worker	184.00	148.00	148.00	143.00	(5.00)	-3.4%
Social Worker Supervisor	25.00	17.00	17.00	17.00	-	0.0%
Software Architect	6.00	9.00	9.00	9.00	-	0.0%
Software Sys Engineer - Sr/Ld	1.00	1.00	2.00	2.00	1.00	100.0%
Special Projects Manager	16.50	22.50	23.50	22.50	-	0.0%
Strat Procuremnt Constitnt-Cnty	0.50	0.50	0.50	0.50	-	0.0%
Superior Court Judge	98.00	98.00	98.00	98.00	-	0.0%
Surveillance Officer	125.00	127.00	124.00	129.00	2.00	1.6%
Survey Aide	2.00	2.00	2.00	2.00	-	0.0%
Survey Manager	1.00	1.00	1.00	1.00	-	0.0%
Survey Party Chief	5.00	5.00	5.00	5.00	-	0.0%
Survey Technician	4.00	5.00	5.00	5.00	-	0.0%
System Administrator	17.00	26.00	26.00	27.00	1.00	3.8%
System Administrator - Sr/Ld	23.00	22.00	21.00	22.00	-	0.0%
Systems Admin & Analysis Mgr	8.00	7.00	7.00	7.00	-	0.0%
Systems Admin & Analysis Supv	2.00	2.00	2.00	2.00	-	0.0%
Systems Administrator - Senior/Lead	1.00	-	-	-	-	N/A
Technical Program Supv	1.00	-	-	-	-	N/A
Technical Support Manager	5.00	4.00	4.00	4.00	-	0.0%
Technical Support Mgr	1.00	-	-	-	-	N/A
Telecomm Engineer	6.00	6.00	6.00	10.00	4.00	66.7%
Telecomm Engineer - Sr/Ld	3.00	2.00	2.00	4.00	2.00	100.0%
Telecomm Prgmr/Analyst	1.00	1.00	1.00	2.00	1.00	100.0%
Telecomm Prgmr/Analyst-Sr/Ld	6.00	9.00	9.00	9.00	-	0.0%
Telecommunications Tech	2.00	-	-	-	-	N/A
Telecommunications Technician	11.00	10.00	10.00	10.00	-	0.0%
Telecommunications Tech-Sr/Ld	11.00	8.00	8.00	8.00	-	0.0%
Title Examiner	25.00	-	-	-	-	N/A
Trades Generalist	41.00	42.00	43.00	42.00	-	0.0%
Trades Specialist	16.00	10.00	10.00	10.00	-	0.0%
Trades Supervisor	13.00	13.00	13.00	13.00	-	0.0%
Traffic Signal Supervisor	1.00	1.00	1.00	1.00	-	0.0%
Traffic Signal Technician	9.00	7.00	7.00	7.00	-	0.0%
Trainer	23.00	21.00	22.00	22.00	1.00	4.8%
Training Officer	8.00	11.00	11.00	11.00	-	0.0%
Training Supervisor	2.00	5.00	5.00	5.00	-	0.0%
Transportation Division Mgr	1.00	1.00	1.00	2.00	1.00	100.0%
Treasurer Manager	5.00	5.00	5.00	5.00	-	0.0%
Treasurer Supervisor	2.00	2.00	2.00	2.00	-	0.0%
Treasurer's Portfolio Manager	1.00	1.00	1.00	1.00	-	0.0%
Vector Control Supervisor	27.00	3.00	3.00	3.00	-	0.0%
Veterinarian	4.00	6.00	6.00	6.00	-	0.0%
Veterinarian Senior	-	1.00	1.00	1.00	-	0.0%
Vital Records Manager	1.00	1.00	1.00	1.00	-	0.0%
Vital Records Managing Supv	2.00	2.00	2.00	2.00	-	0.0%
Vital Records Specialist	-	27.00	27.00	27.00	-	0.0%
Vital Records Specialist Lead	-	3.00	3.00	3.00	-	0.0%
Vital Records Supervisor	2.00	7.00	7.00	7.00	-	0.0%
Warehouse/Inventory Spec Lead	3.00	3.00	3.00	3.00	-	0.0%

Personnel Summary by Market Range Title (continued)

Market Range Title	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted	
					Variance	Var %
Warehouse/Inventory Specialist	44.00	44.00	44.00	44.00	-	0.0%
Warehouse/Inventory Supervisor	4.00	4.00	4.00	4.00	-	0.0%
Web Designer/Developer	9.00	10.00	10.00	10.00	-	0.0%
Web Designer/Developer - Senior/Lead	1.00	-	-	-	-	N/A
Web Designer/Developer - Sr/Ld	5.00	5.00	5.00	5.00	-	0.0%
Web Designer/Developer - Senior	1.00	-	-	-	-	N/A
Wellness Manager	1.00	-	-	-	-	N/A
Workforce Development Coord	12.00	11.00	11.00	11.00	-	0.0%
Workforce Development Manager	3.00	3.00	3.00	3.00	-	0.0%
Workforce Development Spec	42.00	39.00	39.00	39.00	-	0.0%
Workforce Development Supv	7.00	8.00	7.00	7.00	(1.00)	-12.5%
Workforce Development Trainer	11.00	9.00	9.00	9.00	-	0.0%
	14,171.65	14,150.91	14,158.65	14,151.33	0.42	0.0%

Mandates

Introduction

Approximately 94.4% of the services provided by Maricopa County government are mandated or provide administrative support for mandated services. Mandated services drive Maricopa County's strategic planning process, operating policies and financial structure.

Mandates are functions or services that are required by the Federal or State government via statute, court order or constitutional provision. Mandates are often not directly funded by either the State or the Federal government. As such, they comprise the portion of the County budget over which the Board of Supervisors has limited discretion. The Board cannot eliminate funding for a mandated service, but in many cases can reduce the cost of mandated services through efficiency and/or reducing the level of service within the scope of the applicable legal requirements.

Mandated State Payments are mandated expenditures, which are required contributions, mainly to health care programs, that are managed and directed by the State of Arizona. Ongoing State contributions include the payments to the Arizona Long Term Care System (ALTCS) of \$165.5 million, the Arizona Health Care Cost Containment System (AHCCCS) of \$18.8 million, contributions to the State Department of Health Services for behavioral health (required by the *Arnold v. Sarn* judgment), which total \$60.4 million and \$2.3 million to pay for Sexually Violent Persons (SVP) at the Arizona State Hospital. The growth in mandated state payments is driven by Arizona Long-Term Care System (ALTCS) and *Arnold v. Sarn* which increased respectively by \$10.3 million and \$2.6 million. In FY 2016, the State of Arizona implemented required payments for the Annual Youth Confinement Cost Sharing and the collections services provided by the Department of Revenue. This increased our mandated state payments by \$10.7 million annually.

Mandated State Payments			
	FY 2017	FY 2018	% Chg
ALTCS Contribution	\$155,173,500	\$165,477,400	6.64%
Arnold v Sarn	57, 768,239	60, 413,822	4.58%
AHCCCS Contribution	19, 011,200	18, 783,100	-1.20%
State Contribution to Dept of Revenue	3, 982,970	3, 982,970	0.00%
State Contribution to Youth Confinement	6, 724,128	6, 724,128	0.00%
SVP Commitment Payments	2, 345,000	2, 345,000	0.00%
Total	\$245,005,037	\$257,726,420	5.19%

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

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

Individual mandated programs and administrative mandates, including their associated costs, are provided in summary in the *Department Budget Summary* section of this document, and in greater detail in the expanded departmental reports found at the County Budget website. Please refer to the table of contents to find information on specific departments.

Summary

The FY 2018 Adopted budget of \$2,490,087,419 is an increase of \$134,079,443 from the FY 2017 Adopted budget. There are very minor changes in the composition of mandated service categories and functional areas between FY 2017 and FY 2018.

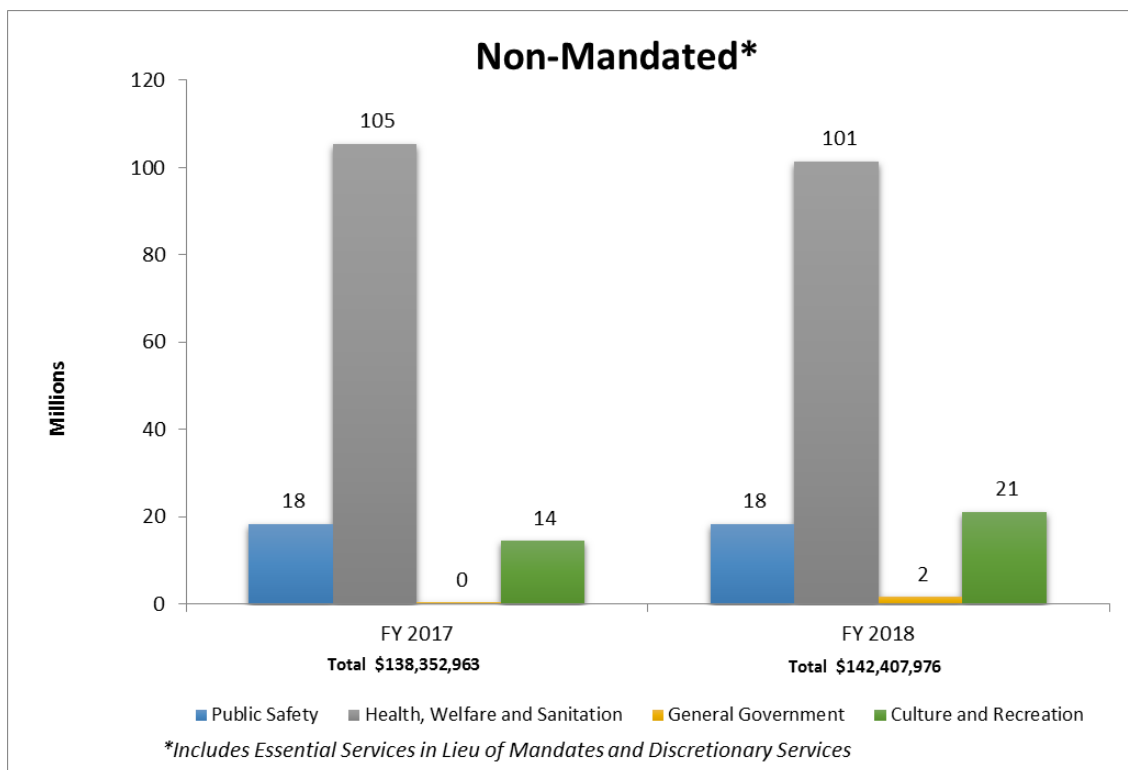
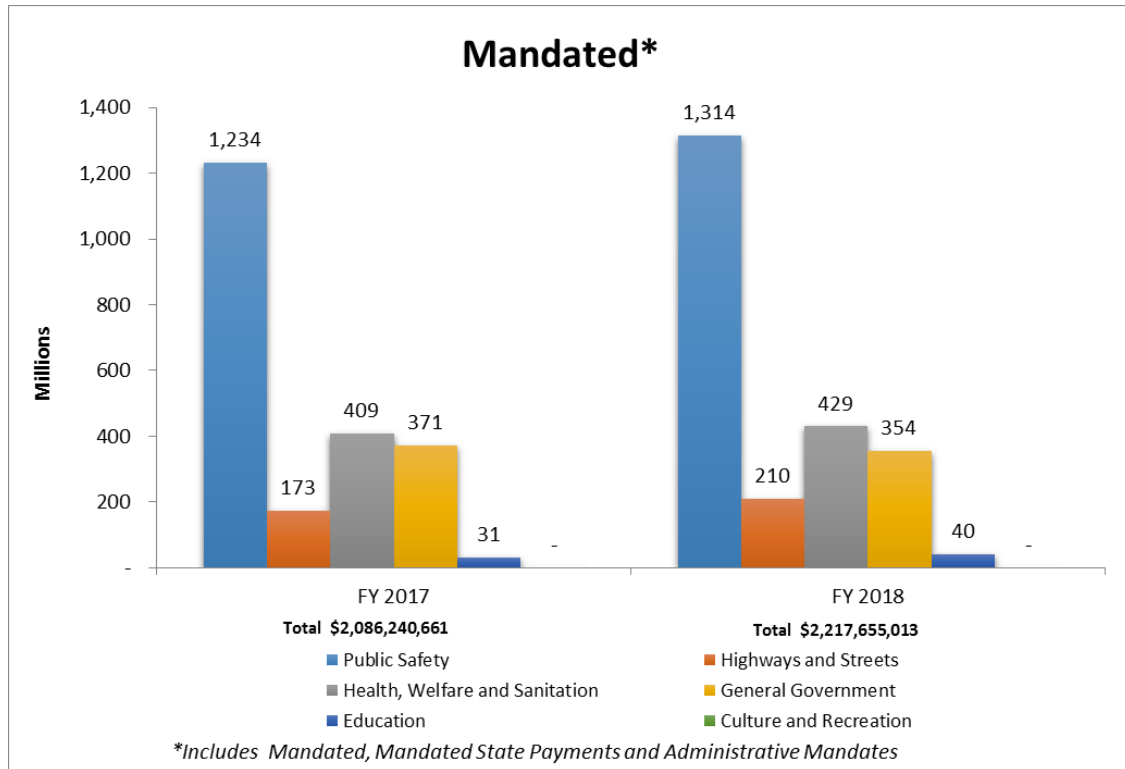
In this section, expenditures are categorized into the functional areas of Education, Culture and Recreation, General Government, Highways and Streets, Health, Welfare and Sanitation, or Public Safety, so that readers have a broad sense of the types of services provided.

As illustrated in the table below, over \$1.8 billion (73.8%) of Maricopa County's budget directly supports mandated payments and services. Of the remaining budget, \$512.9 million (20.6%) is associated with administrative mandates. Only \$142.4 million or 5.6% of the County's budgeted expenditures are for non-mandated services, with 0.4% spent on essential services in lieu of mandates and 5.2% on discretionary services.

Summary of FY 2018 Mandated Expenditures						
Category	Mandated	% of Budget	Mandated State Payments	% of Budget	Administrative Mandates	% of Budget
Public Safety	\$ 1,110,006,822	44.6%	\$ 6,724,128	0.3%	\$ 197,678,865	7.9%
Highways and Streets	190,442,646	7.6%	-	0.0%	19,718,295	0.8%
Health, Welfare and Sanitation	143,432,129	5.8%	247,019,322	9.9%	39,033,043	1.6%
General Government	93,765,396	3.8%	3,982,970	0.2%	256,301,849	10.3%
Education	39,400,630	1.6%	-	0.0%	173,348	0.0%
Culture and Recreation	-	0.0%	-	0.0%	-	0.0%
Totals	\$ 1,577,047,623	63.4%	\$ 257,726,420	10.4%	\$ 512,905,400	20.6%

Summary of FY 2018 Non-Mandated Expenditures					
Category	Essential Services in Lieu of Mandates		Discretionary Services		
		% of Budget			% of Budget
Public Safety	\$ 6,481,988	0.2%	\$ 11,824,031		0.4%
Highways and Streets	-	0.0%	-		0.0%
Health, Welfare and Sanitation	4,090,021	0.2%	97,323,701		3.9%
General Government	-	0.0%	1,530,944		0.1%
Education	-	0.0%	-		0.0%
Culture and Recreation	-	0.0%	21,157,291		0.8%
Totals	\$ 10,572,009	0.4%	\$ 131,835,967		5.2%

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



Public Safety

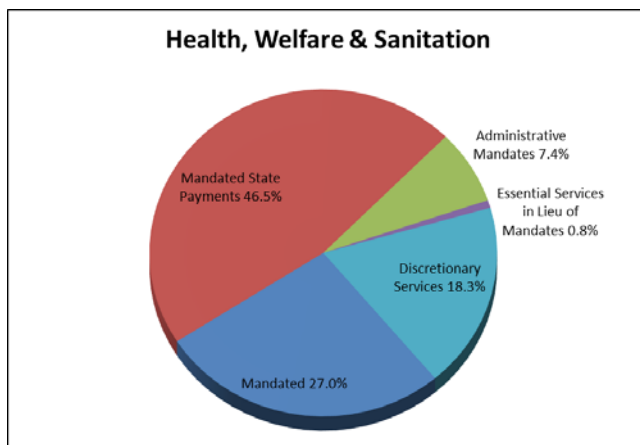
Public Safety expenditures provide for the safety of Maricopa County residents while protecting their constitutional rights through due process in the courts. Maricopa County funds prosecutors, defenders, courts, jails and law enforcement. The departments that carry out these functions include the Sheriff,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

Public Safety mandates are over \$1.3 billion or approximately 52.8% of the County's total budget. Less than 1% of the County's budgeted expenditures are for non-mandated Public Safety activities. The table below illustrates the distribution of Public Safety expenditures for FY 2018.

Public Safety			
	FY 2017	FY 2018	% Chg
Mandated	\$ 1,047,046,280	\$ 1,110,006,822	6.01%
Mandated State Payments	6,724,128	6,724,128	0.00%
Administrative Mandates	180,001,231	197,678,865	9.82%
Essential Services in Lieu of Mandates	7,237,910	6,481,988	-10.44%
Discretionary Services	10,966,944	11,824,031	7.82%
Total	\$ 1,251,976,493	\$ 1,332,715,834	6.45%

There is a significant investment in the FY 2018 budget for new infrastructure for public safety, including the Intake, Transfer, Release Jail at Durango, the Madison Street Adaptive Reuse Project which will house the County Attorney's Office, as well as improvements for Adult Probation facilities. Additionally, pay for performance increased the salaries for all county employees, including the significant number of public safety personnel. The reduction of essential services in lieu of mandates is primarily due to the reduction in Juvenile Probation Teen Court. Mandated payments to the State of Arizona in this category are for the Annual Youth Confinement Cost Sharing Fee (A.R.S. §41-2382.A).

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 2018 budget includes over \$101.4 million for non-mandated Health, Welfare and Sanitation services. Non-mandated services in this area are primarily grant-funded, and include community development and Head Start, workforce development programs delivered by the Human Services Department, as well as tobacco cessation and nutrition programs under Public Health. A significant amount of funding for these services is from federal intergovernmental payments. Therefore, changes in federal budget appropriations or the reemergence of budget sequester reductions increases uncertainty concerning future funding levels.

In addition to the \$247 million for mandated state payments, mandated expenditures for Health, Welfare and Sanitation activities total \$143.4 million or 5.8% of the County's overall expenditures. The increase in administrative mandates is attributable in part to the construction of a new Animal Care & Control facility, as well as the increased costs for the Accela Case Management System in Public Health and additional vehicles. The increase in essential services in lieu of mandates is growth in the Public Health Preparedness and Response grant. The distribution of mandated versus non-mandated services within the category of Health, Welfare and Sanitation in the FY 2018 budgets is shown in the table below.

Health, Welfare & Sanitation			
	FY 2017	FY 2018	% Chg
Mandated	\$ 140,684,187	\$ 143,432,129	1.95%
Mandated State Payments	234,297,939	247,019,322	5.43%
Administrative Mandates	33,839,809	39,033,043	15.35%
Essential Services in Lieu of Mandates	3,234,051	4,090,021	26.47%
Discretionary Services	102,238,661	97,323,701	-4.81%
Total	\$ 514,294,647	\$ 530,898,216	3.23%

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 \$210.2 million, or 8.4% of the County's total expenditures.

Highways & Streets			
	FY 2017	FY 2018	% Chg
Mandated	\$ 156,868,585	\$ 190,442,646	21.40%
Administrative Mandates	15,973,413	19,718,295	23.44%
Total	\$ 172,841,998	\$ 210,160,941	21.59%

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 \$355.6 million budgeted for General Government expenditures, 99.6% are mandated, either directly or administratively. The table below illustrates the mandated versus non-mandated expenditures in FY 2018.

General Government			
	FY 2017	FY 2018	% Chg
Mandated	\$ 97, 930,688	\$ 93, 765,396	-4.25%
Mandated State Payments	3,982,970	3,982,970	0.00%
Administrative Mandates	269,427,087	256,301,849	-4.87%
Discretionary Services	285,722	1,530,944	435.82%
Total	\$ 371,626,467	\$ 355,581,159	-4.32%

General Government mandated and administrative mandated expenditures decreased by \$17.3 million primarily due the winding down of the radio system project and enterprise resource planning system. Discretionary services have increased due to the reclassification of certain economic development programs to discretionary. Mandated payments to the State of Arizona in this category are for the funding of the Department of Revenue pursuant to the Laws 2017, Chapter 312, SB1531.

Culture and Recreation

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

None of the activities in the category of Culture and Recreation are mandated. Less than 1% of the County's total budget is spent in this functional area. The table below reflects the FY 2018 expenditures for Culture and Recreation. The increase for FY 2018 is related to several capital investment projects that were approved for funding in the FY 2018 budget, such as ramada, turf and water system improvements at Estrella Park and restroom improvements at McDowell Mountain Regional Park, along with many others that are detailed in the *Capital Improvement Program* section.

Culture & Recreation			
	FY 2017	FY 2018	% Chg
Discretionary Services	\$ 14,389,674	\$ 21,157,291	47.03%
Total	\$ 14,389,674	\$ 21,157,291	47.03%

Education

The Maricopa County School Superintendent 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 School Superintendent is the only department within the Education category.

Expenditures for Education activities total \$39.6 million, about 1.6% of the County's total expenditures. These have increased slightly due to anticipated grant expenditures in the Educational Innovation activity.

Education			
	FY 2017	FY 2018	% Chg
Mandated	\$ 30, 539,423	\$ 39, 400,630	29.02%
Administrative Mandates	339,274	173,348	-48.91%
Total	\$ 30,878,697	\$ 39,573,978	28.16%

Financial Forecast

Overview

The five-year financial forecast is a key element of Maricopa County's fiscal management strategy. It is used by County Management and the Board of Supervisors in considering the impact of policy and service delivery changes in future economic cycles. The forecast is developed for the County's tax supported operating funds using a combination of revenue estimates from the County's economic consultant, external impacts of economic and demographic trends, current policies, direction by the Board of Supervisors, and existing laws. These are known as "Forecast Drivers" and "Forecast Assumptions" and are explained in sections below. Refer to the Capital Improvement Plan section for capital planning.

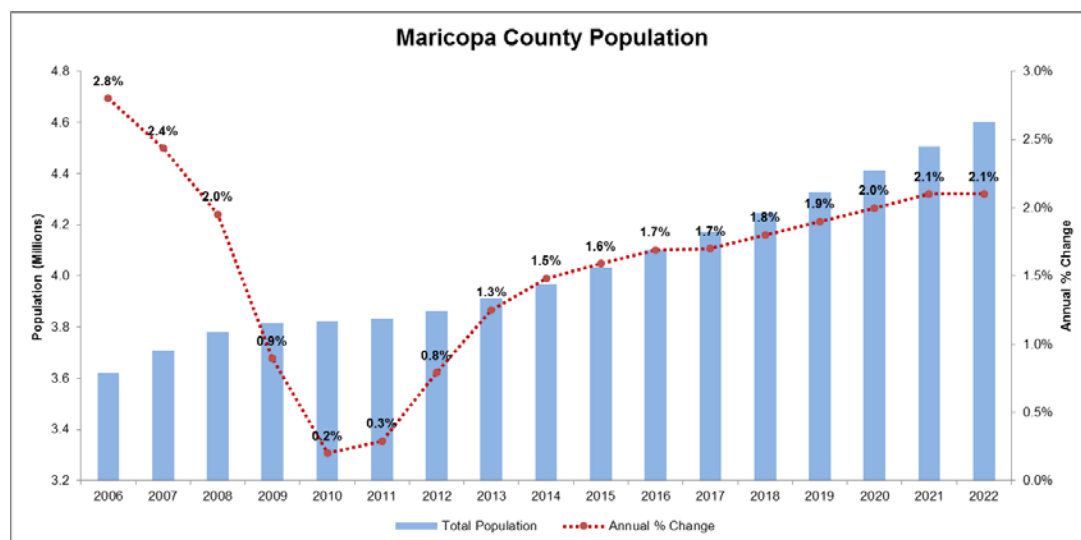
The five-year forecast is presented for the following major County operating funds:

- General Fund
- Detention Fund
- Transportation Fund

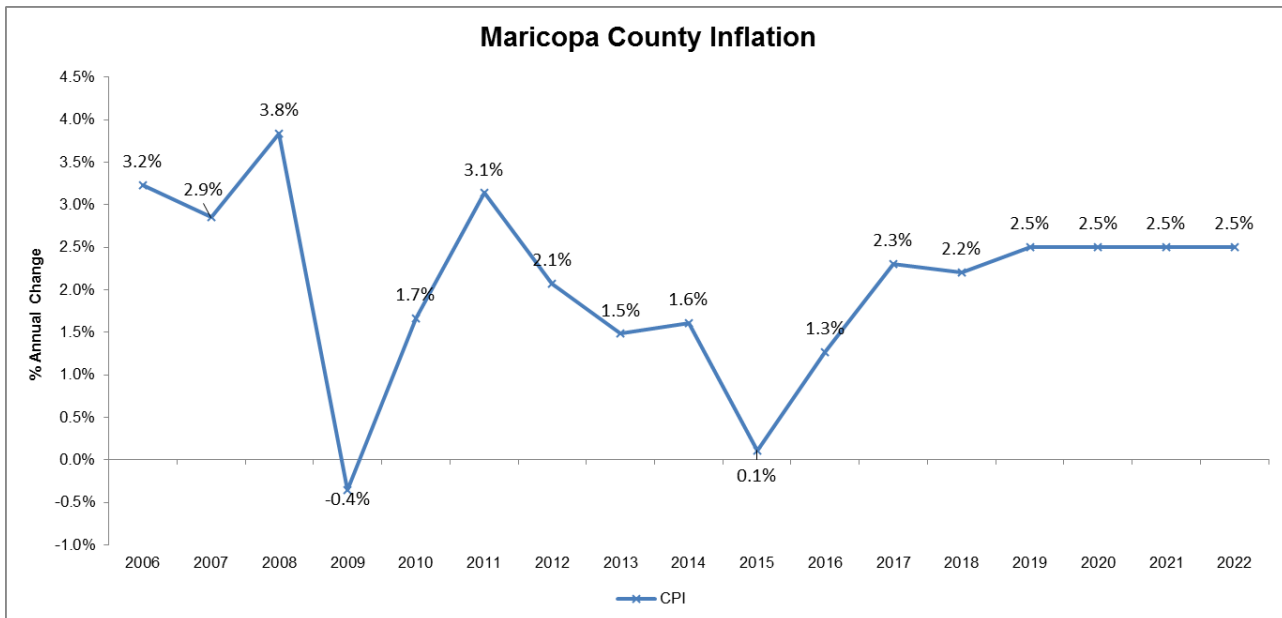
Forecast Drivers

Forecast drivers are broad external factors that generally impact the demand for service and cost of service. The main forecast drivers used in this forecast were population growth and inflation. These drivers were used to forecast expenditure increases in personnel, supplies, services, and capital over five years; and increases in the County's smaller revenue sources. Population and inflation growth are estimated by the County's contract economist, and their figures are explained below.

Due to record job losses and the real estate slowdown, population growth slowed from historically high rates of the mid-1990s and mid-2000s of 3-4%, and approached near-zero growth in 2010. Annual population growth is expected to steadily increase from 1.9% in FY 2018 to 2.1% by FY 2022. This new trend in population growth for Maricopa County is nearly half of what was realized in previous decades and is expected to result in a slower economic recovery than in previous downturns. Despite lower than average population growth rates, the County's population is projected to reach 4.6 million in FY 2022.



Inflationary pressures continue to drive up the cost of service delivery for Maricopa County. The annual percentage increase in the Consumer Price Index (CPI) is forecasted to be 2.2% in FY 2018 and slightly increase to 2.5% by FY 2022.



Forecast Assumptions

Forecast Assumptions are specific decisions that staff made on expectations for particular items in the forecast based on expert knowledge, Board of Supervisor direction, policies, and existing laws.

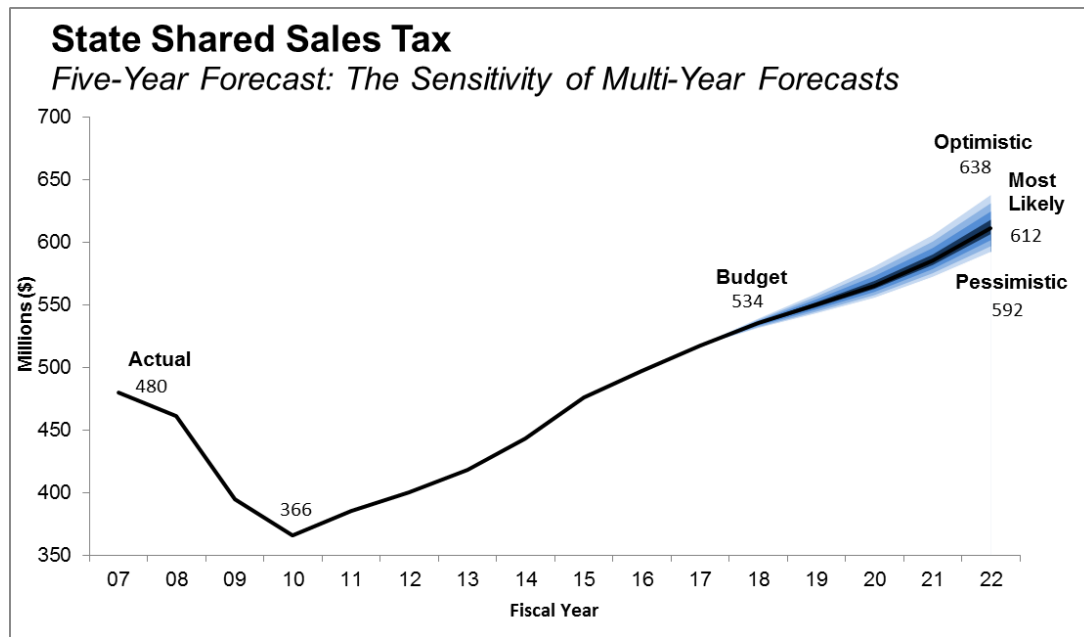
- The FY 2018 property tax rate is \$1.4009. The forecast models a flat tax rate of \$1.4009 through FY 2022.
- Major revenue sources (sales tax, VLT, jail tax, HURF and property tax net assessed values) will increase based on the *most likely* scenario provided by the County's contract economist in the July 2017 forecast.
- 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.
- When the Detention Fund does not receive sufficient operating revenue to cover operating expenditures and remain in structural balance, the General Fund will transfer the operating revenue necessary to regain structural balance.
- Mandated State Contributions will increase or decrease based on the consumer price index, gross domestic price (GDP) price deflator, population growth, or other factors as provided by the County's economist.

Forecast Uncertainty

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

years into the future, the probability of accuracy is greatly diminished with each additional year forecasted.

The fan chart below depicts the variability in forecasting multiple years into the future. The change in annual growth rates for each of the three scenarios provided by the County's contracted economist (Optimistic, Most Likely and Pessimistic) incrementally diverge and by FY 2022, estimates of sales tax revenue differ by \$46 million, from \$638 to \$592 million.



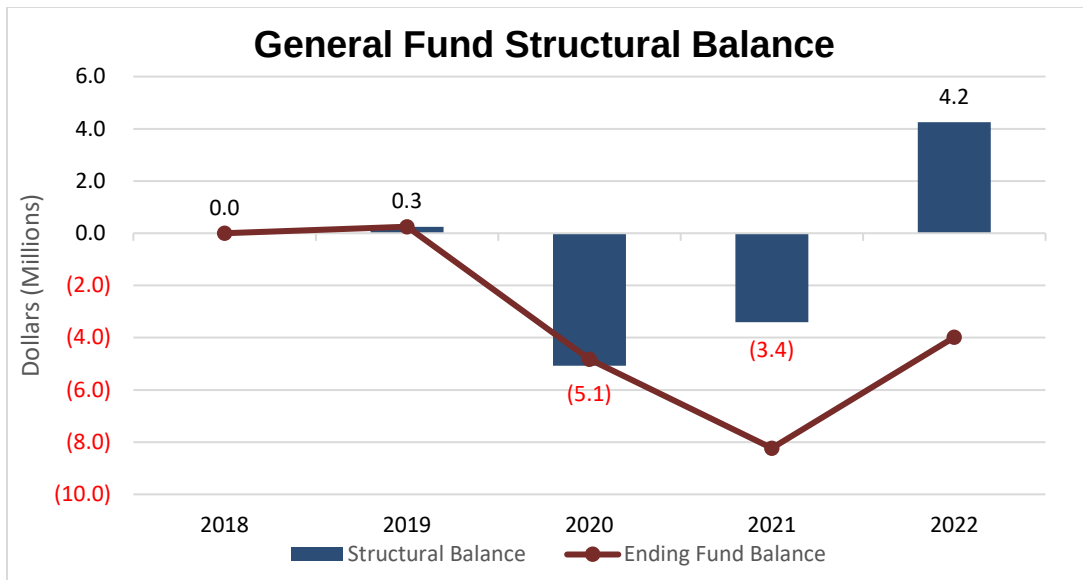
The five-year forecast model is a useful tool in examining the potential impact of policy choices while explicitly considering revenue and expenditure expectations in context of historic trends and economic projections.

General Fund (F100)

The General Fund is Maricopa County's primary operating fund that accounts for all of the County's financial resources except for those required to be accounted for in another fund.

Structural Balance (F100)

The General Fund is forecasted to be out of structural balance in FY 2020 and FY 2021, as can be seen in the graph and five year forecast table below. Although that is what is forecasted, the County would not allow that to actually occur and actions would be taken to secure a structural balance either through budget reductions, revenue increases, or other corrective actions. One of the major hindrances to the General Fund maintaining structural balance in the forecast is the fund transfer that the General Fund has to make to the Detention Fund in order for that fund to maintain structural balance. In FY 2018 that transfer is \$32 million, but is estimated to increase to \$66 million in FY 2022.



Revenue Forecast Methodology (F100)

The General Fund contains a variety of operating revenues sources including: Property Taxes, Tax Penalties & Interest, Licenses & Permits, Intergovernmental, Payments in Lieu of Taxes, State Shared Sales Tax, State Shared Vehicle Licenses Tax (VLT), Charges for Services, Fines & Forfeits, Interest Earnings, and Miscellaneous. Non-recurring revenue is analyzed and appropriated on a year-to-year basis, and the forecast does not assume there will be non-recurring revenue in the future. The forecasting methodologies and assumptions for each of the operating revenues are explained below.

Property Taxes: Property taxes are the County's second largest revenue source (not including tax penalties and interest) in FY 2018. Property taxes are levied by taking the County's net assessed value (NAV) multiplied by a tax rate and divided by 100. In the budget the County also factors in a collection rate for those property taxes. Property tax revenue growth is limited in two ways. The first is through a property tax levy limit in the Arizona Constitution. This limit sets a ceiling on the amount of property tax a local government can collect that grows by 2% every year. Maricopa County currently levies under the limit. The second is through legislation that was passed by the State of Arizona, called Proposition 117. Proposition 117 caps the year-over-year growth of the assessed valuation of existing properties to the lesser of the growth in the full cash value or 5%. This limits property tax growth to 5%, unless there is new construction that adds to the assessed valuation.

To forecast property tax revenues the County has to take into account the two sides of the property tax equation, the tax rate and the assessed value of properties. Based on direction from the Board of Supervisors, staff assumed the tax rate would remain flat at \$1.4009 from FY 2018 to FY 2022. So, all growth in property tax revenues is assumed to come naturally through growth in the assessed values of current properties and new construction. Estimates from the County's contracted economist have the assessed valuation growing 6%, 5.4%, 6.1%, and 5.8% from FY 2019- FY 2022.

Property Tax Penalties and Interest: Penalties & Interest is forecasted based on the estimated growth in Net Assessed Value from the County's contract economist.

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

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

Payments in Lieu of Taxes (PILT): PILT is forecasted based on the estimated growth in Net Assessed Value from the County's contract economist.

State Shared Sales Taxes: After unprecedented record declines from FY 2008 to FY 2010, year-over-year collections improved in FY 2011 and have increased year-after-year thereafter (See Revenue Sources and Variance Commentary). State Shared Sales Taxes are forecasted to increase by an average of 3.4% in FY 2018 through FY 2022 due to sustained economic recovery. The forecast for State Shared Sales Taxes is based off of estimates from the County's contract economist.

State Shared Vehicle License Taxes (VLT): Growth in VLT is dependent on sales of new vehicles and importation of vehicles from out of state by new residents. VLT is forecasted using estimates from the County's contract economist.

Intergovernmental Charges: Intergovernmental Charges are forecasted to grow based on the growth in CPI and population.

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

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

Interest Earnings: Interest earnings are forecasted to decline through 2022 as the fund balance is reduced.

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 CPI and population growth.

Expenditure Forecast Methodology (F100)

General Fund expenditures include personnel, supplies, services, and capital; but there are also some unique expenditures that include Mandated State Contributions, Detention Fund Maintenance of Effort Transfer, Above Base Maintenance of Effort Transfer to the Detention Fund, Other Financing Uses, and Contingency. Non-recurring expenditures are not forecasted past FY 2018. The forecasting methodologies for the operating expenditures are explained below.

Personal Services, Supplies, Services, Capital, and Contingency: These five expenditures were forecasted to grow based on the growth in CPI and population estimated by the County's contract economist.

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, contributions to State behavioral health programs as required by the *Arnold v. Sarn* judgment, cost-sharing for Sexually Violent Persons (SVP), contributions to the State Department of Revenue, and contributions to the State Juvenile Corrections Department.

The ALTCS contributions are forecasted based on estimates of ALTCS growth rates. The AHCCCS Acute Care State Match contributions reduction is based upon the statutory formula of one-half the GDP Price Deflator, decreasing annually. SVP payments are forecasted at CPI and population rates and *Arnold v. Sarn* is estimated to grow by 5% annually. General Mental Health and community based non-SMI treatment, subcomponents of *Arnold v. Sarn*, are estimated to be flat from the FY 2018 estimate. The Department of Revenue and Juvenile Corrections Department contributions are estimated to remain flat through FY 2022.

Detention Fund (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.

Detention Fund Transfer: Also known as the Above Base Maintenance of Effort. The General Fund is forecasted to transfer out \$32 million to the Detention Fund in FY 2018 in order to cover the shortfall in annual revenue collections from FY 2018. This transfer is necessary for the Detention Fund to maintain structural balance. This contributes to a structural imbalance for the General Fund in FY 2018 through FY 2021. The transfer is forecasted based on the structural imbalance of the Detention Fund.

Other Financing Uses: Other Financing Uses expenditures are forecasted flat for the next four years.

Five Year Forecast Table

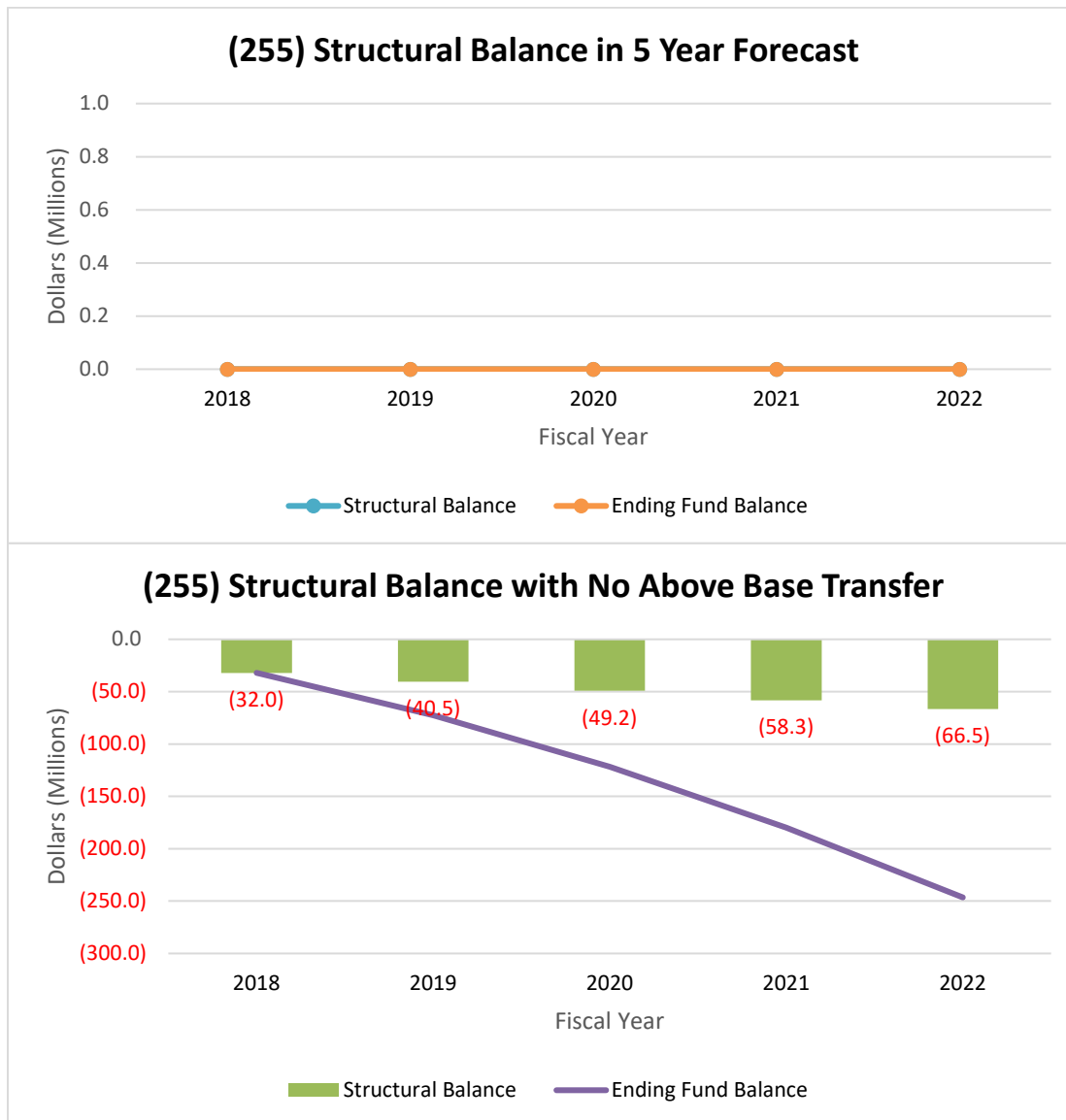
GENERAL FUND (100)	1	2	3	4	5
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<u>Beginning Fund Balance</u>	\$ 134,647,118	\$ -	\$ 250,016	\$ (4,829,028)	\$ (8,230,445)
<u>Sources of Funds</u>					
Recurring:					
Prop. Taxes	\$ 531,047,908	\$ 562,835,250	\$ 593,148,093	\$ 629,405,400	\$ 666,196,041
Tax Penalties & Interest	7,519,586	7,969,692	8,398,918	8,912,318	9,433,270
Licenses & Permits	1,342,771	1,401,853	1,464,936	1,532,323	1,602,810
Other Intergovernmental	392,286	409,547	427,976	447,663	468,256
Payments in Lieu of Taxes	13,989,894	14,827,298	15,625,858	16,581,018	17,550,228
State Shared Sales Tax	533,940,557	550,060,435	565,462,127	585,253,301	611,589,700
State Shared VLT	156,707,940	162,170,443	167,684,238	173,553,186	179,627,548
Intergovernmental Charges	21,313,409	22,251,199	23,252,503	24,322,118	25,440,936
Other Charges for Services	27,075,573	28,266,898	29,538,909	30,897,698	32,318,993
Fines & Forfeits	10,746,561	11,219,410	11,724,283	12,263,600	12,827,726
Interest Earnings	2,400,000	2,000,000	1,800,000	1,600,000	1,400,000
Miscellaneous Revenue	2,468,310	2,576,916	2,692,877	2,816,749	2,946,320
Total Recurring Sources	\$ 1,308,944,795	\$ 1,365,988,939	\$ 1,421,220,718	\$ 1,487,585,376	\$ 1,561,401,827
Net Growth Rate	4.5%	4.4%	4.0%	4.7%	5.0%
Non-Recurring:					
Other Revenue	\$ 4,785,307	\$ -	\$ -	\$ -	\$ -
Proceeds from Financing	-	-	-	-	-
Transfers In	10,309,311	-	-	-	-
Total Non-Recurring Sources	\$ 15,094,618	\$ -	\$ -	\$ -	\$ -
Total Sources	\$ 1,324,039,413	\$ 1,365,988,939	\$ 1,421,220,718	\$ 1,487,585,376	\$ 1,561,401,827
<u>Uses of Funds</u>					
Recurring:					
Personal Services	\$ 577,657,861	\$ 603,074,807	\$ 630,213,173	\$ 659,202,979	\$ 689,526,316
Supplies	13,391,338	13,980,557	14,609,682	15,281,727	15,984,687
Services	186,327,100	194,525,492	203,279,140	212,629,980	222,410,959
Capital	5,400,322	5,637,936	5,891,643	6,162,659	6,446,141
Mandated State Contributions	257,726,420	267,166,639	277,156,909	288,139,580	299,643,072
Detention Fund Maintenance of Effort	183,737,906	187,596,402	192,098,716	196,709,085	201,430,103
Transfer to Detention Fund	32,031,747	40,499,789	49,168,364	58,311,186	66,463,938
Other Financing Uses	39,372,101	39,372,101	39,372,101	39,372,101	39,372,101
Contingency	13,300,000	13,885,200	14,510,034	15,177,496	15,875,660
Total Recurring Uses	\$ 1,308,944,795	\$ 1,365,738,923	\$ 1,426,299,762	\$ 1,490,986,793	\$ 1,557,152,977
Net Growth Rate	4.5%	4.3%	4.4%	4.5%	4.4%
Non-Recurring:					
Personal Services	\$ 11,967,133	\$ -	\$ -	\$ -	\$ -
Supplies	830,879	-	-	-	-
Services	47,379,498	-	-	-	-
Capital	9,984,284	-	-	-	-
Other Financing Uses	79,579,942	-	-	-	-
Total Non-Recurring Uses	\$ 149,741,736	\$ -	\$ -	\$ -	\$ -
Total Uses	\$ 1,458,686,531	\$ 1,365,738,923	\$ 1,426,299,762	\$ 1,490,986,793	\$ 1,557,152,977
Structural Balance	\$ -	\$ 250,016	\$ (5,079,044)	\$ (3,401,417)	\$ 4,248,849
<u>Ending Fund Balance</u>	\$ -	\$ 250,016	\$ (4,829,028)	\$ (8,230,445)	\$ (3,981,595)

Detention Fund (F255)

The Detention Fund is used to pay for costs related to the County's jails, certain detention alternatives, and receives special sales tax revenue that can only be spent on this purpose.

Structural Balance (F255)

The Detention Fund is structurally balanced in the five year forecast due to a transfer from the General Fund that is equal to the fund's structural imbalance, resulting in ending fund balances of exactly zero every year. The charts below show the forecasted structural balance and ending fund balance with and without the General Fund Above Base Maintenance of Effort Transfer.



Revenue Forecast Methodology (F255)

Detention Fund revenues include a special Jail Sales Tax, Jail Per Diem & Other Charges, Intergovernmental Grants, Miscellaneous, and two transfers from the General Fund. Non-recurring revenue is analyzed and appropriated on a year-to-year basis, and the forecast does not assume there will be non-recurring revenue in the future. The forecasting methodologies and assumptions for each of the operating revenues are explained below.

Jail Excise Tax: The Jail Excise Tax growth is forecasted using estimates from the County's contracted economist. This tax is expected to grow 3.6%, 3.4%, 3.3%, 3.6%, and 4.5% from FY 2018 – FY 2022.

Other Intergovernmental/Grants and Miscellaneous: Intergovernmental/Grant revenue and Miscellaneous revenue are forecasted to be flat.

Jail Per Diem & Other Charges: This revenue is primarily from municipal jurisdictions that arrest an individual and pay the County for the costs associated with housing the individual while they await trial and sentencing. The factors which influence this revenue source are the number of arrests by municipalities and amount of time an individual waits until trial. Additionally, the increased effort to reduce jail population through diversion programs, both by the County and the municipalities, is having an impact on both these costs and their reimbursements. Because of the complexity and the efforts to decrease jail population, the revenue is forecasted as flat.

Transfers In: The Detention Fund receives two transfers from the General Fund. The first transfer, the Maintenance of Effort transfer from the General Fund, is required by statute. This is increased annually based on the GDP price deflator forecast. The second transfer, the Above Base Maintenance of Effort, is forecasted to cover the exact amount that the Detention Fund is structurally imbalanced, in order to maintain structural balance.

Expenditure Forecast Methodology (F255)

Detention Fund expenditures include personnel, supplies, services, capital, and other financing uses. Non-recurring expenditures are not forecasted past FY 2018. The forecasting methodologies for the operating expenditures are explained below.

Personal Services, Supplies, Services, and Capital: These five expenditures were forecasted to grow based on the growth in CPI and population estimated by the County's contract economist.

Other Financing Uses: Other Financing Uses expenditures are forecasted flat for the next four years.

Five Year Forecast Table

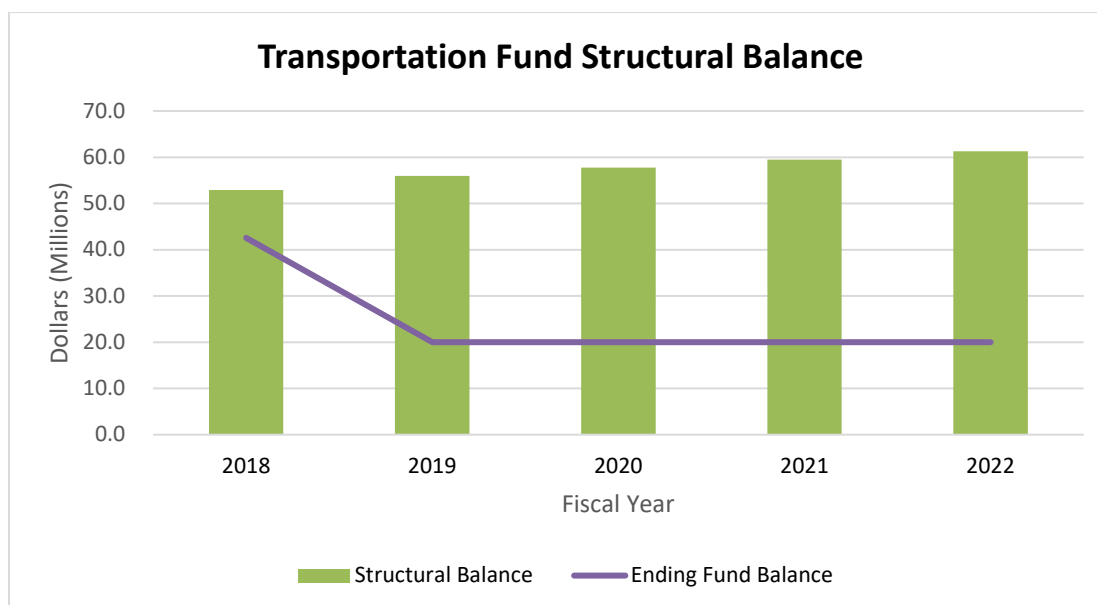
DETENTION FUND (255)	1	2	3	4	5
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Beginning Fund Balance	\$ 33,303,664	\$ -	\$ -	\$ -	\$ -
Sources of Funds					
Recurring:					
Jail Excise Tax	\$ 158,237,746	\$ 163,293,526	\$ 168,682,212	\$ 174,754,772	\$ 182,618,737
Other Intergovernmental/Grants	228,000	228,000	228,000	228,000	228,000
Jail Per Diem & Other Charges	21,369,786	21,369,786	21,369,786	21,369,786	21,369,786
Miscellaneous	35,000	35,000	35,000	35,000	35,000
General Fund Maintenance of Effort	183,737,906	187,596,402	192,098,716	196,709,085	201,430,103
Above Base Maintenance of Effort	32,031,747	40,499,789	49,168,364	58,311,186	66,463,938
Total Recurring Sources	\$ 395,640,185	\$ 413,022,503	\$ 431,582,078	\$ 451,407,829	\$ 472,145,564
Net Growth Rate	1.4%	4.4%	4.5%	4.6%	4.6%
Non-Recurring:					
Interest Earnings	\$ 750,000	\$ -	\$ -	\$ -	\$ -
Total Non-Recurring Sources	\$ 750,000	\$ -	\$ -	\$ -	\$ -
Total Sources	\$ 396,390,185	\$ 413,022,503	\$ 431,582,078	\$ 451,407,829	\$ 472,145,564
Uses of Funds					
Recurring Uses:					
Personal Services	\$ 308,474,849	\$ 322,047,742	\$ 336,539,891	\$ 352,020,726	\$ 368,213,679
Supplies	24,542,084	25,621,936	26,774,923	28,006,569	29,294,871
Services	60,975,079	63,657,982	66,522,592	69,582,631	72,783,432
Capital Outlay	1,060,673	1,107,343	1,157,173	1,210,403	1,266,082
Other Financing Uses	587,500	587,500	587,500	587,500	587,500
Total Recurring Uses	\$ 395,640,185	\$ 413,022,503	\$ 431,582,078	\$ 451,407,829	\$ 472,145,564
Net Growth Rate	1.4%	4.4%	4.5%	4.6%	4.6%
Non-Recurring Uses:					
Personal Services	\$ 236,663	\$ -	\$ -	\$ -	\$ -
Supplies	623,395	-	-	-	-
Services	4,952,827	-	-	-	-
Capital	162,000	-	-	-	-
Other Financing Uses	28,078,779	-	-	-	-
Total Non-Recurring Uses	\$ 34,053,664	\$ -	\$ -	\$ -	\$ -
Total Uses	\$ 429,693,849	\$ 413,022,503	\$ 431,582,078	\$ 451,407,829	\$ 472,145,564
Structural Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -

Transportation Fund (F232)

The Transportation Fund is used to pay for costs related to the County's road system, and receives special revenue from the state that can only be spent on this purpose.

Structural Balance (F232)

The Transportation Fund is structurally balanced in the five year forecast and includes a consistent minimum fund balance of \$20 million and a transfer to the Transportation Capital Improvement Fund for future projects.



Revenue Forecast Methodology (F232)

Transportation Fund Revenues include Licenses and Permits, State Shared Highway User Revenue, State Shared Vehicle License Taxes, Intergovernmental Charges for Services, Interest Earnings, Miscellaneous Revenue, and Gain on Fixed Assets. Non-recurring revenue is analyzed and appropriated on a year-to-year basis, and the forecast does not assume there will be non-recurring revenue in the future. The forecasting methodologies and assumptions for each of the operating revenues are explained below.

Licenses and Permits: Licenses and Permits are forecasted to grow based on the growth in population estimated by the County's contract economist.

Highway User Revenue Funds (HURF): HURF continues to be subject to reductions by the State of Arizona, which diverted funds to support their Department of Public Safety (DPS) and Motor Vehicle Division (MVD). In FY 2014, highway user revenue increased significantly as a result of the state eliminating the revenue shift to MVD. In FY 2015, the State Legislature returned an additional \$30 million of diverted HURF revenue back to the revenue distribution model. It is estimated that \$4 million of these reversion funds were distributed to Maricopa County in FY 2015. Growth expectations for FY 2017 to FY 2021 are expected to remain steady and increase by an average of 3.9% annually if there are no subsequent changes to the HURF distribution model.

State Shared Vehicle License Taxes (VLT): See General Fund Revenue section of the Financial Forecast. VLT is collected in both the General and Transportation Funds.

Intergovernmental Charges for Service: Intergovernmental Charges for Service are forecasted using the growth in the CPI estimated by the County's contract economist.

Interest Earnings, Miscellaneous Revenue, and Gain on Fixed Assets: These three revenue sources are held flat in the forecast.

Expenditure Forecast Methodology (F232)

Transportation Fund expenditures include personnel, supplies, services, capital, other financing uses, non-recurring capital, and non-recurring transfer to capital projects. The forecasting methodologies for the operating and non-recurring expenditures are explained below.

Personal Services, Supplies, Services, and Capital: These five expenditures were forecasted to grow based on the growth in CPI and population estimated by the County's contract economist.

Other Financing Uses and Non Recurring Capital: These two are forecasted to remain flat.

Non-Recurring Transfer to Capital Projects: This transfer goes to the Transportation Capital Fund, and it forecasted using the surplus structural balance minus a minimum fund balance in the Transportation Fund of \$20 million.

Five Year Forecast Table

TRANSPORTATION FUND (232)	1 FY 2018	2 FY 2019	3 FY 2020	4 FY 2021	5 FY 2022
Beginning Fund Balance	\$ 42,562,704	\$ 42,562,704	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000
Sources of Funds					
Recurring:					
Licenses and Permits	\$ 995,000	\$ 1,013,905	\$ 1,034,183	\$ 1,055,901	\$ 1,078,075
State Shared Highway User Rev.	111,917,883	117,803,158	122,551,773	127,490,332	132,626,434
State Shared Vehicle License Taxes	11,103,437	11,458,747	11,848,344	12,263,036	12,692,243
Intergovernmental Charges for Service	13,300	13,633	13,973	14,323	14,681
Interest Earnings	500,000	500,000	500,000	500,000	500,000
Miscellaneous Revenue	231,565	231,565	231,565	231,565	231,565
Gain on Fixed Assets	250,000	250,000	250,000	250,000	250,000
Total Recurring Sources	\$ 125,011,185	\$ 131,271,007	\$ 136,429,839	\$ 141,805,157	\$ 147,392,998
Net Growth Rate	5.2%	5.0%	3.9%	3.9%	3.9%
Non-Recurring:					
Proceeds from Financing	-	-	-	-	-
Total Non-Recurring Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sources	\$ 125,011,185	\$ 131,271,007	\$ 136,429,839	\$ 141,805,157	\$ 147,392,998
Uses of Funds					
Recurring:					
Personal Services	\$ 30,764,434	\$ 32,118,069	\$ 33,563,382	\$ 35,107,298	\$ 36,722,233
Supplies	6,425,076	6,707,779	7,009,629	7,332,072	7,669,348
Services	30,985,948	32,349,330	33,805,050	35,360,082	36,986,646
Capital	3,914,100	4,086,320	4,270,205	4,466,634	4,672,099
Other Financing Uses	34,389	34,389	34,389	34,389	34,389
Total Recurring Uses	\$ 72,123,947	\$ 75,295,888	\$ 78,682,655	\$ 82,300,475	\$ 86,084,715
Net Growth Rate	13.6%	4.4%	4.5%	4.6%	4.6%
Non-Recurring:					
Supplies	\$ 156,148	\$ -	\$ -	\$ -	\$ -
Services	4,003,809	-	-	-	-
Capital	1,450,523	1,450,523	1,450,523	1,450,523	1,450,523
Transfer to Capital Projects	47,276,758	77,087,301	56,296,661	58,054,159	59,857,759
Total Non-Recurring Uses	\$ 52,887,238	\$ 78,537,824	\$ 57,747,184	\$ 59,504,682	\$ 61,308,282
Total Uses	\$ 125,011,185	\$ 153,833,711	\$ 136,429,839	\$ 141,805,157	\$ 147,392,998
Structural Balance	\$ 52,887,238	\$ 55,975,120	\$ 57,747,184	\$ 59,504,682	\$ 61,308,282
Ending Fund Balance	\$ 42,562,704	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000

Adult Probation

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.

Strategic Goals

Safe Communities

By the end of FY 2020, Maricopa County Adult Probation Department (MCAPD) will enhance public safety by increasing success completions in Pretrial Supervision to 75% or higher:

Status: The Adult Probation Department is working toward the goal of 75% and is currently at 63.3% successful completions in Pretrial Supervision. The department will continue to work to meet its goal of 75% or higher.

Safe Communities

By the end of FY 2020, MCAPD customers (neighborhoods, courts, offenders, and victims) will benefit from improved case processing by increasing community restitution work hours completed to 52% or higher

Status: Community work service hours completed during the reporting period is currently at 62.47% for FY 2017, exceeding the goal of 52%.

Budget Highlights

- Increase General Fund by \$645,000 due to the addition of 13 staff across Sex Offender, Standard Probation & support staff.
- Increase General Fund by \$775,000 due to increased retirement contributions.
- Increase the Detention Fund by \$650,000 for the addition of 11 staff across Prison Re-Entry, Intensive Probation and Pretrial Electronic Monitoring.
- Increase Detention Fund by \$427,000 due to increase in retirement contributions.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	2,550,542	2,773,301	2,574,946	2,321,492
Charges For Services	10,233,666	9,987,611	9,420,764	10,244,849
Fines and Forfeits	2,863,652	2,900,000	2,466,938	2,614,350
Miscellaneous	11,448	6,800	9,072	3,800
Total Sources	\$ 15,659,308	\$ 15,667,712	\$ 14,471,720	\$ 15,184,491
Personal Services	86,437,854	92,224,826	91,074,312	94,165,876
Supplies	1,587,451	1,478,107	1,578,489	1,756,529
Services	7,889,838	9,526,161	8,175,038	9,620,962
Capital Outlay	168,049	316,000	663,653	366,000
Total Uses	\$ 96,083,192	\$ 103,545,094	\$ 101,491,492	\$ 105,909,367
Total Regular FTE	1162.50	1175.50	1163.50	1199.50

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Behavioral Change	2,453,923	2,846,267	2,266,195	2,468,790
Community Justice	10,388,219	10,010,645	9,461,355	10,210,672
General Overhead	2,817,166	2,810,800	2,744,170	2,505,029
Total Sources	\$ 15,659,308	\$ 15,667,712	\$ 14,471,720	\$ 15,184,491
Behavioral Change	24,925,000	26,212,129	25,418,924	26,559,663
Community Justice	64,411,019	69,547,032	67,694,866	71,746,215
General Overhead	1,776,166	2,810,512	2,664,293	2,027,887
Indirect Support	3,209,863	3,169,849	3,565,245	3,787,726
Information Technology	1,761,144	1,805,572	2,148,164	1,787,876
Total Uses	\$ 96,083,192	\$ 103,545,094	\$ 101,491,492	\$ 105,909,367

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of defendants who successfully complete release conditions during the reporting period.	74.3%	62.6%	63.3%	62.6%
Average number of defendants ordered to be supervised by Pretrial Services during the reporting period.	2, 793	3, 207	3, 207	3, 410
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.				
Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	55.8%	54.1%	54.1%	53.8%
Total number of IPS probationers discharged from IPS during the reporting period.	1, 177	1, 284	1, 284	1, 300

* Mandated

[Additional detail on the Adult Probation budget](#)

Air Quality

Mission

The mission of the Air Quality Department is to improve the air of Maricopa County so customers, residents and visitors can live, work, and play in a healthy environment.

Strategic Goals

Safe Communities

By 2020, Maricopa County residents and visitors will experience cleaner air, as evidenced by decreases in the average annual concentrations of air contaminants over 2015 levels.

Status: For Fiscal Year 2016, PM2.5 (smoke) was reduced 3%, PM10 (dust) reduced 5% and Ozone reduced 1%.

Safe Communities

By 2020, Maricopa County residents and visitors will experience cleaner air, as evidenced by increasing compliance rates with general permit requirements from 79% to 85%.

Status: This is a new goal for Fiscal Year 2018.

Department Specific

By 2020, Maricopa County residents and visitors will experience increased knowledge of air quality issues and steps they can take to help improve air quality, as evidenced by an increase in air quality messaging and campaign impressions by 20%.

Status: This is a new goal for Fiscal Year 2018.

Budget Highlights

- A shift of resources from Indirect Support to Air Quality Program in the amount of \$3,362,487.
- Appropriate General Fund one-time funding in the amount of \$308,080 to replace non-functioning or end-of-useful life air monitoring equipment.
- Increase Fines and Forfeits revenue by \$500,000, decrease License and Permits revenue by \$224,725 and decrease Other Charges for Services revenue by \$19,272 in the Air Quality Fee Fund.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Licenses & Permits	11,590,412	11,212,000	10,926,836	10,987,275
Intergovernmental	2,854,189	4,139,552	4,140,093	5,403,005
Charges For Services	457,125	464,742	507,315	445,470
Fines and Forfeits	401,364	355,000	894,178	855,000
Miscellaneous	188,301	52,044	117,999	52,044
Total Sources	\$ 15,491,391	\$ 16,223,338	\$ 16,586,421	\$ 17,742,794
Personal Services	10,723,669	11,369,707	11,178,264	11,652,327
Supplies	684,369	595,158	516,937	583,791
Services	3,816,349	5,811,318	5,448,204	8,348,832
Other Financing Uses	8,450	8,450	8,450	8,450
Capital Outlay	913,756	990,732	976,447	1,039,988
Total Uses	\$ 16,146,593	\$ 18,775,365	\$ 18,128,302	\$ 21,633,388
Total Regular FTE	143.65	143.65	142.65	142.65

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Air Quality	14,839,768	15,255,695	15,655,034	17,690,750
General Overhead	5,069	32,040	(304,094)	32,040
Indirect Support	646,554	935,603	1,235,481	20,004
Total Sources	\$ 15,491,391	\$ 16,223,338	\$ 16,586,421	\$ 17,742,794
Air Quality	8,187,442	10,022,043	9,417,744	16,178,782
General Overhead	884,842	663,910	605,579	727,681
Indirect Support	7,074,309	8,080,962	8,096,529	4,718,475
Information Technology	-	8,450	8,450	8,450
Total Uses	\$ 16,146,593	\$ 18,775,365	\$ 18,128,302	\$ 21,633,388

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of inspections provided where the facility is in compliance at the time of the inspection.	N/A	N/A	N/A	92.0%
Number of inspections provided.	N/A	N/A	N/A	16, 500

* Mandated

[Additional detail on the Air Quality budget](#)

Animal Care and Control

Mission

The mission of the Animal Care and Control Department 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.

Strategic Goals

The Animal Care and Control Strategic Business Plan is under review. New goals will be provided in FY 2019 that will consider stakeholder recommendations while facilitating the Board of Supervisor's approved strategies.

Budget Highlights

- Increase License and Permit revenue by \$567,648 in the Animal Control License/Shelter Fund.
- Increase Intergovernmental Charges for Services revenue by \$275,219 in the Animal Control Field Operations Fund.
- Appropriate one-time funding in the amount of \$340,000 for truck replacements, washer and dryer.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Licenses & Permits	7,858,112	8,123,805	8,037,116	8,055,713
Intergovernmental	80,753	-	33,247	-
Charges For Services	4,778,271	4,742,719	5,204,754	5,437,806
Fines and Forfeits	1,537	3,700	2,756	4,500
Miscellaneous	1,124,856	779,490	375,567	1,297,430
Total Sources	\$ 13,843,529	\$ 13,649,714	\$ 13,653,440	\$ 14,795,449
Personal Services	9,144,990	9,839,439	9,357,357	9,954,857
Supplies	1,142,594	1,296,117	1,123,870	1,172,542
Services	4,365,498	4,177,312	3,142,708	3,603,718
Other Financing Uses	1,139,867	1,140,175	1,140,175	1,140,598
Capital Outlay	5,866	340,000	(24,753)	340,000
Total Uses	\$ 15,798,815	\$ 16,793,043	\$ 14,739,357	\$ 16,211,715
Total Regular FTE	179.00	174.50	179.00	185.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Animal Control	3,338,915	3,474,714	3,749,933	3,749,933
Community Outreach	623,315	232,000	25,223	-
General Overhead	(13,407)	7,000	39,652	-
Indirect Support	-	-	-	2,000
Pet Adoption	1,875,165	1,870,260	1,756,935	3,025,868
Pet Licensing	8,019,541	8,065,740	8,081,697	8,017,648
Total Sources	\$ 13,843,529	\$ 13,649,714	\$ 13,653,440	\$ 14,795,449
Animal Control	2,911,759	3,148,335	2,856,795	3,060,228
Community Outreach	1,261,280	184,048	796,198	-
General Overhead	1,186,789	1,537,988	1,439,125	2,023,599
Indirect Support	2,096,415	1,346,634	1,692,040	2,433,368
Information Technology	178,452	252,105	5,125	229,023
Pet Adoption	6,009,806	6,802,543	6,387,924	6,926,463
Pet Licensing	2,154,314	3,521,390	1,562,150	1,539,034
Total Uses	\$ 15,798,815	\$ 16,793,043	\$ 14,739,357	\$ 16,211,715

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Animal Control Program* is to provide animal control services to licensed dogs and fulfill contractual obligations to jurisdictions so they can ensure citizens can be free of animal-related health and safety dangers as well as the dangers associated with irresponsible pet ownership.				
Percent of cases resolved within the time limitations of the contract obligation.	100.0%	100.0%	100.0%	100.0%
Number of cases closed.	34, 000	34, 000	34, 000	34, 000
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.				
Percent of increase/decrease in pet intake in Maricopa County.	4.4%	4.4%	4.4%	4.4%
Pet intake in previous year.	36, 778	36, 778	36, 778	36, 778
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.				
Percent of adoptions with no returns.	99.9%	99.9%	99.9%	99.9%
Number of adoptions completed with no returns.	23, 890	23, 890	23, 890	23, 890
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.				
Percent of dogs licensed in Maricopa County.	52.2%	52.2%	52.2%	52.2%
Number of dog licenses issued.	470, 000	470, 000	470, 000	470, 000

*Mandated

[Additional detail on the Animal Care and Control budget](#)

Assessor

Mission

The Mission of the Maricopa County Assessor's Office is to provide property assessment services to Maricopa County property owners, and to efficiently and effectively administer all laws and regulations for Maricopa County property owners so they can be assured that all ad valorem properties are fairly and equitably valued.

Strategic Goals

Growth and Economic Development

By March 1st of each year (2015-2020) for Real Property, and by August 31st of each year (2015-2020) for Business Personal Property, 100 percent of properties within Maricopa County will be fairly and equitably valued.

Status: As of March 1, 2017, 100 percent of properties within Maricopa County were fairly and equitably valued. As of August 31, 2016, 100 percent of Business Personal Properties were fairly and equitably valued.

Budget Highlights

- One-time funding for Legal Class Verification Program of \$191,000.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Miscellaneous	213,189	180,000	183,442	180,000
Total Sources	\$ 213,189	\$ 180,000	\$ 183,442	\$ 180,000
Personal Services	19,248,716	19,696,059	19,417,107	19,738,685
Supplies	340,161	386,399	331,632	198,060
Services	3,964,502	4,314,429	4,030,997	4,659,970
Other Financing Uses	7,730	7,730	7,730	7,730
Capital Outlay	128,379	-	15,234	-
Total Uses	\$ 23,689,488	\$ 24,404,617	\$ 23,802,700	\$ 24,604,445
Total Regular FTE	310.43	310.43	312.43	309.93

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Property Assessment	213,189	180,000	183,442	180,000
Total Sources	\$ 213,189	\$ 180,000	\$ 183,442	\$ 180,000
General Overhead	533,317	633,074	631,983	623,661
Indirect Support	1,514,076	1,522,843	1,402,405	1,499,239
Information Technology	3,205,887	3,082,614	3,009,825	3,460,952
Property Assessment	18,436,208	19,166,086	18,758,487	19,020,593
Total Uses	\$ 23,689,488	\$ 24,404,617	\$ 23,802,700	\$ 24,604,445

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of property assessments provided.	100%	100%	100%	100%
Total number of property assessments provided.	1,698,000	1,698,000	1,652,858	1,646,846

* Mandated

[Additional detail on the County Assessor's Office budget](#)

Assistant County Manager - 940

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.

Strategic Goals

The Assistant County Manager Department provides leadership and oversight to the various departments under its purview. Direct service activities which have performance measures are not utilized in this department. The results of departmental efforts can be demonstrated in the performance measures of the various departments.

Budget Highlights

- Increase budget by \$492,252 due to reallocation of revenue and expenses from Non Departmental for the Industrial Development Authority overseen by Assistant County Manager – 940.
- Increased charges to Industrial Development Authority, allowing for \$99,289 to be reallocated from Assistant County Manager – 940 to the Department of Finance.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Charges For Services	-	-	-	492,252
Total Sources	\$ -	\$ -	\$ -	\$ 492,252
Personal Services	189,217	275,370	178,923	676,476
Supplies	1,027	6,293	(729)	1,507
Services	13,471	19,674	11,565	15,351
Total Uses	\$ 203,715	\$ 301,337	\$ 189,759	\$ 693,334
Total Regular FTE	5.00	5.00	5.00	5.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Financial Management	-	-	-	492,252
Total Sources	\$ -	\$ -	\$ -	\$ 492,252
Financial Management	-	331,706	270,674	492,252
General Overhead	3,170	3,235	2,627	2,269
Indirect Support	200,546	(33,604)	(83,542)	198,813
Total Uses	\$ 203,715	\$ 301,337	\$ 189,759	\$ 693,334

[Additional detail on Assistant County Manager – 940 budget](#)

Assistant County Manager - 950

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.

Strategic Goals

The Assistant County Manager Department provides leadership and oversight to the various departments under its purview. Direct service activities which have performance measures are not utilized in this department. The results of departmental efforts can be demonstrated in the performance measures of the various departments.

Budget Highlights

- Increase budget by \$940,017 due to reallocation of court interpreter services from Non Departmental to include the addition of five positions.
- Decrease budget by \$99,224 by eliminating a project manager position.
- Increase budget by \$120,041 for the reallocation of Health Care Services Administrator from Deputy County Manager – 920 to Assistant County Manager – 950.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	1,062,159	912,544	902,544	849,000
Miscellaneous	765	-	95	-
Total Sources	\$ 1,062,924	\$ 912,544	\$ 902,639	\$ 849,000
Personal Services	739,854	832,912	688,561	1,287,848
Supplies	8,688	49,667	51,196	23,319
Services	819,624	1,355,096	193,268	1,740,875
Capital Outlay	-	-	810,000	-
Total Uses	\$ 1,568,166	\$ 2,237,675	\$ 1,743,025	\$ 3,052,042
Total Regular FTE	9.00	10.00	9.00	14.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Justice System Planning and Information	796,929	912,544	871,238	849,000
General Overhead	265,995	-	31,401	-
Total Sources	\$ 1,062,924	\$ 912,544	\$ 902,639	\$ 849,000
Justice System Planning and Information	1,157,441	1,775,635	1,374,592	2,546,659
General Overhead	13,173	33,127	11,735	138,853
Indirect Support	397,552	428,913	356,698	366,530
Total Uses	\$ 1,568,166	\$ 2,237,675	\$ 1,743,025	\$ 3,052,042

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Justice System Planning and Information program is to provide system analysis and statistical reports, grant revenues, and consultations to Maricopa County departments, federal, state, and local agencies, and community-based organizations so they can support data-driven decision-making and implementation of evidence-based strategies.				
Percent of submitted grant applications awarded	50.0%	100.0%	100.0%	100.0%
Number of submitted grant applications awarded	2	1	1	1

[Additional detail on the Assistant County Manager – 950 budget](#)

Board of Supervisors, District 1

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.

Strategic Goals

The Board of Supervisor's Strategic Goals are contained in the Maricopa County Strategic Plan FY 2015-2018.

Budget Highlights

- Increase Internal Service Charges by \$1,001 for the impact of the changes in the base level telecommunication charges.
- Increase Internal Service Charges by \$20 for the impact of the changes in risk management charges.

Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Personal Services	335,387	358,816	358,068	358,988
Supplies	972	5,608	1,890	6,134
Services	6,108	18,447	7,883	18,770
Total Uses \$	\$ 342,467	\$ 382,871	\$ 367,841	\$ 383,892
Total Regular FTE	3.00	3.00	3.00	3.00

Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
General Overhead	113,042	117,372	116,985	116,761
Indirect Support	229,425	265,499	250,856	267,131
Total Uses \$	\$ 342,467	\$ 382,871	\$ 367,841	\$ 383,892

[Additional detail on the Board of Supervisors, District 1 budget](#)

Board of Supervisors, District 2

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.

Strategic Goals

The Board of Supervisor's Strategic Goals are contained in the Maricopa County Strategic Plan FY 2015-2018.

Budget Highlights

- Increase Internal Service Charges by \$1,001 for the impact of the changes in the base level telecommunication charges.
- Increase Internal Service Charges by \$20 for the impact of the changes in risk management charges.

Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Personal Services	366,619	375,521	374,956	375,378
Supplies	151	1,988	500	1,658
Services	2,523	5,362	6,114	6,856
Total Uses	\$ 369,293	\$ 382,871	\$ 381,570	\$ 383,892
Total Regular FTE	3.00	3.00	3.00	3.00

Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
General Overhead	112,074	116,496	116,413	117,308
Indirect Support	257,219	266,375	265,157	266,584
Total Uses	\$ 369,293	\$ 382,871	\$ 381,570	\$ 383,892

[Additional detail on the Board of Supervisors, District 2 budget](#)

Board of Supervisors, District 3

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.

Strategic Goals

The Board of Supervisor's Strategic Goals are contained in the Maricopa County Strategic Plan FY 2015-2018.

Budget Highlights

- Increase Internal Service Charges by \$1,001 for the impact of the changes in the base level telecommunication charges.
- Increase Internal Service Charges by \$20 for the impact of the changes in risk management charges.

Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Personal Services	357,270	357,840	346,156	337,677
Supplies	934	20,244	4,054	17,228
Services	8,133	4,787	22,666	28,987
Total Uses	\$ 366,337	\$ 382,871	\$ 372,876	\$ 383,892
Total Regular FTE	3.00	3.00	3.00	3.00

Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
General Overhead	113,520	117,528	118,169	116,942
Indirect Support	252,817	265,343	254,707	266,950
Total Uses	\$ 366,337	\$ 382,871	\$ 372,876	\$ 383,892

[Additional detail on the Board of Supervisors, District 3 budget](#)

Board of Supervisors, District 4

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.

Strategic Goals

The Board of Supervisor's Strategic Goals are contained in the Maricopa County Strategic Plan FY 2015-2018.

Budget Highlights

- Increase Internal Service Charges by \$1,001 for the impact of the changes in the base level telecommunication charges.
- Increase Internal Service Charges by \$20 for the impact of the changes in risk management charges.

Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Personal Services	358,859	368,045	368,211	367,900
Supplies	1,689	1,433	330	1,400
Services	3,285	13,393	8,638	14,592
Total Uses	\$ 363,833	\$ 382,871	\$ 377,179	\$ 383,892
Total Regular FTE	3.00	3.00	3.00	3.00

Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
General Overhead	111,710	116,329	116,241	117,340
Indirect Support	252,123	266,542	260,938	266,552
Total Uses	\$ 363,833	\$ 382,871	\$ 377,179	\$ 383,892

[Additional detail on the Board of Supervisors, District 4 budget](#)

Board of Supervisors, District 5

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.

Strategic Goals

The Board of Supervisor's Strategic Goals are contained in the Maricopa County Strategic Plan FY 2015-2018.

Budget Highlights

- Increase Internal Service Charges by \$1,001 for the impact of the changes in the base level telecommunication charges.
- Increase Internal Service Charges by \$20 for the impact of the changes in risk management charges.

Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Personal Services	355,869	357,059	359,574	363,075
Supplies	6,285	9,706	14,973	10,485
Services	8,054	16,106	7,191	10,332
Total Uses \$	\$ 370,208	\$ 382,871	\$ 381,738	\$ 383,892
Total Regular FTE	2.88	2.88	2.88	2.88

Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
General Overhead	112,038	120,828	118,223	118,032
Indirect Support	258,170	262,043	263,515	265,860
Total Uses \$	\$ 370,208	\$ 382,871	\$ 381,738	\$ 383,892

[Additional detail on the Board of Supervisors, District 5 budget](#)

Budget

Mission

The mission of the Budget Office is to provide a sustainable, structurally balanced budget to the Board of Supervisors and County Manager so they can achieve the County's mission within available resources.

Strategic Goals

Fiscal Strength and Responsibility

By June 30, 2019 Maricopa County will keep growth of operational expenditures subject to the expenditure limit under the growth of the expenditure limit.

Status: The expenditure limit continues to be a challenge for Maricopa County. In an effort to meet this goal, the county has financed several large capital projects in FY 2017. The operational expenditures will be at or below the limit in FY 2018.

Fiscal Strength and Responsibility

By the end of 2022, Maricopa County's General Fund Operating reserves will equal two months of the prior year's operating expenditures.

Status: For FY 2018, the budgeted operating reserves of \$208,812,884 is at two months of the adopted FY 2017 General Fund Operating expense of \$1,252,877,305.

Budget Highlights

- Delete Deputy Director and create Director position; delete two Budget Analyst – Senior positions.
- Decrease expenditures by \$422,765 due to reallocation of funding to Department of Finance.
- Decrease expenditures by \$16,535 due to reallocation of funding to County Manager's Office.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Personal Services	1,827,289	2,148,129	1,886,091	1,650,490
Supplies	784	39,744	6,219	10,000
Services	209,295	277,824	139,325	267,038
Total Uses	\$ 2,037,368	\$ 2,465,697	\$ 2,031,635	\$ 1,927,528
Total Regular FTE	18.00	18.00	18.00	16.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
General Overhead	13,506	22,130	19,715	25,104
Indirect Support	159,193	270,676	109,606	280,252
Planning and Budgeting	1,864,669	2,172,891	1,902,314	1,622,172
Total Uses	\$ 2,037,368	\$ 2,465,697	\$ 2,031,635	\$ 1,927,528

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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				
Percent of appropriated budgets with expenditures within budget at the end of the fiscal year.	99.4%	100.0%	99.7%	100.0%

* Mandated

[Additional detail on the Budget Office budget](#)

Call Center

Mission

The mission of the Call Center is to provide information with accuracy and courtesy to callers of the Treasurer, Assessor, Recorder, and the Elections offices so they can conduct their business with the County confidently and conveniently.

Strategic Goals

Department Specific

By June, 2019, 95% of a selected monthly and random sample of 100 real time calls will be scored at a 90% level or higher based on a grading and weighting system that considers proper greeting, accuracy, completeness and politeness.

Status: The Department currently samples random real time calls as noted and have a consolidated average of 96.75%.

Department Specific

By June, 2019, 60% of calls will be answered within 30 seconds.

Status: The Department currently answers 62.75% of calls within 30 seconds.

Budget Highlights

- Increase Internal Service Charges by \$207,199 for the impact of the changes in the base level telecommunication charges.
- Nine PCN's at a cost of \$366,643 were transferred to the Clerk of Superior Court.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Personal Services	1,503,745	1,579,082	1,576,237	1,183,291
Supplies	6,560	8,664	114,589	5,069
Services	86,807	157,406	50,208	397,436
Total Uses	\$ 1,597,112	\$ 1,745,152	\$ 1,741,034	\$ 1,585,796
Total Regular FTE	27.00	27.00	27.00	22.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Call Center	1,593,164	1,613,481	1,683,516	1,246,838
General Overhead	3,948	131,671	57,518	338,958
Total Uses	\$ 1,597,112	\$ 1,745,152	\$ 1,741,034	\$ 1,585,796

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Call Center* is to provide an immediate information bridge to 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.				
Percent of calls answered within 30 seconds.	43.2%	60.0%	60.4%	60.4%
Number of calls answered within 30 seconds.	363, 330	612, 988	363, 330	376, 550

* Mandated

[Additional detail on the Call Center budget](#)

Clerk of the Board

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 decisions and conduct business affairs.

Strategic Goals

Regional Services

By 2020, hold training session with Special District managers and/or secretaries of 90 percent of Special Taxing Districts in Maricopa County to educate them regarding Open Meeting Laws, Annual Report and Budget requirements, Election deadlines and procedures, and Disclosure Notice requirements.

Status: The Special Taxing Districts Resource Manual has been complete and distributed to all Special Districts. The Clerk's Special Taxing District Coordinator will continue training of the individual Boards.

Government Operations

By 2020, provide Internet search capabilities and access to 100 percent of all public Board of Supervisors' approved meeting minutes and Public Disclosure Notices.

Status: All Board of Supervisors' meeting agendas, approved meeting minutes since January 2011 and the Public Disclosure Notices are available and searchable via the Internet. Conversion of the remaining Board of Supervisors' Agendas and Minutes to the enterprise Electronic Document Management System (EDMS), OnBase, will commence in FY 2018.

Budget Highlights

- Reallocate \$130,000 for the Board of Equalization from Non Departmental to Clerk of the Board.
- Reallocate \$2,500 for Board of Supervisors Discretionary Charges from Non Departmental to Clerk of the Board.
- Carryforward \$213,619 for the Sire Hyland Conversion project.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Personal Services	970,027	1,030,316	1,038,238	1,029,338
Supplies	11,274	14,753	10,176	17,121
Services	164,257	432,951	205,021	566,422
Total Uses	\$ 1,145,558	\$ 1,478,020	\$ 1,253,435	\$ 1,612,881
Total Regular FTE	13.00	13.00	13.00	13.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Application Processes	33,615	33,684	35,433	34,892
Boards and Commissions	11,007	10,797	11,204	11,113
General Overhead	57,475	72,573	71,970	76,146
Indirect Support	192,324	209,652	209,167	322,518
Information Services	224,355	291,939	236,651	203,992
Meeting Management	542,732	776,328	602,505	878,189
Special Districts	84,050	83,047	86,505	86,031
Total Uses	\$ 1,145,558	\$ 1,478,020	\$ 1,253,435	\$ 1,612,881

Key Program Results

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Application Processes Program* is to provide application processing and assistance for statutorily mandated procedures to applicants and/or requestors so they can conduct or maintain community related activities including: fireworks permits, franchises, and liquor licenses.				
Percent of applications processed by the next formal meeting date.	100.0%	100.0%	100.0%	100.0%
Number of applications processed.	118	124	124	124
The purpose of the Boards and Commissions Administration Program is to provide central coordination of Boards and Commissions functions and appointments to the Board of Supervisors so they can make timely appointments for community service in order to receive community input.				
Percent of Notice of monthly Vacancy Reports sent to Board of Supervisor District offices by the 5th of each month.	100.0%	100.0%	100.0%	100.0%
Number of monthly Notice of Vacancy reports sent to Board of Supervisor District Offices.	72	60	60	60
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.				
Percent of record and information requests processed within three business days.	100.0%	99.8%	99.8%	99.8%
Number of record and information requests processed.	3,080	1,995	1,995	1,995
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.				
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%
Number of Board of Supervisors' and Countywide Districts' meeting held.	173	172	172	172
The purpose of the Special Districts Program* is to provide consultation and administrative services to citizens and Special Districts, including Fire and Irrigation Water Delivery Districts so they can conduct special district functions.				
Percent of requests for information related to administration of Special Districts completed within three business days.	100.0%	100.0%	100.0%	100.0%
Number of requests for information related to special district administrative services completed.	357	320	320	320

* Mandated

[Additional detail on the Clerk of the Board budget](#)

Clerk of the Superior Court

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 can have fair and timely access to accurate court records and services.

Strategic Goals

Safe Communities

By December 31, 2017, all paper records eligible for the Electronic Court Record (ECR), both active and inactive, will be accessible as the official court record for all users of those records, to provide improved security, management, access, and long term retention of Superior Court records.

Status: The Clerk of the Superior Court Strategic Goals will be reviewed during the FY19 strategic business plan process.

Budget Highlights

- Increase General Fund by \$366,640 due to a reallocation from the STAR Call Center.
- Carry forward \$1,600,000 for Restitution, Fines & Reimbursements (RFR) project in the General Fund.
- Appropriate One-time funding of \$1,350,000 in Judicial Enhancement Fund for technology projects.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Licenses & Permits	599,866	550,056	579,743	579,743
Intergovernmental	1,461,602	1,693,126	1,693,126	1,442,472
Charges For Services	15,649,373	12,427,022	12,703,578	12,671,214
Fines and Forfeits	2,378,894	1,781,098	2,210,610	2,210,610
Miscellaneous	126,546	77,200	157,513	73,228
Total Sources	\$ 20,216,281	\$ 16,528,502	\$ 17,344,570	\$ 16,977,267
Personal Services	35,271,729	38,963,413	37,788,647	38,553,162
Supplies	764,602	916,858	851,851	1,484,867
Services	3,242,360	4,122,249	3,781,266	5,258,056
Capital Outlay	1,094,463	570,574	30,000	315,000
Total Uses	\$ 40,373,154	\$ 44,573,094	\$ 42,451,764	\$ 45,611,085
Total Regular FTE	686.00	689.00	683.50	695.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Court Clerk Fiduciary Services	9,743,194	8,052,821	8,749,591	8,188,815
Court Records	7,189,164	7,068,630	7,083,308	7,351,714
General Overhead	(53,566)	-	(201,631)	-
Indirect Support	1,276,042	-	-	-
Information Technology	170,404	150,000	234,457	150,000
Public Records	1,891,043	1,257,051	1,478,845	1,286,738
Total Sources	\$ 20,216,281	\$ 16,528,502	\$ 17,344,570	\$ 16,977,267
Court Clerk Fiduciary Services	2,674,727	2,629,750	2,903,024	3,006,791
Court Records	24,551,674	27,427,493	26,136,030	26,488,435
General Overhead	676,565	819,612	806,138	964,577
Indirect Support	4,248,220	4,600,596	4,285,716	5,149,873
Information Technology	5,509,971	6,540,020	5,908,610	7,566,213
Public Records	2,711,997	2,555,623	2,412,246	2,435,196
Total Uses	\$ 40,373,154	\$ 44,573,094	\$ 42,451,764	\$ 45,611,085

Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of new cases established within stated timeframes.	99.7%	98.7%	98.7%	98.7%
Number of new cases established.	150,499	150,099	152,387	152,370
The purpose of the Court Clerk Fiduciary Services Program* is to provide payment receipting, checks and financial account records related to Superior Court cases to litigants, crime victims and government entities so they can have timely access to financial obligation information and funds due to them.				
Percent of financial records available within established timeframes.	99.6%	99.8%	99.8%	99.8%
Number of financial record orders processed.	201,835	199,662	199,662	199,662
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.				
Percent of applications processed the same day as requested by the applicant.	100.0%	100.0%	100.0%	100.0%
Number of applications processed.	76,856	83,706	83,706	83,706

* Mandated

[Additional detail on the Clerk of the Superior Court budget](#)

Constables

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

Strategic Goals

Department Specific

By June 2014, the Constables will generate revenue at a level of at least 100% of their operating costs on an annual basis.

Status: Fiscal Year 2017 forecasted revenue is only 87.4% of forecasted operating expenditures. This goal will be updated during the FY 2019 strategic plan process.

Budget Highlights

- Increase salary and benefits by \$99,614 for second term pay increases for re-elected Constables.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	12,541	70,561	20,731	
Charges For Services	1,555,844	1,630,200	1,591,379	1,630,200
Total Sources	\$ 1,568,385	\$ 1,700,761	\$ 1,612,110	\$ 1,630,200
Personal Services	2,730,925	3,031,522	2,999,654	3,065,768
Supplies	46,037	128,449	38,863	47,349
Services	144,080	208,422	233,724	235,730
Capital Outlay	21,002			
Total Uses	\$ 2,942,044	\$ 3,368,393	\$ 3,272,241	\$ 3,348,847
Total Regular FTE	36.00	37.00	37.00	37.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Service of Process	1,568,385	1,700,761	1,612,110	1,630,200
Total Sources	\$ 1,568,385	\$ 1,700,761	\$ 1,612,110	\$ 1,630,200
General Overhead	51,720	143,737	127,859	141,264
Service of Process	2,890,324	3,224,656	3,144,382	3,207,583
Total Uses	\$ 2,942,044	\$ 3,368,393	\$ 3,272,241	\$ 3,348,847

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of fines collected within 30 days.	N/A	25.0%	24.8%	25.0%
Number of outstanding fines collected.	N/A	141	141	141

* Mandated

[Additional detail on the Constables budget](#)

Correctional Health Services

Mission

The mission of the Correctional Health Services Department (CHS) is to provide cost-effective, medically necessary, evidence based, integrated health care services and restoration to competency services to patients in the County jails so they can proceed through the judicial process.

Strategic Goals

Safe Communities

By June, 2020, the at risk Seriously Mentally Ill (SMI) offenders recidivism rate will decrease by 1%-5% depending on the ascending risk category as based on data provided by the Smart Justice Committee.

Status: In April 2016, CHS Intake began a program with Adult Probation and a community agency to identify low risk, SMI individuals for early diversion resulting in 7 to 26 SMI individuals per month being released within 24 hours of booking.

Department Specific

By June, 2019, 100% of patients placed on suicide monitoring at Intake will be evaluated by a provider credentialed for integrated care in medical and mental health records.

Status: Currently, three out of six providers (50% of goal) are credentialed for medical and mental health training. CHS will revisit/revise this goal in the future due to the inability of Nurse Practitioners to obtain a psychiatrist certification.

Budget Highlights

- Correctional Health received \$348,944 in Grant funds for a Hepatitis C Screening Program.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	-	-	-	339,377
Charges For Services	12,197	7,000	75,569	7,000
Miscellaneous	5,049	-	-	-
Total Sources	\$ 17,246	\$ 7,000	\$ 75,569	\$ 346,377
Personal Services	41,227,068	43,846,917	40,942,184	42,279,192
Supplies	6,417,913	7,175,303	7,199,656	8,050,936
Services	16,933,756	17,842,252	17,542,771	18,767,964
Total Uses	\$ 64,578,737	\$ 68,864,472	\$ 65,684,611	\$ 69,098,092
Total Regular FTE	487.50	480.95	483.75	485.95

Source and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Information Technology	-	-	40,000	-
Outpatient	-	-	-	339,377
Support Services	17,246	7,000	35,569	7,000
Total Sources	\$ 17,246	\$ 7,000	\$ 75,569	\$ 346,377
General Overhead	1,740,560	1,716,294	1,757,037	1,531,053
Indirect Support	1,308,214	1,393,098	1,660,763	1,752,532
Information Technology	960,541	1,097,987	1,082,622	1,315,571
Inpatient	10,586,671	11,895,518	10,680,805	10,963,837
Outpatient	42,121,392	43,935,424	41,937,998	45,039,590
Restoration To Competency	3,203,692	3,536,136	3,463,731	3,716,019
Support Services	4,657,667	5,290,015	5,101,655	4,779,490
Total Uses	\$ 64,578,737	\$ 68,864,472	\$ 65,684,611	\$ 69,098,092

Key Program Results

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of patients discharged within 16 calendar days.	87.5%	86.0%	86.7%	87.5%
Number of patients discharged.	1, 507	1, 548	1, 593	1, 600
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.				
Percent of patients triaged within 24 hours.	98.1%	98.2%	98.3%	98.5%
Number of health service requests triaged within 24 hours.	107, 259	107, 104	107, 092	107, 832
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.				
Percent of complete medical records provided to external requestors.	100.0%	100.0%	100.0%	100.0%
Number of complete medical records provided to external requestors.	3, 268	3, 252	3, 326	3, 330
The purpose of the Restoration to Competency and Evaluation 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.				
Percent of internal Rule 11 evaluations performed within 30 days.	33.1%	30.0%	30.6%	30.0%
Number of Rule 11 competency evaluations completed.	804	480	480	480

* Mandated

[Additional detail on Correctional Health Services budget](#)

County Attorney

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.

Budget Highlights

- The County Attorney's Office submitted their FY 2018 budget \$367,388 below baseline.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	7,074,444	8,591,297	8,593,508	8,167,556
Charges For Services	1,398,351	1,550,365	1,506,134	1,579,883
Fines and Forfeits	3,728,949	3,803,517	4,264,761	4,122,387
Miscellaneous	72,816	53,561	35,664	49,422
Total Sources	\$ 12,274,560	\$ 13,998,740	\$ 14,400,067	\$ 13,919,248
Personal Services	82,022,774	84,517,643	85,700,178	86,144,246
Supplies	1,534,817	2,159,935	1,957,106	1,648,009
Services	13,898,465	18,057,690	16,285,386	15,848,726
Capital Outlay	673,082	-	188,700	60,000
Total Uses	\$ 98,129,138	\$ 104,735,268	\$ 104,131,370	\$ 103,700,981
Total Regular FTE	1,001.25	1,013.73	1,011.73	1,022.23

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Civil Legal Services	55,583	55,579	57,704	51,815
Community and Victim Outreach	4,035,044	3,991,609	4,584,850	4,160,496
General Overhead	1,046,854	-	(353,455)	-
Indirect Support	5,730	6,500	5,861	5,300
Prosecution	7,131,349	9,945,052	10,105,107	9,701,637
Total Sources	\$ 12,274,560	\$ 13,998,740	\$ 14,400,067	\$ 13,919,248
Civil Legal Services	8,489,806	8,941,922	8,852,934	8,914,660
Community and Victim Outreach	3,221,277	3,775,223	4,104,102	3,355,328
General Overhead	2,312,490	2,314,517	1,465,159	2,392,291
Indirect Support	6,459,042	7,236,458	6,582,752	7,411,694
Information Technology	4,305,771	4,369,090	5,016,475	3,652,449
Juvenile	3,888,963	4,042,344	4,018,423	4,075,421
Prosecution	69,451,789	74,055,714	74,091,525	73,899,138
Total Uses	\$ 98,129,138	\$ 104,735,268	\$ 104,131,370	\$ 103,700,981

Key Program Results

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Community/Victim Outreach Program* is to provide legal support and information to victims and their families, law enforcement agencies, civic organizations, schools, and residents of Maricopa County so they can work in partnership with MCAO to provide a safe community.				
Number of victims indicating they were satisfied or very satisfied on a victim satisfaction survey.	1, 893	1, 893	2, 740	1, 893
Number of victims receiving services.	42, 318	42, 318	61, 156	61, 156
The purpose of the Prosecution Program* is to provide comprehensive felony, misdemeanor, delinquency and incorrigibility prosecution in the adult and juvenile courts to the people of Maricopa County so they can be assured that justice has been served and offenders are held accountable for their criminal delinquent acts.				
Number of initial felony screenings resulting in charges being filed.	21, 865	30, 620	21, 865	21, 865
Number of felony screenings submitted.	34, 448	55, 456	34, 448	34, 448

*Mandated

[Additional detail on the County Attorney's Office budget](#)

County Manager

Mission

The mission of the County Manager's Office is to present clear leadership and direction to County departments so that they may responsibly and efficiently deliver the highest quality services to the people of Maricopa County.

Vision

To be a leader and model for local jurisdictions through continuous improvement in service delivery, transparency, and responsible stewardship of all County resources.

Strategic Goals

The County Manager's Strategic Goals are contained in the Maricopa County Strategic Plan FY 2015-2018.

Budget Highlights

- Reallocation of expenditure authority and FTE from various County departments to the County Manager in the amount of \$1,486,520 for Human Resources Transformation, expansion of the Ombudsman Program, and the creation of the Continuous Improvement Program.
- Reallocation of expenditure authority from the County Manager to Finance for Tribal Gaming in the amount of \$202,500.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	1,350,243	1,745,617	1,615,161	-
Miscellaneous	977	600	-	-
Total Sources	\$ 1,351,220	\$ 1,746,217	\$ 1,615,161	\$ -
Personal Services	1,869,351	1,899,636	1,906,431	2,360,077
Supplies	32,634	47,566	61,070	159,040
Services	2,182,029	2,476,387	2,199,107	1,690,844
Total Uses	\$ 4,084,014	\$ 4,423,589	\$ 4,166,608	\$ 4,209,961
Total Regular FTE	19.00	21.00	17.00	21.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Commute Options	977	-	-	-
General Overhead	1,350,243	1,745,617	1,615,161	-
Indirect Support	-	600	-	-
Total Sources	\$ 1,351,220	\$ 1,746,217	\$ 1,615,161	\$ -
Commute Options	57,449	-	-	-
General Overhead	1,646,968	1,787,113	1,655,132	68,386
Govt Relations and Comm	1,575,938	1,949,609	1,721,181	1,957,700
Indirect Support	803,659	686,867	790,295	1,711,830
Information Technology	-	-	-	472,045
Total Uses	\$ 4,084,014	\$ 4,423,589	\$ 4,166,608	\$ 4,209,961

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of state bills impacting the County whose outcome is favorable to the County.	N/A	52.6%	52.6%	52.6%
Number of state legislative bills introduced during Legislative Session.	N/A	1,400	1,400	1,400

[Additional information on the County Manager's budget](#)

County School Superintendent

Mission

The mission of the County School Superintendent's Office 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.

Strategic Goals

An update regarding goal progress is not available. A new County Superintendent of Schools was elected in November 2016 and the new administration is currently assessing the alignment of its priorities with the existing Strategic Goals and plan.

Budget Highlights

- Carryforward \$252,585 in the Detention Fund (255) for the YEES Program.
- Increase the School Grant Fund (715) Operating revenues and expenditures by \$8,703,529 due to Teacher Incentive Fund Grants.
- Increase the Grant Fund (715) Non Recurring by \$398,023 for use of Forest Fees to fund the YEES program.
- Increase the School Communication Fund (782) Operating revenue and expenditures by \$146,681 due to increased support of school districts. Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	20,827,514	25,997,473	20,071,253	34,519,872
Charges For Services	1,482,305	417,392	607,970	667,976
Miscellaneous	5,514	-	329	5
Other Financing Sources	208,119	-	-	-
Total Sources	\$ 22,523,452	\$ 26,414,865	\$ 20,679,552	\$ 35,187,853
Personal Services	10,023,609	11,171,359	10,368,286	10,958,959
Supplies	352,870	602,479	434,996	715,314
Services	15,269,875	19,097,429	11,228,982	27,863,542
Other Financing Uses	6,161	6,161	6,161	6,161
Total Uses	\$ 25,652,515	\$ 30,877,428	\$ 22,038,425	\$ 39,543,976
Total Regular FTE	132.00	137.49	136.49	121.49

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Economic Management	1,816,792	908,814	1,416,636	2,072,150
Educational Innovation	22,338,815	24,802,998	21,436,575	33,115,703
Executive Leadership	17,738	673,650	115,845	1
General Overhead	(1,649,893)	-	(2,289,504)	(1)
Indirect Support	-	29,403	-	-
Total Sources	\$ 22,523,452	\$ 26,414,865	\$ 20,679,552	\$ 35,187,853
Economic Management	8,590,961	3,023,750	7,600,583	5,193,261
Educational Innovation	15,110,810	25,686,939	12,083,688	31,845,344
Executive Leadership	1,918,565	2,018,486	2,274,389	2,368,186
General Overhead	43,368	148,253	97,936	137,185
Indirect Support	(11,189)	-	(18,171)	-
Total Uses	\$ 25,652,515	\$ 30,877,428	\$ 22,038,425	\$ 39,543,976

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent change of students with one year's academic growth.	100.0%	100.0%	100.0%	100.0%
Number of educational professional development sessions	752	400	400	400
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.				
Percent of districts in compliance.	N/A	100.0%	100.0%	100.0%
Number of fiscal professional development sessions	N/A	35	10	10
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.				
Percent of citizens rating satisfaction as good or better.	N/A	73.0%	85.0%	90.0%
Number of board training sessions provided.	N/A	5	5	5

* Mandated

[Additional detail on the County School Superintendent's Office budget](#)

Deputy County Manager – 930

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.

Budget Highlights

- Increase Personnel Savings by \$35,568, from 0% to 3.22%.
- Increase Internal Service Charges by \$785 for changes in the base level telecommunication charges and \$40,433 for Central Service Cost Allocation.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Personal Services	(3,753)	-	8,630	(40,302)
Supplies	37	-	(7,879)	-
Services	3,704	-	(751)	40,302
Total Uses	\$ (12)	\$ -	\$ -	\$ -
Total Regular FTE	15.00	15.00	15.00	15.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
General Overhead	39,445	-	39,241	115,628
Indirect Support	(39,457)	-	(39,241)	(115,628)
Total Uses	\$ (12)	\$ -	\$ -	\$ -

The organizational management function for the Deputy County Manager (DCM) is structurally located in the Planning and Development Fees Fund (226). The administrative costs net to zero over the course of the year as the budget is ultimately allocated to the respective Departments under the DCM's leadership. The total cost for this agency which is allocated out is \$1,676,067.

[Additional detail on Deputy County Manager – 930 budget](#)

Elections

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.

Strategic Goals

Regional Services

By June 2018, there will be a 5% reduction in negative post-election contacts (indicating satisfaction with access and ability to vote).

Status: The department currently is running less than 5% negative post-election contacts.

Regional Services

By June, 2018, 75% of total votes cast will be done by mail.

Status: Primary and General Elections in last two fiscal years have had over 80% ballot casting done by early voting.

Budget Highlights

- Increase personnel by \$53,453 for 1 Ballot Liaison and 2 Data Entry Clerks for 4 months.
- Increase personnel by \$35,314 for 1 Satellite Voting Lead, 1 Special Election Boards Lead for 4 months.
- Decrease in personnel by \$70,228 through the elimination of a Community Outreach Staff position.
- Decrease overtime by \$35,314 due to increase of personnel.
- Increase personnel by \$70,228 for annualized funding for Satellite Voting Lead and Special Elections Board Lead in FY19.
- Increase funding by \$193,691 due to reallocation for administrative support from the Recorder's Office.
- Decrease in personnel by \$1,322,785 through movement of Voter Registration Activity to Recorder's Office.
- Decrease in personnel by \$436,827 through movement of Community Outreach Activity to the Recorder's Office.
- Decrease in personnel by \$398,748 through movement of GIS Activity to the Recorder's Office.
- Decrease in personnel by \$504,885 through movement of Administrative Support Staff to the Recorder's Office.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	8,125,951	405,750	101,758	-
Charges For Services	12,295	3,750,205	9,905,806	1,840,402
Fines and Forfeits	6,980	12,000	11,940	7,000
Miscellaneous	12,366	5,506	9,420	6,008
Total Sources	\$ 8,157,592	\$ 4,173,461	\$ 10,028,924	\$ 1,853,410
Personal Services	4,133,569	5,564,626	5,945,324	1,748,274
Supplies	706,347	632,169	733,001	282,770
Services	12,876,537	15,423,087	13,829,532	4,709,663
Other Financing Uses		1,913,301	1,913,301	-
Total Uses	\$ 17,716,453	\$ 23,533,183	\$ 22,421,158	\$ 6,740,707
Total Regular FTE	52.00	57.00	52.00	28.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Elections Processing	7,602,977	4,161,254	9,902,715	1,846,102
General Overhead	543,801	-	88,471	-
Indirect Support	-	2	-	4
Pre Election Processing	10,814	12,205	37,738	7,304
Total Sources	\$ 8,157,592	\$ 4,173,461	\$ 10,028,924	\$ 1,853,410
Elections Processing	15,004,685	19,929,091	19,074,639	5,376,936
General Overhead	93,301	172,222	158,493	143,792
Indirect Support	1,130,450	1,151,165	1,416,298	546,368
Pre Election Processing	1,488,017	2,280,705	1,771,728	673,611
Total Uses	\$ 17,716,453	\$ 23,533,183	\$ 22,421,158	\$ 6,740,707

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of tallies transmitted within timeliness standards.	100%	100%	100%	100%
Number of election tallies transmitted.	49, 812	875, 000	680, 000	600, 000
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.				
Voter Turnout (as percentage of total voters).	35.1%	71.4%	44.7%	44.7%
Number of voters receiving ballots.	2, 501,211	1,750,000	1,675,000	750, 000

* Mandated

[Additional detail on the Elections budget](#)

Emergency Management

Mission

The mission of Emergency Management is to provide planning, emergency management response and coordination, continuity of government and community-wide education to the people of Maricopa County so they can live safer and experience minimal loss to property and the environment in the event of a major emergency.

Strategic Goals

Safe Communities

By December 2020, Emergency Management will be able to communicate to 60% of the whole community within 15 minutes as evidenced by an 80% success rate in activating available channels through exercise or real event.

Status: As of January 2017, 24.29% of calls made in an emergency notification test were answered. Emergency Management continues to register more phone numbers and educate the public.

Safe Communities

By June 2020, Emergency Management will coordinate 100% 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: Emergency Management is on target to meet this goal by the 2020 deadline. As of January 2017, 14 of 25 plans have been converted to ESF format (56%); 3 of those since July 2016.

Budget Highlights

- Increase Operating Expenditures by \$2,701,044 for the Reallocation of D700 Security Services to D150 for Administration Costs and Security Services.
- One time funding in the amount of \$35,190 was appropriated for OET Information Technology non-recurring costs.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	1,357,953	1,699,498	1,584,492	1,587,763
Charges For Services	184,612	219,188	224,010	133,969
Miscellaneous	5,492	-	2,253	11,853
Total Sources	\$ 1,548,057	\$ 1,918,686	\$ 1,810,755	\$ 1,733,585
Personal Services	1,266,204	1,439,340	1,371,876	2,666,621
Supplies	98,289	122,554	69,953	140,327
Services	383,029	639,003	675,993	1,909,833
Other Financing Uses	845	845	845	845
Capital Outlay	-	61,214	27,996	3,960
Total Uses	\$ 1,748,367	\$ 2,262,956	\$ 2,146,663	\$ 4,721,586
Total Regular FTE	16.00	16.00	16.00	36.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
General Overhead	(107,571)	-	319,222	-
Preparedness	1,655,628	1,918,686	1,491,533	1,723,985
Security Services	-	-	-	9,600
Total Sources	\$ 1,548,057	\$ 1,887,882	\$ 1,810,755	\$ 1,733,585
General Overhead	111,519	153,202	112,551	249,088
Preparedness	1,575,883	2,076,540	1,977,445	1,800,378
Response and Recovery	60,965	33,214	56,667	43,764
Security Services	-	-	-	2,628,356
Total Uses	\$ 1,748,367	\$ 2,262,956	\$ 2,146,663	\$ 4,721,586

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Preparedness Program* is to provide plans, exercises, training, and information to communities, organizations, and individuals so they can respond to and survive the effects of disasters.				
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%
Number of evaluated items that meet or exceed standards.	16	16	16	16
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.				
Percent of emergency notifications made within 15 minutes of decision.	100.0%	92.6%	100.0%	100.0%
Number of emergency notifications made within 15 minutes of decision.	86	50	70	60
The purpose of the Security Services Program is to provide security, 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.				
Percent of safety and security issues responded to.	100.0%	100.0%	100.0%	100.0%
Number of incidents reported on County properties that were responded to by Security Services.	13, 251	7, 200	6, 298	7, 200

*Mandated

[Additional detail on the Emergency Management budget](#)

Employee Benefits

Mission

The mission of Employee Benefits and Health is to provide benefits, health and wellness services to employees and the public so they can live and work well.

Strategic Goals

Fiscal Strength and Responsibility

By FY 2020, total premiums for County-sponsored medical benefits will be no more than 90% of the thresholds established for the Federal excise tax on high-cost health plans (\$10,200 for employee-only coverage and \$27,500 for employee plus family coverage).

Status: The department is on track for achieving this goal. Medical benefit premiums will not increase in FY 2018 and the percentage will remain at the current 71.9%.

Budget Highlights

- The fixed benefit rate remained flat from FY 2017 to FY 2018.
- Increase one time expenditures by \$200,000 for consulting, audits and implementation of a new benefits administration system, and replacement of large fitness equipment.
- New contract with OptumRx will substantially reduce the amounts paid for prescriptions by the Coinsurance Prescription Plan.
- Decrease Ryan White grant revenues by \$333,201 based on anticipated funding.
- Decrease fully insured voluntary benefits programs by \$471,790 due to enrollment.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	7,683,294	8,274,503	7,602,146	7,941,302
Charges For Services	161,267,885	179,356,413	177,573,207	178,400,670
Miscellaneous	162,484	106,038	99,986	91,296
Total Sources	\$ 169,113,663	\$ 187,736,954	\$ 185,275,339	\$ 186,433,268
Personal Services	2,684,636	3,062,530	2,667,589	3,081,510
Supplies	34,472	105,309	55,736	52,016
Services	170,551,212	179,265,877	175,827,318	178,745,235
Total Uses	\$ 173,270,320	\$ 182,433,716	\$ 178,550,643	\$ 181,878,761
Total Regular FTE	38.00	35.50	36.50	36.50

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Emp Benefits and Wellness	723,211	-	-	-
Employee Health and Wellness	421,111	736,218	759,569	763,222
Employee Health Benefits	144,226,612	161,990,589	154,068,555	155,580,138
Indirect Support	4,889,766	4,567,389	10,384,704	10,452,141
Ryan White HIV AIDS Part A	7,683,294	8,274,503	7,602,146	7,941,302
Voluntary and Other Benefits	11,169,669	12,168,255	12,460,365	11,696,465
Total Sources	\$ 169,113,663	\$ 187,736,954	\$ 185,275,339	\$ 186,433,268
Benefits and Wellness Support	471,927	555,774	506,894	551,163
Emp Benefits and Wellness	1,836,221	-	-	-
Employee Health and Wellness	951,025	2,591,349	2,426,644	2,425,118
Employee Health Benefits	150,026,922	155,540,955	152,848,534	155,601,498
General Overhead	267,248	291,466	292,397	528,259
Indirect Support	2,094,246	2,631,414	2,370,118	2,533,538
Ryan White HIV AIDS Part A	7,273,950	8,274,503	7,602,146	7,792,720
Voluntary and Other Benefits	10,348,781	12,548,255	12,503,910	12,446,465
Total Uses	\$ 173,270,320	\$ 182,433,716	\$ 178,550,643	\$ 181,878,761

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Benefits and Wellness Support Program is to provide administrative and customer support services to participants and departments so they can effectively utilize benefits and wellness services.				
Number of responses to benefits customer service inquiries.	17, 617	18, 583	18, 583	17, 369
The purpose of the Employee Health Benefits Program* is to provide health insurance benefit services to eligible employees and their dependents so they can have access to effective and affordable health care.				
Average number of members receiving medical insurance coverage.	27, 494	27, 383	27, 383	27, 396
The purpose of the Employee Health and Wellness Program is to provide healthy worksite environments, health risk awareness, and opportunities for health risk reduction to employees so they can keep themselves healthy and productive.				
Percent of eligible employees who completed a biometric screening and health assessment.	N/A	80.6%	75.7%	75.6%
Number of employees who are eligible to complete both a biometric screening and health assessment.	N/A	11, 656	11, 454	11, 453
The purpose of the Ryan White HIV/AIDS – Part A Program is to provide a continuum of care containing a mix of core medical services and essential support services to eligible people living with HIV/AIDS so they can achieve optimal health, well-being and self-determination.				
Percent of clients with suppressed viral load.	N/A	71.0%	71.0%	71.0%
Average number of eligible clients.	N/A	1, 125	1, 125	1, 125
The purpose of the Voluntary and Other Benefits Program is to provide life, short-term disability and other optional benefit services to eligible employees so they can protect their financial security and benefit from group savings.				
Average number of employees who receive basic life, additional life, accidental death and dismemberment, child life, and spousal life insurance coverage.	12, 978	12, 953	12, 953	12, 866

* Mandated

[Additional detail on the Employee Benefits budget](#)

Enterprise Technology

Mission

The mission of the Office of Enterprise Technology (OET) is to provide proven, innovative, and cost-effective technology solutions to County departments so they can transform their operations to best serve their customers and citizens.

Strategic Goals

Department Specific

By January 2019, OET will leverage previous technology infrastructure investments, including increased bandwidth, improved network routing, improved wireless infrastructure, identity and access management, unified communications, and information security, to further enhance access to County services and to lower cost of operations by 2-4%.

Status: In FY 2017 OET realized a 2.96% reduction in its General Fund Operating budget and a 45.87% reduction in capital project budget from FY 2016. OET increased its network reliability from 92.36% in FY 2015 to 99.75% in FY 2017.

Department Specific

By May 2019, OET will complete the implementation of all phases of its Service Management System (SMS) Initiative to improve the timeliness and quality of service as compared with FY 2016 measurements (collected during FY 2016).

Status: OET added request and incident management functionality to the SMS in FY 2017. First contact resolution through the Service Desk is 31.2%, average answer time was reduced by 12 seconds from FY 2016 to FY 2017, and the number of service requests totaled 47,175 for FY 2017 compared to 30,180 in FY 2016.

Budget Highlights

- Increase expenditures for major maintenance by \$1,917,511 for content management, cyber security, data center maintenance, and Microsoft Enterprise Licensing Agreement.
- Increase new one time funding by \$11,922,535 for cyber security tools and software, data networking refresh, Microsoft Active Directory, and additional radio positions and related costs.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	220,132	553,820	553,820	339,286
Charges For Services	18,161,822	21,648,332	21,046,465	23,622,024
Miscellaneous	57,380	(3,999)	(1,813)	19,000
Total Sources	\$ 18,439,334	\$ 22,198,153	\$ 21,598,472	\$ 23,980,310
Personal Services	13,708,907	14,888,865	14,696,992	15,096,333
Supplies	3,657,150	779,779	661,441	854,726
Services	32,692,519	38,182,739	33,906,165	45,055,665
Other Financing Uses	1,390,007	1,335,475	1,335,475	8,007
Capital Outlay	3,537,723	-	1,057,694	7,076,618
Total Uses	\$ 54,986,306	\$ 55,186,858	\$ 51,657,767	\$ 68,091,349
Total Regular FTE	212.50	213.50	213.50	214.99

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
General Overhead	15,510	(12,999)	(13,367)	10,000
Indirect Support	4,125	9,000	3,944	9,000
Information Technology	212,125	553,820	553,820	339,286
Info Technology Infrastructure	18,207,574	21,648,332	21,054,075	23,622,024
Total Sources	\$ 18,439,334	\$ 22,198,153	\$ 21,598,472	\$ 23,980,310
General Overhead	1,605,247	1,711,696	1,502,841	1,539,954
Indirect Support	3,680,524	3,153,811	3,003,053	3,416,882
Information Technology	1,509,852	894,291	653,584	665,854
Info Technology Infrastructure	42,385,292	41,669,926	39,022,591	54,109,049
Info Technology Management	5,805,391	7,757,134	7,475,698	8,359,610
Total Uses	\$ 54,986,306	\$ 55,186,858	\$ 51,657,767	\$ 68,091,349

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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 they can conveniently and dependably conduct business regardless of location.				
Percent of time external systems (Internet) access is available.	99.7%	100.0%	100.0%	100.0%
Number of hours external systems (Internet) access is available.	8, 632	8, 448	8, 448	8, 448
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.				
Percent of Production Support service requests resolved.	98.2%	97.6%	97.5%	97.6%
Number of closed Production Support service requests.	3, 306	3, 416	3, 412	3, 416

[Additional detail on the Enterprise Technology budget](#)

Environmental Services

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.

Strategic Goals

Safe Communities

By June 30, 2022, 75% of citizen's requests for vector control services will be addressed in one business day.

Status: Vector Control has addressed citizen's requests for services in one business day 75.74% of the time.

Department Specific

By June 30, 2022, 90% of all applications for plan review and new businesses will be received and processed electronically.

Status: Currently, 31% of all plan reviews and new business is processed electronically. Water & Waste Division has targeted an FY 2018 implementation date. 100% of Environmental Health applications are in electronic format.

Department Specific

By June 30, 2022, 90% of all permit renewals will be conducted electronically through an on-line payment system.

Status: Currently, 23.07% of permit renewals have been conducted electronically, an increase of 9.24% from last year. 28% of all revenue is received online, an increase of 8% from last year.

Budget Highlights

- Increase General Fund Personnel Savings by \$75,262, from 4.31% to 8%.
- Increase Environmental Services Fee Fund Personnel Savings by \$400,061, from 7.69% to 11%.
- Appropriate one-time funding in the amount of \$1,611,941 for system tools, large bed copy/scanner, desktop/laptop/printer refresh, Accela support, GIS Automation Tool License, storage increase and fifteen replacement vehicles.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Licenses & Permits	15,059,179	15,286,543	15,957,648	15,848,392
Intergovernmental	33,426	67,198	67,198	67,198
Charges For Services	4,142,677	3,782,381	4,094,628	4,071,335
Fines and Forfeits	244,260	249,733	243,876	243,205
Miscellaneous	170,642	86,765	68,520	86,765
Other Financing Sources	95,081	102,674	69,844	-
Total Sources	\$ 19,745,265	\$ 19,575,294	\$ 20,501,714	\$ 20,316,895
Personal Services	18,397,325	18,959,846	19,357,259	19,168,686
Supplies	901,037	1,498,713	1,216,306	1,423,106
Services	3,345,010	3,347,802	3,101,032	4,108,840
Other Financing Uses	17,323	17,323	17,323	17,323
Capital Outlay	285,826	1,048,553	987,230	842,676
Total Uses	\$ 22,946,521	\$ 24,872,237	\$ 24,679,150	\$ 25,560,631
Total Regular FTE	280.00	278.00	279.00	279.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Environmental Enforcement	244,260	249,733	243,876	243,205
Environmental Health Services	13,197,297	13,221,729	13,805,189	13,667,692
General Overhead	50,436	42,000	47,223	42,000
Indirect Support	-	-	-	37,083
Water and Waste Management	6,253,272	6,061,832	6,405,426	6,326,915
Total Sources	\$ 19,745,265	\$ 19,575,294	\$ 20,501,714	\$ 20,316,895
Environmental Enforcement	1,218,360	1,403,630	1,305,861	1,405,720
Environmental Health Services	10,121,623	10,619,785	10,832,273	9,116,536
General Overhead	1,505,767	1,116,018	1,193,894	1,190,029
Indirect Support	1,758,203	2,058,788	2,171,523	3,649,234
Information Technology	1,260,776	1,825,254	1,667,777	2,770,157
Vector Control	3,009,505	3,484,228	3,338,737	2,976,140
Water and Waste Management	4,072,287	4,364,534	4,169,085	4,452,815
Total Uses	\$ 22,946,521	\$ 24,872,237	\$ 24,679,150	\$ 25,560,631

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of enforcement actions processed within 10 calendar days.	N/A	98.5%	96.5%	96.3%
Number of enforcement actions processed.	N/A	1, 000	1, 072	1, 072
The purpose of the Environmental Health Program* is to provide environmental health review, investigative, permitting and licensing services to regulated facilities and the general population so they can operate their business in compliance with the Maricopa County Environmental Health code and to ensure a safe and healthy environment for our community.				
Percent of environmental health plan reviews completed with 30 business days.	N/A	94.3%	88.9%	88.9%
Number of environmental health plan reviews completed.	N/A	1, 500	1, 796	1, 796
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.				
Percent of initial complaints investigated in 1 business day.	N/A	N/A	78.0%	78.0%
Number of complaints investigated.	N/A	N/A	9, 620	9, 620
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.				
Percent of facilities and vehicles receiving the required number of operating inspections.	N/A	81.9%	98.4%	100.0%
Sum of the number of public water systems, wastewater treatment facilities, waste transport vehicles and related facilities, and public/semi-public swimming pool operating inspections required.	N/A	36, 000	35, 768	35, 178

*Mandated

[Additional detail on the Environmental Services budget](#)

Equipment Services

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.

Strategic Goals

Department Specific

By June 2022, 91% of vehicles will be returned to operational status within 24 or fewer hours.

Status: This is a new goal for FY 2017 and data will be available in FY 2018.

Department Specific

By June 2022, maintain a County fleet average readiness rate of 98% or above.

Status: This is a new goal for FY 2017 and data will be available in FY 2018.

Budget Highlights

- Supplemental request of \$250,000 for light and heavy duty technician increased pay.
- One-time funding of \$450,000 for replacement vehicles.
- Increase Personnel Savings from 3.29% to 3.50%.
- Increase General Fund and Detention Fund Vehicle Replacement funding by \$4,634,400 and \$1,050,000 respectively.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Charges For Services	14,886,532	16,821,793	15,959,948	16,943,729
Miscellaneous	126,761	32,900	132,857	32,900
Other Financing Sources	-	-	-	17,145
Total Sources	\$ 15,013,293	\$ 16,854,693	\$ 16,092,805	\$ 16,993,774
Personal Services	3,718,422	3,998,528	3,790,418	4,266,292
Supplies	8,851,907	10,860,561	9,953,605	10,911,476
Services	2,203,318	2,664,604	2,253,817	2,407,361
Capital Outlay	433,480	337,500	324,640	6,375,400
Total Uses	\$ 15,207,127	\$ 17,861,193	\$ 16,322,480	\$ 23,960,529
Total Regular FTE	54.00	54.00	59.00	54.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Fleet Management	14,996,360	16,845,793	16,083,123	16,967,729
General Overhead	16,933	-	5,977	17,145
Indirect Support	-	8,900	3,705	8,900
Total Sources	\$ 15,013,293	\$ 16,854,693	\$ 16,092,805	\$ 16,993,774
Fleet Management	13,477,917	15,218,085	14,343,645	15,096,121
General Overhead	747,715	923,268	925,593	7,235,872
Indirect Support	981,495	1,719,840	1,053,242	1,628,536
Total Uses	\$ 15,207,127	\$ 17,861,193	\$ 16,322,480	\$ 23,960,529

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of preventative maintenance services provided within the scheduled time frame.	87.1%	96.3%	96.3%	96.3%
Number of preventative maintenance services provided.	5,167	6,960	6,960	6,960

* Mandated

[Additional detail on the Equipment Services budget](#)

Facilities Management

Mission

The mission of Facilities Management is to provide and maintain fiscally efficient, operationally safe, and aesthetically appropriate facilities to the citizens and employees of Maricopa County so they can do business in an efficient and safe environment.

Strategic Goals

Government Operations

By June 30, 2021, Facilities Management will meet the increasing demands for facility improvements by completing 100% of projects on schedule and within established budget parameters.

Status: The Facilities Management Department has continued to achieve this goal by completing 90% on schedule and within established budgets.

Safe Communities

By June 30, 2021, Facilities Management will enhance safety for Maricopa County residents and visitors by responding to 100% of all critical maintenance tasks that directly impact the immediate safety of Maricopa County employees and visitors within an average of 24 hours, and complete 90% of those tasks within an average of 10 days.

Status: There were 3325 emergency work orders received and completed as of February 9, 2017. The Operations and Maintenance maintenance system shows an average response time of 5.3 hours and a completion time of 9.42 hours which is well within the established measure of a 24 hour response time.

Budget Highlights

- Decrease operating expenditures by \$2,701,044 for the Reallocation of Facilities Management Security Services to Emergency Management for Administration Costs and Security Services.
- Increase operating expenditures by \$45,000 for the Allocation of Real Estate Divestiture.
- Decrease operating expenditures by \$100,000 for the Reallocation of Facilities Management to County Manager.
- Increase one-time funding by \$3,521,723 for OET Information Technology non-recurring costs and East Court Elevator Renovations.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Charges For Services	-	225,541	36,767	-
Miscellaneous	522,747	240,800	285,506	-
Total Sources	\$ 522,747	\$ 466,341	\$ 322,273	\$ -
Personal Services	12,196,387	16,383,797	15,995,066	13,307,222
Supplies	2,300,796	1,836,541	1,860,014	1,860,612
Services	46,876,612	54,214,335	53,529,494	58,009,561
Other Financing Uses	10,140	10,140	10,140	10,140
Capital Outlay	365,000	126,763	94,805	70,238
Total Uses	\$ 61,748,935	\$ 72,571,576	\$ 71,489,519	\$ 73,257,773
Total Regular FTE	196.00	219.00	250.00	169.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Facilities Operation and Maint	2,788	-	1,950	-
Indirect Support	519,959	231,200	273,513	-
Security Services	-	235,141	46,810	-
Total Sources	\$ 522,747	\$ 466,341	\$ 322,273	\$ -
Capital Facilities Development	38,114,274	19,660,585	18,407,381	23,519,501
Facilities Operation and Maint	20,022,643	45,055,808	44,715,830	45,427,350
General Overhead	1,097,212	1,201,797	1,227,470	1,221,869
Indirect Support	2,156,638	2,236,078	2,159,040	2,382,039
Information Technology	358,168	661,175	357,296	707,014
Security Services	-	3,756,133	4,622,502	-
Total Uses	\$ 61,748,935	\$ 72,571,576	\$ 71,489,519	\$ 73,257,773

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Facilities Operations & Maintenance Program is to provide facilities, buildings, and grounds operations and maintenance services to Maricopa County departments so they can work and conduct business in a clean, functional environment.				
Percent of facilities contract janitorial inspections that received a passing rating for cleanliness.	99.3%	100.0%	99.9%	100.0%
Number of facilities contract janitorial inspections that received a passing rating for cleanliness.	2, 543	2, 600	2, 591	2, 600
The purpose of the Capital Facilities Development Program is to provide consultant, general contractor, and vendor oversight of new vertical construction projects and renovations to Maricopa County departments so they can have facilities that are unencumbered by construction defects or legal claims.				
Percent of construction projects completed void of warranty claims for defective workmanship.	N/A	75.9%	75.9%	96.6%
Number of construction projects void of warranty claims for defective workmanship.	N/A	110	110	140

[Additional detail on the Facilities Management budget](#)

Finance

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.

Strategic Goals

Fiscal Strength and Responsibility

By 2021, when financing is identified as the appropriate funding mechanism for new Board-approved capital projects, the department of Finance will identify and obtain appropriate financing at a rate in line with Maricopa County's AAA bond rating.

Status: This is a new goal for FY 2017 and data will be available in FY 2018.

Fiscal Strength and Responsibility

By June 30, 2021, 90% of users will be satisfied with the ease of use, including speed of invoice payment processing as related to the CGI Accounts Payable Workflow.

Status: No information is currently available, implementation date was July, 1, 2016.

Budget Highlights

- Increase budget by \$20,000 due to reallocation of Debt Administration/Arbitrage from Non Departmental to Finance.
- Increase budget by \$99,289 due to reallocation of funding from the Assistant County Manager-940.
- Increase budget by \$425,265 due to reallocation of funding from the Budget Office for the creation of the Enterprise Resource team and other collaborative efforts.
- Increase revenue and expenditures by \$200,000 due to reallocation of Tribal Gaming Grants from County Manager's Office.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	-	-	-	200,000
Charges For Services	357,172	285,000	306,247	285,000
Total Sources	\$ 357,172	\$ 285,000	\$ 306,247	\$ 485,000
Personal Services	2,384,748	2,680,595	2,622,642	3,032,148
Supplies	47,098	37,900	31,028	36,233
Services	150,036	187,849	158,673	832,498
Total Uses	\$ 2,581,882	\$ 2,906,344	\$ 2,812,343	\$ 3,900,879
Total Regular FTE	39.00	40.00	38.00	37.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Collections	357,172	285,000	306,247	285,000
General Overhead	-	-	-	200,000
Total Sources	\$ 357,172	\$ 285,000	\$ 306,247	\$ 485,000
Collections	343,272	340,254	331,745	353,975
Financial Management	457,154	2,165,847	2,146,298	2,876,497
General Overhead	40,293	49,052	50,595	274,033
Indirect Support	1,741,163	351,191	283,705	396,374
Total Uses	\$ 2,581,882	\$ 2,906,344	\$ 2,812,343	\$ 3,900,879

Key Program Results

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Number of accounts to County Collections Unit per Fiscal Year.	3, 855	14, 740	14, 603	17, 200
Number of accounts to that are paying that are internal to County Collections Unit (CCU).	-	9, 044	9, 044	9, 044
The purpose of the Financial Management and Reporting Program* is to provide timely equipment capital and technology project funding, financial reports, and financial systems and report training to departments and County Management so they can manage projects and County resources.				
Number of new capital project debt issuances.	-	1	1	1
Number of new capital reject debt issuances with rates in line with Maricopa County's AAA bond rating.	-	1	1	1

* Mandated

[Additional detail on the Finance budget](#)

Human Resources

Mission

The mission of Human Resources is to provide strategic human resources leadership, administrative, and operational services, to and in partnership with, Maricopa County leaders, current, and prospective employees, so they can individually and collectively contribute to a high-performing, fully-engaged workforce that fulfills the County's mission.

Strategic Goals

Government Operations

By 2022, the voluntary turnover rate for fully accomplished (or equivalent) employees will be at or below 10%.

Status: Human Resources is on target to meet this goal by the 2022 deadline. In FY16, the voluntary turnover rate trended slightly over 10% but is currently trending downward. Central HR is in the process of completing several market studies to address critical retention areas. Additionally, the County continues to explore funding options to remain a competitive employer.

Budget Highlights

- Increase budget by \$10,000 due to reallocation of Employee Recognition Program from Non Departmental to Human Resources from Non Departmental.
- Increase budget by \$2,478,995 for reallocation of Human Resource Operating System from Non Departmental.
- Increase budget by \$1,000,000 for reallocation of tuition reimbursement from Non Departmental.
- Increase Non Recurring by \$11,500 for one-time Bus Card replacement.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Charges For Services	62,117	55,000	60,331	55,000
Miscellaneous	-	-	-	600
Total Sources	\$ 62,117.00	\$ 55,000.00	\$ 60,331.00	\$ 55,600.00
Personal Services	3,296,503	3,415,116	3,525,416	3,596,414
Supplies	48,350	47,659	58,528	59,159
Services	722,095	1,096,684	891,120	4,427,564
Total Uses	\$ 4,066,948	\$ 4,559,459	\$ 4,475,064	\$ 8,083,137
Total Regular FTE	46.00	47.00	46.00	47.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Indirect Support	-	-	-	600
Payroll and Records Mgmt	62,117	55,000	60,331	55,000
Total Sources	\$ 62,117	\$ 55,000	\$ 60,331	\$ 55,600
Employee and Management Rlt	1,091,635	1,291,036	1,383,258	2,337,706
Employee Compensation	651,331	737,343	666,135	579,725
Employment Services	673,763	765,883	737,351	811,737
General Overhead	59,571	60,438	71,245	93,780
Indirect Support	326,149	338,259	386,605	549,522
Information Technology	-	-	-	2,478,995
Payroll and Records Mgmt	1,204,890	1,287,302	1,157,045	1,155,317
	59,609	79,198	73,425	76,355
Total Uses	\$ 4,066,948	\$ 4,559,459	\$ 4,475,064	\$ 8,083,137

Key Program Results

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Diversity and Inclusion Program* is to provide diversity training, education & information services to Maricopa County employees so they can work collaboratively, cooperatively and productively in an environment that respects the different cultures, backgrounds, beliefs and abilities of the citizens we serve.				
Number of diversity and inclusion classes requested.	44	40	40	40
Number of participants who indicate that their knowledge, understanding and/or awareness increased.	74	190	190	190
The purpose of 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.				
Number of unemployment claim responses provided.	397	568	568	568
Number of complaints that warrant investigation.	14	16	16	16
The purpose of Employment Services Program* is to provide professional recruitment and career advancement consulting services to Maricopa County departments and their employees so they can interview, select and retain qualified and diverse workforce.				
Number of qualified candidates referred to departments.	54, 287	38, 143	37, 500	37, 500
Number of customers reporting satisfied or very satisfied with the quality of candidates referred to departments by the Employment Services Division.	126	128	128	128
The purpose of 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.				
Number of paychecks required.	371, 909	370, 256	370, 256	370, 256
Number of paychecks accurately processed.	371, 428	370, 256	370, 256	370, 256
The purpose of Employment 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.				
Number of critical recruitment and retention salary adjustments reviewed.	132	112	112	112
Number of surveyed employees voluntarily terminating employment with Maricopa County because of pay.	216	216	216	216

* Mandated

[Additional detail on the Human Resources budget](#)

Human Services

Mission

The mission of the Human Services Department is to provide and coordinate essential support and social services to vulnerable populations so they can have enhanced economic, education, and social opportunities and to strengthen communities.

Strategic Goals

Department Specific

By the end of FY 2018, 85% of clients will be satisfied or very satisfied with services received as measured by responses in the Annual Customer Satisfaction Survey.

Status: The Human Services Department (HSD) is implementing a new Customer Satisfaction Survey in FY 2017. It is expected that annual results will be available at the end of FY 2018.

Department Specific

By the end of FY 2018, Maricopa County Human Services Department will provide greater opportunities for low-income individuals and families by increasing a variety of funding sources, including private and in-kind resources, by 10%.

Status: This goal was accomplished in FY 2015. The Department continues to obtain new grant funding to serve the vulnerable populations of Maricopa County.

Budget Highlights

- Increase General Fund Non Recurring by \$325,643 for three years of funding for homelessness coordination.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	55,370,530	57,702,576	57,625,048	51,157,815
Miscellaneous	1,678,372	26,489	(4,419)	28,336
Total Sources	\$ 57,048,902	\$ 57,729,065	\$ 57,620,629	\$ 51,186,151
Personal Services	20,048,147	23,323,437	19,474,459	21,917,300
Supplies	2,148,940	1,227,170	1,020,798	850,909
Services	38,445,830	35,531,564	35,833,292	30,997,895
Other Financing Uses	6,602	6,602	6,602	6,602
Capital Outlay	602,022	24,000	236,262	
Total Uses	\$ 61,251,541	\$ 60,112,773	\$ 56,571,413	\$ 53,772,706
Total Regular FTE	452.50	359.00	357.00	358.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Child Dev and Early Childhd Ed	24,720,141	24,635,120	16,625,484	13,563,046
Community Development	9,515,798	11,147,274	7,794,688	12,547,262
Community Services	6,366,688	6,405,831	6,483,882	6,730,333
General Overhead	5,702,830	-	3,412,491	-
Indirect Support	3,771,314	4,703,324	4,937,528	3,989,452
Information Technology	-	-	483,397	-
Workforce Development	6,972,131	13,837,516	17,883,159	14,356,058
Total Sources	\$57,048,902	\$60,729,065	\$57,620,629	\$51,186,151
Child Dev and Early Childhd Ed	25,664,254	24,635,122	16,625,484	13,563,046
Community Development	10,709,109	11,147,274	7,794,688	12,547,262
Community Services	8,771,112	8,769,967	8,838,178	9,316,888
General Overhead	2,222,074	2,545,082	2,546,629	2,496,351
Indirect Support	805,617	1,696,399	2,399,878	1,089,812
Information Technology	363,758	481,413	483,397	403,289
Workforce Development	12,715,617	13,837,516	17,883,159	14,356,058
Total Uses	\$61,251,541	\$63,112,773	\$56,571,413	\$53,772,706

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Community Development Program is to provide community development improvements, affordable housing investment, homeless assistance through shelter operations and housing, and energy-efficient housing opportunities to Maricopa County residents, Maricopa Urban County communities (10 cities/towns and unincorporated Maricopa County), Consortium members (8 towns/cities and Maricopa Urban County), and nonprofit agencies so they can empower low-, moderate-, and middle-income residents to develop viable communities, preserve and expand suitable housing, and stabilize neighborhoods.				
Percent of CDBG-funded public infrastructure projects completed.	18.8%	75.0%	75.0%	75.0%
Number of eligible public infrastructure projects completed with CDBG funds.	3	6	6	6
The purpose of the Community Services Program is to provide administrative coordination of community services to a network of neighborhood-based organizations so they can provide social and economic assistance to address the basic needs of low-income and below-poverty families.				
Percent of households in Housing Authority of Maricopa County (HAMC) properties receiving case management services that reach at least a "5/5" on the HSD Self-Sufficiency Matrix Income or Employment domain.	35.3%	75.0%	75.0%	75.0%
Number of households in HAMC properties that received Famil Self-Sufficiency case management services.	91	60	60	60
The purpose of the Child Development and Early Childhood Education Program is to provide child development and early childhood education services to children 0-5 with the greatest need (based on Head Start standards) and their families so they can achieve school readiness and family stability.				
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.	81.9%	90.9%	90.9%	90.9%
Total number of families enrolled in the program.	9,218	5,000	5,000	5,000

Key Program Measures Continued

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Workforce Development Program is to provide quality career guidance, career development, work skills and technical training along with other resources to job seekers, youth, and the incumbent workforce so they can gain the competitive edge through employment opportunities.				
Percent of customers enrolled in Workforce Innovation and Opportunity Act program that entered employment.	N/A	85.0%	85.0%	85.0%
Number of customers enrolled in Workforce Innovation and Opportunity Act program.	N/A	2,400	2,400	2,400

* Mandated

[Additional detail on the Human Services budget](#)

Integrated Criminal Justice Information System

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 and other County agencies so they can efficiently protect public and officer safety.

Strategic Goals

Department Specific

By July 2019, ICJIS infrastructure, processes, and staff expertise will be used to expand electronic data exchanges so that at least 20% of all data integration will involve non-criminal justice county department data.

Status: As of January 2017, ICJIS is working with stakeholders and especially the Office of Enterprise Technology and the Budget Office to assess any opportunities to create data exchanges for non-criminal justice departments.

Department Specific

By July 2017, ICJIS will be able to support 100% of the continuously increasing number of required operational transactions and data exchanges and provide appropriate and necessary monitoring, alerts, notification, change management and post mortem analysis to ICJIS users on existing data exchanges.

Status: ICJIS has increased the level of monitoring and alerting for electronic data exchanges. ICJIS stakeholder agencies are involved in prioritizing data exchanges that are monitored and are also cooperating in the methods for alerting key staff.

Budget Highlights

- Increase Internal Service Charges by \$6,067 for the impact of the changes in the base level telecommunication charges.
- Decrease Internal Service Charges by \$1,052 for the impact of the changes in risk management charges.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Personal Services	959,716	974,225	952,244	954,207
Supplies	78,315	15,139	7,233	28,416
Services	602,117	707,644	720,561	717,705
Total Uses	\$ 1,640,148	\$ 1,697,008	\$ 1,680,038	\$ 1,700,328
Total Regular FTE	6.00	6.00	6.00	6.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Electronic Data Exchange	1,584,442	1,629,496	1,649,789	1,641,743
General Overhead	46,622	53,570	24,439	58,585
Indirect Support	9,084	13,942	5,810	-
Total Uses	\$ 1,640,148	\$ 1,697,008	\$ 1,680,038	\$ 1,700,328

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Electronic Data Exchange Program is to provide reliable online electronic information to criminal justice stakeholders so they can have timely, accurate, and complete information to efficiently make decisions to protect public and officer safety.				
Percent of time electronic data exchanges are available online.	99.98%	99.50%	97.7%	99.7%
Amount of time (minutes) in which electronic data exchanges are available online.	22,658,224	22,299,940	23,940,381	24,618,628

[Additional detail on the Integrated Criminal Justice Information System budget](#)

Internal Audit

Mission

The mission of Internal Audit is to provide objective information on the County's system of internal controls to the Board of Supervisors so they can make informed decisions and protect the interests of County citizens.

Strategic Goals

Fiscal Strength and Responsibility

By September 2020, Internal Audit will maintain a 100% customer satisfaction rating from our primary customers, the Board of Supervisors, so they can ensure Maricopa County government is accountable to its citizens.

Status: Internal Audit received a 100% customer satisfaction rating in FY 2016. The Department is on track to maintain 100% in FY 2017.

Fiscal Strength and Responsibility

By September 2021, 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 is accountable to its citizens.

Status: Internal Audit maintained a 100% completion rate in FY 2016. The Department is on track to maintain 100% in FY 2017.

Budget Highlights

- The Outside Audit Firms appropriation was reallocated from Non Departmental to Internal Audit.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Personal Services	1,744,038	1,850,846	1,827,741	1,845,986
Supplies	4,306	4,543	8,324	14,375
Services	94,312	69,100	65,917	391,655
Total Uses	\$ 1,842,656	\$ 1,924,489	\$ 1,901,982	\$ 2,252,016
Total Regular FTE	17.75	19.01	17.75	17.95

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
General Overhead	15,077	22,091	21,106	24,788
Indirect Support	151,196	151,123	153,055	129,741
Internal Audit Services	1,676,383	1,751,275	1,727,821	2,097,487
Total Uses	\$ 1,842,656	\$ 1,924,489	\$ 1,901,982	\$ 2,252,016

Key Program Results

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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 systems.				
Percent of audit reports completed within 180 days after fiscal year-end.	100.0%	100.0%	100.0%	100.0%
Number of audit reports completed.	26	20	20	21

* Mandated

[Additional detail on the Internal Audit budget](#)

Justice Courts

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.

Strategic Goals

Safe Communities

By June 30, 2018, the Justice Courts will expand public access to the court system by electronic filing and other electronic case processing improvements which will be 100% available in all 26 Justice Courts.

Status: Phase Two is estimated to begin in FY 2019 which will include electronic processing of criminal traffic and misdemeanor cases. Web based electronic filing is being developed for at least two case types, with the goal to include all case types.

Safe Communities

By June 30, 2018, 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: For FY 2017, court case filings have been down approximately 5% from the prior year. Case clearance rates for FY 2017 in the Justice Courts often exceed 100% (terminations divided by new filings), with an overall clearance rate of 97.8% through the first half of the fiscal year.

Budget Highlights

- Increase the General Fund by \$78,155 for Internal Service Charges.
- Increase Other Supplies and Services and Revenue in the Justice Court Special Revenue Fund (245) Operating by \$134,233.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Charges For Services	11,361,115	11,162,974	11,244,753	11,245,253
Fines and Forfeits	10,068,617	9,288,401	9,235,729	9,238,396
Miscellaneous	558,763	653,305	601,699	601,033
Total Sources	\$ 21,988,495	\$ 21,104,680	\$ 21,082,181	\$ 21,084,682
Personal Services	21,336,218	22,746,222	22,421,912	22,636,587
Supplies	1,104,475	624,681	555,147	666,277
Services	2,513,747	2,764,368	2,529,544	2,485,593
Total Uses	\$ 24,954,440	\$ 26,135,271	\$ 25,506,603	\$ 25,788,457
Total Regular FTE	338.00	340.00	340.00	340.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Civil and Tax Justice	11,961,980	11,057,882	11,660,520	10,954,670
Criminal Justice	10,014,366	10,038,224	9,412,162	10,120,979
General Overhead	12,149	7,800	9,499	9,033
Indirect Support	-	774	-	-
Total Sources	\$ 21,988,495	\$ 21,104,680	\$ 21,082,181	\$ 21,084,682
Civil and Tax Justice	16,835,197	17,705,770	17,198,237	13,687,091
Criminal Justice	4,190,632	4,557,260	4,549,286	3,911,324
General Overhead	387,078	565,500	551,247	4,516,981
Indirect Support	1,750,184	2,115,976	2,014,897	2,003,792
Information Technology	1,791,349	1,190,765	1,192,936	1,669,269
Total Uses	\$ 24,954,440	\$ 26,135,271	\$ 25,506,603	\$ 25,788,457

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Civil Justice Program* is to resolve civil cases for litigants so that they are afforded timely and just legal resolutions.				
Percent of Civil Traffic cases resolved in 90 days.	97.7%	93.6%	93.6%	93.6%
Number of Civil Traffic cases resolved.	116,483	111,099	111,099	111,099
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.				
Percent of Criminal Traffic cases resolved within 180 days.	78.1%	80.0%	78.3%	80.0%
Number of Criminal Traffic cases resolved.	36,272	35,420	35,420	35,420

* Mandated

[Additional detail on the Justice Courts budget](#)

Juvenile Probation

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.

Strategic Goals

The Juvenile Probation Strategic Goals will be reviewed during the next strategic business plan process.

Budget Highlights

- Increase the General Fund by \$295,467 due to an increase in retirement contributions, offset by a decrease in personnel of \$328,687 from the deletion of 10 vacant positions.
- Increase the Detention Fund by \$317,479 due to increased retirement rates.
- Increase the Detention Fund by \$490,502 due to increased overtime related costs.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	3,347,282	3,928,587	3,595,075	4,114,308
Charges For Services	433,639	461,571	293,780	404,791
Fines and Forfeits	2,771,333	2,415,647	2,291,926	2,180,864
Miscellaneous	20,015	25,664	16,869	17,834
Other Financing Sources	-	15,000	-	-
Total Sources	\$ 6,572,269	\$ 6,846,469	\$ 6,197,650	\$ 6,717,797
Personal Services	51,865,663	53,394,198	53,274,631	54,490,146
Supplies	1,458,829	1,153,180	1,017,429	1,252,147
Services	2,758,662	4,331,070	3,839,875	4,495,200
Other Financing Sources	-	15,000	-	-
Capital Outlay	-	280,000	5,380	-
Total Uses	\$ 56,083,154	\$ 59,173,448	\$ 58,137,315	\$ 60,237,493
Total Regular FTE	669.60	668.60	668.60	658.60

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Community Supervision	244,791	1,011,488	486,268	1,108,115
General Overhead	2,633,145	2,430,626	2,515,302	2,192,748
Indirect Support	4,956	7,550	4,818	4,700
Juvenile Court Diversion	2,301,342	2,198,417	2,135,886	2,116,646
Juvenile Crime Prevention	467,593	322,681	153,666	322,681
Juvenile Detention	349,852	304,800	240,043	252,000
Juvenile Treatment	570,590	570,907	661,667	720,907
Total Sources	\$ 6,572,269	\$ 6,846,469	\$ 6,197,650	\$ 6,717,797
Community Supervision	12,946,589	12,763,276	12,798,909	13,445,107
General Overhead	1,465,503	1,471,394	1,485,647	1,461,826
Indirect Support	3,675,180	4,480,872	4,179,189	4,711,259
Information Technology	659,456	1,004,573	991,521	1,007,966
Juvenile Court Diversion	3,373,188	3,710,714	3,361,435	3,065,280
Juvenile Crime Prevention	940,958	987,434	926,944	951,797
Juvenile Detention	30,570,079	32,097,267	31,864,858	33,051,341
Juvenile Treatment	2,452,201	2,657,918	2,528,812	2,542,917
Total Uses	\$ 56,083,154	\$ 59,173,448	\$ 58,137,315	\$ 60,237,493

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of Detention Alternative participants who do not receive a subsequent referral for delinquency while participating in a detention alternative.	90.8%	89.5%	89.5%	89.5%
Number of juveniles receiving alternatives to detention during the quarter.	2, 461	2, 304	2, 304	2, 304
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.				
Percent of juveniles that completed Diversion successfully.	74.9%	72.7%	72.7%	72.7%
Number of juveniles that completed Diversion during the reporting period.	5, 562	5, 000	5, 000	5, 000
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.				
Percent of youth who attended law related education that report an increased awareness of the legal system (survey results).	99.3%	100.0%	100.0%	100.0%
Number of Law Related Education Hours delivered.	710	754	754	754

Key Program Measures Continued

Measure Description Continued	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of juveniles who did not reoffend with a new delinquent referral within the quarter while supervised under Standard Supervision.	86.8%	87.9%	87.9%	87.5%
Total juveniles supervised on Standard Supervision during the quarter.	8, 846	8, 043	8, 043	8, 125
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.				
Percent of youth who did not reoffend with a new delinquent referral within the quarter.	98.7%	98.9%	98.9%	98.9%
Number of Youth supervised while placed in Out of Home therapeutic treatment and aftercare during the quarter.	844	895	895	895

* Mandated

[Additional detail on the Juvenile Probation budget](#)

Medical Examiner

Mission

The Mission of the Medical Examiner is to provide professional medicolegal death investigations of individuals dying under statutorily defined circumstances, the results of which are communicated independently to relevant agencies, industries, and members of the public so they can receive accurate, timely, and effective communications that enhance the public's safety and health.

Strategic Goals

Government Operations

By June 30, 2018, the Office of the Medical Examiner will ensure that 100% of all forensic practitioners in the department have certification and licensure.

Status: Ten of the eleven filled Medical Examiners are certified in Forensic Pathology. The Forensic Anthropologist and Odonatologists are certified and licensed. The Department received provisional accreditation from the National Association of Medical Examiners (NAME).

Government Operations

By June 30, 2018, the Office of the Medical Examiner will issue 90% of Medical Examiner Reports within 90 calendar days.

Status: The Medical Examiner's Office is currently completing 63.7% of reports within 90 days. The Department anticipates improvement as they recruit and hire Medical Examiner positions received in FY 2017 and FY 2018.

Budget Highlights

- The personnel budget increased by \$412,310 for two additional Medical Examiners and a Deputy Chief Toxicologist.
- Lab services increased by \$46,000.
- The transport services outside contract increased by \$60,000.
- Funding was appropriated in the amount of \$100,000 for an outside lab pilot program.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	7,785	19,488	49,488	50,000
Charges For Services	412,842	385,730	404,503	415,000
Miscellaneous	-	-	44	-
Total Sources	\$ 420,627	\$ 405,218	\$ 454,035	\$ 465,000
Personal Services	7,408,779	8,818,358	8,830,016	9,622,516
Supplies	445,177	465,109	372,776	525,299
Services	825,521	1,059,603	1,019,721	1,378,487
Capital Outlay	77,116	364,309	224,629	170,680
Total Uses	\$ 8,756,593	\$ 10,707,379	\$ 10,447,142	\$ 11,696,982
Total Regular FTE	89.50	97.00	96.00	100.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
General Overhead	(1,808)	-	44	-
Medical Examiners	422,435	405,218	453,991	465,000
Total Sources	\$ 420,627	\$ 405,218	\$ 454,035	\$ 465,000
General Overhead	248,513	313,499	303,972	365,713
Indirect Support	458,359	507,509	494,691	597,099
Information Technology	-	417,879	224,629	193,250
Medical Examiners	8,049,721	9,468,492	9,423,850	10,540,920
Total Uses	\$ 8,756,593	\$ 10,707,379	\$ 10,447,142	\$ 11,696,982

Key Program Results

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Medical Examiners Program* is to provide professional medicolegal death investigations of individuals dying under statutorily defined circumstances, the results of which are communicated independently to relevant agencies, industries, and members of the public so they can receive accurate, timely, and effective communications that enhance the public's safety and health.				
Percent of case reports completed (available for public release) within 90 days.	72.4%	62.9%	62.9%	65.0%
Number of medical examinations completed.	4, 301	4, 634	4, 634	4, 704

* Mandated

[Additional detail on the Medical Examiner budget](#)

Parks and Recreation

Mission

The mission of the Parks and Recreation Department is to provide through responsible stewardship, the highest quality parks, trails, programs, services, and experiences to energize visitors so they can become life-long users and advocates.

Strategic Goals

Safe Communities

By FY 2020, decrease unplanned downtime of Maricopa County park facilities and other visitor amenities by 10 percent over FY 2015.

Status: Parks continues to focus on preventative maintenance and continues funding major repair/remodel projects to address aging amenities and infrastructure in order to remain on track to meet this goal.

Department Specific

By the end of FY 2020, increase the number of park users by 10% over FY 2015 to expose more of the regional population to nature and inspire an appreciation for the Sonoran Desert and natural open spaces.

Status: Comparing September to December from 2015 and 2016, Parks is demonstrating an average 5% increase in attendance and with a new visitor tracking procedure the department is on track to reach this goal by FY 2020.

Budget Highlights

- Increase operating revenues by \$415,657 across entire department.
- Increase one time funding by \$2,018,713 for repairs, maintenance, and upgrades of multiple parks, facilities, and trails.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	1,435	-	48,828	23,560
Charges For Services	6,390,645	6,011,356	6,860,537	8,341,197
Fines and Forfeits	2,076	4,943	658	-
Miscellaneous	2,333,871	2,378,557	2,135,994	445,756
Other Financing Sources	-	1,206,199	1,106,199	-
Total Sources	\$ 8,728,027	\$ 9,601,055	\$ 10,152,216	\$ 8,810,513
Personal Services	5,032,024	5,234,854	5,208,609	5,522,861
Supplies	704,228	1,105,108	1,046,579	976,436
Services	3,913,769	4,462,703	4,272,153	3,467,910
Other Financing Uses	-	1,034,475	1,034,475	-
Capital Outlay	647,813	1,860,988	1,333,037	1,759,367
Total Uses	\$ 10,297,834	\$ 13,698,128	\$ 12,894,853	\$ 11,726,574
Total Regular FTE	76.75	81.50	81.50	81.50

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
General Overhead	24,339	29,102	64,374	24,997
Indirect Support	57	163	113	-
Park Education and Recreation	8,411,880	8,597,675	9,162,363	8,436,456
Park Support	291,751	974,115	925,366	349,060
Total Sources	\$ 8,728,027	\$ 9,601,055	\$ 10,152,216	\$ 8,810,513
General Overhead	1,116,176	930,432	955,685	998,277
Indirect Support	577,355	660,620	671,663	880,965
Information Technology	92,875	283,937	168,513	173,152
Park Education and Recreation	3,654,465	4,732,570	4,681,083	3,986,977
Park Support	4,856,963	7,090,569	6,417,909	5,687,203
Total Uses	\$ 10,297,834	\$ 13,698,128	\$ 12,894,853	\$ 11,726,574

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent change in interpretive programs provided over previous year.	94.5%	100.0%	84.5%	108.5%
Number of interpretive programs provided.	3, 557	3, 763	3, 007	3, 264
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.				
Percent of all major health and safety maintenance projects completed.	83.7%	89.6%	100.0%	100.0%
Number of major health and safety projects completed.	72	267	60	120

[Additional detail on the Parks and Recreation budget](#)

Planning and Development

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.

Strategic Goals

Regional Services

By July 1, 2018, 85% of applications' turnaround time will be at 2010 levels.

Status: The applications' turnaround time reduction plan is in progress and work continues on implementing business practices and strategies in an effort to reduce review timeframes.

Regional Services

By July 1, 2018, an electronic plan review system will be implemented, allowing the citizens of Maricopa County to submit building, zoning and drainage plans electronically for review.

Status: Phase I of the electronic plan review system was implemented in early March 2017, with the full implementation to be completed by July 2018.

Budget Highlights

- Increase License and Permits revenue by \$1,913,915 in the Planning and Development Fee Fund.
- Increase Personnel Savings by \$55,678, from 4.5% to 5.5%.
- Appropriate one-time funding in the amount of \$678,716 for information technology projects, six replacement trucks, one new additional vehicle and front counter renovations.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Licenses & Permits	6,242,723	3,923,952	4,667,322	4,865,265
Charges For Services	6,242,748	4,031,300	4,606,525	4,997,850
Fines and Forfeits	15,150	18,948	58,700	15,000
Miscellaneous	61,550	36,000	52,498	46,000
Total Sources	\$ 12,562,171	\$ 8,010,200	\$ 9,385,045	\$ 9,924,115
Personal Services	6,500,997	6,848,419	7,003,892	7,012,972
Supplies	257,871	268,266	242,722	134,570
Services	2,776,023	2,616,749	1,731,556	2,620,150
Other Financing Uses	5,070	5,070	5,070	5,070
Capital Outlay	158,179	263,549	263,549	230,792
Total Uses	\$ 9,698,140	\$ 10,002,053	\$ 9,246,789	\$ 10,003,554
Total Regular FTE	84.00	87.60	83.60	87.60

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Indirect Support	66,300	40,500	57,398	49,750
One Stop Shop	12,495,871	7,969,700	9,327,647	9,874,365
Total Sources	\$ 12,562,171	\$ 8,010,200	\$ 9,385,045	\$ 9,924,115
General Overhead	707,102	557,104	557,604	599,193
Indirect Support	2,130,367	2,329,971	1,993,234	2,691,514
One Stop Shop	6,860,671	7,114,978	6,695,951	6,712,847
Total Uses	\$ 9,698,140	\$ 10,002,053	\$ 9,246,789	\$ 10,003,554

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of customers who receive service within 30 minutes.	N/A	90.4%	84.4%	87.0%
Number of customers requesting service at the One Stop Shop Counter.	N/A	10, 040	10, 645	16, 000

* Mandated

[Additional detail on the Planning and Development budget](#)

Procurement Services

Mission

The mission of Procurement Services is to provide innovative, cost-effective, and quality services to County Agencies through a strategic and systematic approach to procurement so they can get the right product at the right time at the right price.

Strategic Goals

Department Specific

By FY 2018, achieve an annual customer satisfaction score of 90% or greater as measured through the annual customer satisfaction survey issued by Procurement Services.

Status: The Department has been diligently working to rebrand themselves as a strategic partner and agency resource. They will reevaluate during the FY 2019 Strategic Business Plan update process.

Budget Highlights

- The Printing Services activity was discontinued in FY 2017 and the Reprographics shop was closed. This resulted in the decrease of \$739,834 in operating revenue and expenses for the Office of Procurement Services as well as a reduction in 9.4 FTE.
- The negative ending fund balance in the Reprographics fund will be compensated by a Non Recurring revenue transfer from the General Fund in the amount of \$188,750.
- Increase General Fund by \$14,148 for the loss of allocation to Fund 673 for personnel.
- Three FTE positions dedicated to the Enterprise Resource Planning project are also eliminated in FY 2018 as that project has concluded.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Charges For Services	655,199	739,834	21,744	-
Miscellaneous	983,201	761,000	776,778	761,000
Other Financing Sources	-	-	-	188,570
Total Sources	\$ 1,638,400	\$ 1,500,834	\$ 798,522	\$ 949,570
Personal Services	2,677,618	2,608,039	2,401,344	2,192,345
Supplies	154,002	210,233	78,804	86,000
Services	309,930	491,144	321,986	225,568
Total Uses	\$ 3,141,550	\$ 3,309,416	\$ 2,802,134	\$ 2,503,913
Total Regular FTE	38.90	26.50	29.50	26.50

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Printing Services Program	655,199	739,834	21,744	188,570
Procurement Services	983,201	761,000	776,778	761,000
Total Sources	\$ 1,638,400	\$ 1,500,834	\$ 798,522	\$ 949,570
General Overhead	106,439	102,557	64,969	51,327
Indirect Support	175,146	239,895	119,487	90,698
Printing Services Program	618,627	570,344	305,452	-
Procurement Services	2,188,518	2,341,125	2,257,205	2,309,181
Records Management	52,820	55,495	55,021	52,707
Total Uses	\$ 3,141,550	\$ 3,309,416	\$ 2,802,134	\$ 2,503,913

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of respondents indicating "very satisfied" or "satisfied" on the Procurement Customer Satisfaction Survey.	63.6%	70.8%	70.8%	71.0%
Number of respondents indicating "very satisfied" or "satisfied" on the Procurement Customer Satisfaction Survey	89	17	17	20
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.				
Percent of requests for service fulfilled within 7 days.	62.5%	70.0%	70.0%	75.0%
Number of requests for services.	400	500	500	450

[Additional detail on the Procurement Services budget](#)

Public Defense System

Mission

The mission of the Public Defense System (PDS) 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.

Strategic Goals

Safe Communities

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

Status: Three cases have been assigned to the Office of Contract Counsel YTD in FY 2017 due to capacity limitations in the staffed offices. Cases assigned to PDS that require treatment as capital have increased notably this year.

Safe Communities

By July 2019, 80% or more of all clients in non-capital and non-dependency cases 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: Public Defense System currently projects that this goal will be met in FY 2017. However, the growth anticipated for FY 2018 may not be possible (or even financially beneficial) to handle in a staffed office.

Safe Communities

By July 2019, 25% or more of all dependency matters (one child and one parent) 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: Public Defense System currently projects that this goal will be met in FY 2017. However, the growth anticipated for FY 2017 may not be possible (or even financially beneficial) to handle in a staffed office.

Budget Highlights

- Budget includes seven new positions for case growth totaling \$521,322.
- Increase Internal Service Charges in Fund 100 by \$125,215 for the impact of the changes in base telecommunication charges.
- Increase Internal Service Charges in Fund 100 by \$12,170 for the impact of the changes in risk management charges.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	622,619	544,624	569,554	468,468
Charges For Services	1,007,746	875,255	862,350	910,233
Miscellaneous	30,703	23,630	17,786	15,540
Total Sources	\$ 1,661,068	\$ 1,443,509	\$ 1,449,690	\$ 1,394,241
Personal Services	71,312,517	74,606,595	74,406,133	75,384,370
Supplies	939,541	688,188	447,611	472,485
Services	48,580,180	58,324,172	51,739,289	56,240,800
Capital Outlay	630,925	-	-	-
Total Uses	\$ 121,463,163	\$ 133,618,955	\$ 126,593,033	\$ 132,097,655
Total Regular FTE	831.78	855.88	850.58	858.88

Sources and Uses by Program and Activity

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Adult Criminal Representation	1,140,004	1,063,965	1,112,277	1,074,432
General Overhead	(11,294)	-	-	-
Indirect Support	400,863	378,498	336,367	285,490
Information Technology	131,495	1,046	1,046	34,319
Total Sources	\$ 1,661,068	\$ 1,443,509	\$ 1,449,690	\$ 1,394,241
Adult Civil Representation	4,059,789	4,594,465	4,742,953	5,424,110
Adult Criminal Representation	75,638,851	80,984,014	77,253,537	81,335,972
General Overhead	1,981,801	2,352,981	2,432,339	2,464,008
Indigent Rep Support Svcs	1,575,806	1,800,685	1,317,855	1,322,127
Indirect Support	8,772,235	9,845,445	9,211,579	9,954,003
Information Technology	634,002	671,629	421,383	569,437
Juvenile Representation	28,800,679	33,369,736	31,213,387	31,027,998
Total Uses	\$ 121,463,163	\$ 133,618,955	\$ 126,593,033	\$ 132,097,655

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of Adult Guardian Ad Litem cases in which court rules in conformity with position advocated.	99.1%	98.9%	98.9%	98.3%
Number of Adult Guardian Ad Litem court rulings.	1,301	1,434	1,434	1,506
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.				
Percent of capital cases with disposition less than capital.	83.3%	89.3%	89.3%	86.5%
Number of capital cases resolved to conclusion.	18	28	28	37
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.				
Percent of juvenile probation cases with disposition other than sentenced to Arizona Department of Juvenile Corrections.	71.7%	71.3%	71.3%	71.9%
Number of juvenile probation cases resolved to conclusion.	1,095	1,016	1,016	988

* Mandated

[Additional detail on the Public Defense System budget](#)

Public Fiduciary

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.

Strategic Goals

Department Specific

By July 2019, 80% of appointed estate administration and guardianship administration cases will be stabilized within 18 months to ensure vulnerable persons' estates and well-beings are protected.

Status: Currently the department is on target to achieve approximately 94.4%, based on the first half of FY 2017.

Department Specific

By July 2019, 90% of guardianship intake referral investigations will be completed within 90 days of written referral to ensure vulnerable persons' estates and well beings are protected.

Status: Currently the department is on target to achieve approximately 62.2%, based on the first half of FY 2017.

Budget Highlights

- Personnel reductions of \$12,354 due to reduction of overtime and standby pay.
- Increase Internal Services Charges by \$9,774 for the impact of changes in base telecommunication charges.
- Increase Internal Services Charges by \$13,906 for the impact of changes in risk management charges.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Charges For Services	1,101,630	1,200,871	1,421,507	1,200,871
Total Sources	\$ 1,101,630	\$ 1,200,871	\$ 1,421,507	\$ 1,200,871
Personal Services	2,618,070	3,407,658	3,326,282	3,395,816
Supplies	82,564	26,882	21,432	10,524
Services	527,198	471,031	520,846	522,948
Total Uses	\$ 3,227,832	\$ 3,905,571	\$ 3,868,560	\$ 3,929,288
Total Regular FTE	48.00	48.00	48.00	48.00

Sources and Uses by Program and Activity

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Burial Services	40,038	61,816	46,057	74,213
Fiduciary Services	1,061,592	1,139,055	1,375,450	1,126,658
Total Sources	\$ 1,101,630	\$ 1,200,871	\$ 1,421,507	\$ 1,200,871
Burial Services	274,264	300,545	333,095	341,677
Fiduciary Services	2,235,554	2,919,064	2,807,485	2,909,077
General Overhead	215,730	226,553	230,244	250,340
Indirect Support	502,284	459,409	497,736	428,194
Total Uses	\$ 3,227,832	\$ 3,905,571	\$ 3,868,560	\$ 3,929,288

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the County Indigent Decedent Services Program* is to provide cost-effective burials or cremations to qualified indigent decedents so they can receive proper interment/cremation in a timely manner.				
Percentage of determinations for Indigent Burial/Cremation Service eligibility completed Within five business days of the referral application submission.	88.1%	80.5%	99.7%	90.0%
Number of determinations for eligibility completed during the time period.	631	627	732	761
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.				
Percentage of estate administration cases stabilized or closed within 18 months of referral.	93.8%	88.2%	97.6%	97.6%
Number of estate administration cases stabilized or closed.	292	204	252	252

* Mandated

[Additional detail on the Public Fiduciary budget](#)

Public Health

Mission

The mission of the Department of Public Health is to provide leadership, resources, and services to Maricopa County residents and visitors so they can enjoy protection and promotion of their health.

Strategic Goals

Regional Services

By June, 2018, obtain accreditation from the Public Health Accreditation Board.

Status: MCDPH achieved full accreditation from PHAB on May 25, 2016.

Budget Highlights

- Increase the Public Health Fee Fund (265) by \$185,644 due to a decrease in personnel savings offset partially by a reduction in supplies and services resulting in a net increase of \$155,003. The fund will receive additional revenue allowing the fund to main structural balance.
- Increase the Public Health Grant Fund (532) revenue and expenditures by \$1,345,903 due to heightened grant funding.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	41,518,814	47,164,049	41,878,649	44,385,291
Charges For Services	7,400,158	7,470,180	7,060,874	7,297,802
Miscellaneous	37,940	41,119	26,837	30,000
Other Financing Sources	32,507	30,000	30,118	30,000
Total Sources	\$48,989,419	\$54,705,348	\$48,996,478	\$51,743,093
Personal Services	38,170,069	43,281,172	40,512,121	42,196,294
Supplies	4,269,132	4,578,701	4,219,571	3,950,136
Services	17,246,622	19,585,672	16,009,628	18,081,392
Other Financing Uses	32,507	30,000	30,118	30,000
Capital Outlay	104,158	6,000	125,655	11,089
Total Uses	\$59,822,488	\$67,481,545	\$60,897,093	\$64,268,911
Total Regular FTE	625.20	620.75	621.75	617.75

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Clinic Support Services	84,269	203,949	74,204	103,909
Court Compliance and Security	-	-	-	-
Epi and Gen Disease Surveill	191,887	1,143,962	674,549	1,377,864
Family Health	9,249,919	10,214,862	8,216,132	8,747,042
General Overhead	(1,638,415)	30,000	26,837	30,000
Healthcare For Homeless	3,086,679	3,880,454	2,614,135	3,128,541
Immunization Services	2,232,253	3,318,356	3,442,102	3,040,958
Indirect Support	4,736,384	871,760	4,935,693	5,860,492
Infectious Disease Control	3,563,977	4,578,922	3,829,277	3,823,959
Performance Improvement	404,934	363,460	268,208	309,806
Promoting Healthy Lifestyles	14,809,353	15,849,814	13,405,457	12,605,704
Pub Hlth Preparedness Response	2,611,388	3,867,027	2,202,319	2,641,357
Ryan White Part A Services	1,579,328	2,259,870	1,538,707	1,294,558
Tobacco Use Prevention	3,435,204	3,924,909	3,305,267	4,078,903
Vital Registration	4,642,259	4,198,003	4,463,591	4,700,000
Total Sources	\$48,989,419	\$54,705,348	\$48,996,478	\$51,743,093
Behavioral Health Care Continuity	76,961	94,309	88,207	95,980
Clinic Support Services	1,398,782	1,610,591	956,118	1,469,840
Epi and Gen Disease Surveill	3,648,368	3,974,442	3,450,574	4,050,013
Family Health	9,668,148	11,106,788	9,389,691	9,761,361
General Overhead	2,558,938	2,756,595	2,909,095	3,132,625
Healthcare For Homeless	3,026,797	3,880,454	2,614,135	3,128,541
Immunization Services	3,432,764	4,358,172	4,673,232	4,036,853
Indirect Support	3,247,795	(656,332)	3,572,259	4,029,897
Infectious Disease Control	7,514,148	8,341,128	7,390,185	7,601,491
Information Technology	122,857	136,165	79,848	248,185
Performance Improvement	358,256	544,893	411,859	489,559
Promoting Healthy Lifestyles	13,850,914	16,599,231	13,679,192	13,304,408
Pub Hlth Preparedness Response	1,763,419	3,867,027	2,202,319	2,641,357
Ryan White Part A Services	1,532,032	2,259,870	1,538,707	1,294,558
Tobacco Use Prevention	3,248,565	3,924,909	3,305,267	4,078,903
Vital Registration	4,373,744	4,683,303	4,636,405	4,905,340
Total Uses	\$59,822,488	\$67,481,545	\$60,897,093	\$64,268,911

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of disease reports completed within the appropriate time frame.	100.0%	100.0%	100.0%	100.0%
Number of reports provided.	1,992	1,869	1,869	1,832
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.				
Percent of registrations provided with a wait time of 10 minutes or less.	0.0%	87.0%	87.0%	87.0%
Number of registrations provided.	24,360	27,785	27,785	27,785
The purpose of the Childhood Immunizations Program* is to provide immunizations and education to eligible children and immunization providers so they can avoid the contracting and spreading of vaccine-preventable diseases among themselves or their clients.				
Percent of children 2-5 in child care who are up to date with immunizations.	85.4%	90.0%	90.0%	90.0%
Number of immunizations provided.	113,016	120,400	120,400	126,522
The purpose of the Infectious Disease Control Program* is to provide identification, screening, treatment and education to clients with or suspected with identifiable communicable diseases so they can be disease free and avoid spreading them to uninfected individuals.				
Percent of patients newly diagnosed with latent TB infection who are contacts to an AFB smear-positive case and who complete treatment.	0.0%	52.3%	52.3%	56.3%
Number of patients newly diagnosed with latent TB infection who are contacts to an AFB smear-positive case and who start treatment.	-	31	31	32
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.				
Percent of inspected facilities in compliance.	72.3%	64.7%	64.7%	65.7%
Number of inspections completed.	1,325	1,248	1,248	1,242
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.				
Percent of birth and death certificate copies provided within two working days.	60.1%	62.0%	62.0%	61.8%
Number of certified copies of birth and death certificates provided.	330,800	312,650	312,650	317,895
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.				
Percent of children needing sealants who receive them.	66.4%	57.9%	57.9%	61.6%
Number of eligible children receiving sealants.	4,120	4,020	4,020	4,549

Key Program Measures Continued

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of patients with symptoms of a STD who received treatment for the STD.	0.0%	17.0%	17.0%	17.0%
Number of clinic encounters.	-	11,695	11,695	11,355
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.				
Percent of programs completing accreditation prerequisites.	100.0%	100.0%	100.0%	100.0%
Number of technical assistance sessions provided.	11	10	10	10
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.				
Percent of clients who received nutrition education.	0.0%	30.0%	30.0%	30.0%
Number of client encounters.	717,354	715,000	715,000	655,392
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.				
Percent of exercise evaluations rated as good or excellent.	97.7%	100.0%	100.0%	100.0%
Number of people trained.	1,844	1,970	1,970	1,844
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.				
Percent of clients enrolled for the entire plan year who had an initial or periodic exam in the plan year.	92.2%	92.2%	92.2%	93.0%
Number of Ryan White clients receiving dental insurance.	1,166	850	850	850

* Mandated

[Additional detail on the Public Health budget](#)

Real Estate

Mission

The mission of Real Estate has not been established as this is a new department for FY 2018. The department will complete a strategic plan in FY 2018.

Strategic Goals

Strategic Goals for Real Estate have not been established as this is a new department for FY 2018. The department will complete a strategic plan in FY 2018.

Budget Highlights

- Real Estate is a new department for FY 2018 and is 100% allocated out to other departments. Total expenditures of \$2,757,501 net to zero each year.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Miscellaneous	-	-	-	250,400
Total Sources	\$ -	\$ -	\$ -	\$ 250,400
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Total Uses	\$ -	\$ -	\$ -	\$ -
Total Regular FTE	0.00	0.00	0.00	30.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Indirect Support	-	-	-	250,400
Total Sources	\$ -	\$ -	\$ -	\$ 250,400
Indirect Support	-	-	-	-
Total Uses	\$ -	\$ -	\$ -	\$ -

Key Program Measures

Program measures for Real Estate have not been established as this is a new department for FY 2018. The department will complete a strategic plan in FY 2018.

The organizational management function for the Real Estate Department is structurally located in Facilities Management Fund (100). The administrative costs net to zero over the course of the year as the budget is ultimately allocated to The Flood Control District and Facilities Management. The total cost for this agency which is allocated out is \$2,757,501.

[Additional detail on the Real Estate budget](#)

Recorder

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.

Strategic Goals

Regional Services

By December 2020, 20% of the Recorder services that are available on the kiosk will be from other County departments.

Status: The Recorder's Office currently has eight operating kiosks in libraries across the valley. These kiosks are available for use by Air Quality and Environmental Services, which at this time are collaborating on technical issues with the Office of Enterprise Technology.

Budget Highlights

- Increase funding by \$193,691 due to reallocation of Administrative Support Staff to the Elections Office.
- Increase in personnel by \$1,322,785 through movement of Voter Registration Activity to Recorder's Office.
- Increase in personnel by \$436,827 through movement of Community Outreach Activity to the Recorder's Office.
- Increase in personnel by \$398,748 through movement of GIS Activity to the Recorder's Office.
- Increase in personnel by \$504,885 through movement of Administrative Support Staff to the Recorder's Office.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Charges For Services	12,891,167	11,460,690	14,399,857	12,472,690
Miscellaneous	325,262	265,397	280,735	268,397
Other Financing Sources	-	1,462,899	-	-
Total Sources	\$ 13,216,429	\$ 13,188,986	\$ 14,680,592	\$ 12,741,087
Personal Services	3,923,948	3,978,808	4,029,369	6,501,402
Supplies	1,136,714	1,012,285	696,913	69,811
Services	1,308,694	1,496,333	1,626,259	2,003,047
Capital Outlay	538,926	2,290,387	158,763	1,002,488
Total Uses	\$ 6,908,282	\$ 8,777,813	\$ 6,511,304	\$ 9,576,748
Total Regular FTE	57.00	54.00	57.00	87.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Information Technology	3,558,613	5,255,589	3,867,313	3,807,690
Recorder	9,657,816	7,933,397	10,813,279	8,933,397
Total Sources	\$ 13,216,429	\$ 13,188,986	\$ 14,680,592	\$ 12,741,087
Elections Processing	-	-	-	1,070,670
General Overhead	361,606	442,140	463,969	467,176
Indirect Support	858,681	802,683	984,342	1,884,113
Information Technology	4,556,690	6,112,654	3,989,884	3,997,043
Pre Election Processing	-	-	-	1,142,933
Recorder	1,131,305	1,420,336	1,073,109	1,014,813
Total Uses	\$ 6,908,282	\$ 8,777,813	\$ 6,511,304	\$ 9,576,748

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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 their transactions were executed in accordance with the law.				
Percent of documents prepared for delivery within timeliness	100.0%	100.0%	100.0%	100.0%
Number of documents prepared within timeliness standards.	154, 217	147, 651	120, 000	120, 000

* Mandated

[Additional detail on the County Recorder's Office budget](#)

Risk Management

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.

Strategic Goals

Fiscal Strength and Responsibility

By 2020, the Cost of Risk will be 2.0% or less of County expenditures.

Status: At the end of FY 2016, the cost of risk was 1.25%.

Department Specific

The OSHA injury incident rate 3 year average for FY 2017 was 3.70. By 2020, the injury incident rate 3 year average will continue to be held below 4.00 based on industry standard calculation.

Status: Not all County departments have reported their volunteer hours but they stay relatively consistent from year to year. A computation factor beyond the Safety Division's control is the total county employee exposure hours, which is not fully accounted for regarding salaried employees.

Budget Highlights

- Increase Internal Service Charges and Miscellaneous revenues by \$553,415, due to increased risk charges to departments.
- Increase Non Recurring Transfers In by \$1,500,000 for the impact of claims exceeding departmental revenue. Funding will only be transferred from the General Fund to the Risk Management Fund on an as-needed basis.
- Increase Technology Services by \$249,103 to replace critical software.
- Increase Personal Services by \$57,980 to create a new Recycling Program position.
- Increase Risk Management Claims by \$612,334, for higher claim volumes.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Charges For Services	20,170,776	20,170,789	20,170,789	20,574,204
Miscellaneous	850,609	400,000	550,100	550,000
Other Financing Sources	-	3,517,901	1,400,000	5,017,901
Total Sources	\$ 21,021,385	\$ 24,088,690	\$ 22,120,889	\$ 26,142,105
Personal Services	2,616,190	2,919,432	2,865,610	2,974,679
Supplies	91,493	262,977	270,272	526,500
Services	32,624,817	30,156,588	29,158,341	30,823,180
Capital Outlay	29,724	-	20,000	40,000
Total Uses	\$ 35,362,224	\$ 33,338,997	\$ 32,314,223	\$ 34,364,359
Total Regular FTE	32.25	32.25	31.75	32.75

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Claims	19,221,827	20,739,747	19,000,649	23,075,655
Environmental Management	1,640,856	2,948,943	2,957,780	2,916,450
Indirect Support	158,702	400,000	151,787	150,000
Insurance and Coverage	-	-	10,673	-
Total Sources	\$ 21,021,385	\$ 24,088,690	\$ 22,120,889	\$ 26,142,105
Claims	1,122,233	19,299,674	18,688,050	19,755,912
Environmental Management	25,388,632	4,224,094	3,878,644	4,483,340
General Overhead	1,731,832	1,846,280	1,831,910	1,926,593
Indirect Support	848,215	877,208	906,343	1,002,286
Information Technology	38,669	96,497	96,191	349,300
Insurance and Coverage	5,479,857	5,980,517	5,878,236	5,858,126
Safety Management	752,786	1,014,727	1,032,785	988,802
Total Uses	\$ 35,362,224	\$ 33,338,997	\$ 32,312,159	\$ 34,364,359

Key Program Results

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of General Liability Claims Closed	61.6%	70.8%	70.8%	80.9%
Number of General Liability Claims Closed	459	460	460	465
The purpose of the Environmental Management Program* is to provide environmental technical services to Maricopa County departments, districts, and trust members so they can minimize or eliminate liabilities.				
Percent of EL Claims Closed in the Fiscal Year	0.0%	33.3%	33.3%	0.0%
Number of EL Claims Closed	-	1	1	-
The purpose of the Insurance and Coverages Program is to provide Administration of the Self-Insured Insurance Coverages Program to Maricopa County departments, districts, and Risk Trust members so they can protect assets through appropriate risk transfer, and risk retention.				
Percent of insurance policies purchased/renewed prior to effective date	100.0%	100.0%	100.0%	100.0%
Number of insurance policies required/requested	23	24	24	24
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.				
% of County employees not injured	97.6%	96.9%	96.9%	92.6%
Number of county employees not injured	15, 832	12, 861	12, 861	12, 861

* Mandated

[Additional detail on the Risk Management budget](#)

Sheriff

Mission

The mission of the Maricopa County Sheriff's Office is to provide law enforcement, detention and crime prevention services to and in cooperation with the community so they can be safe and secure.

Strategic Goals

Department Specific

By 2019, reduce Sheriff's Office voluntary turnover of Detention Officers by 2% from FY 2015 Detention voluntary turnover rate of 7.4%

Status: An update regarding goal process is not presently available. A new Sheriff was elected in November 2016 and the new administration is currently assessing the alignment of its priorities with the existing Strategic Goals and plan.

Department Specific

By 2019, complete a prioritized sworn master plan that addresses space and infrastructure at patrol district sub-stations and other law enforcement activity support buildings.

Status: An update regarding goal process is not presently available. A new Sheriff was elected in November 2016 and the new administration is currently assessing the alignment of its priorities with the existing Strategic Goals and plan.

Budget Highlights

- Increase retirement benefits by \$3,801,602 in the General Fund and \$2,056,470 in the Detention Fund due to the impact of the retirement contribution rate change.
- Increase overtime by \$1,257,569 in the General Fund and \$2,470,381 in the Detention Fund.
- Appropriate one-time funding for IT Storage, Mobile Data Computers, Servers and Tasers.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Licenses & Permits	74,000	103,059	136,965	81,500
Intergovernmental	7,638,372	8,405,076	7,663,458	8,886,222
Charges For Services	51,391,524	51,135,788	49,921,673	46,964,846
Fines and Forfeits	2,306,976	2,992,000	3,081,117	3,532,214
Miscellaneous	1,002,187	355,684	377,436	354,273
Total Sources	\$ 62,413,059	\$ 62,991,607	\$ 61,180,649	\$ 59,819,055
Personal Services	289,429,894	296,655,921	300,601,955	311,639,085
Supplies	21,209,115	26,353,815	19,190,830	24,115,878
Services	26,450,867	30,868,627	28,623,776	31,743,466
Other Financing Uses	329,238	7,077,885	960,298	322,938
Capital Outlay	4,924,631	3,561,128	3,104,832	6,229,260
Total Uses	\$ 342,343,745	\$ 364,517,376	\$ 352,481,691	\$ 374,050,627
Total Regular FTE	3874.60	3827.60	3828.60	3810.60

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Court Compliance and Security	693,221	818,246	780,877	800,820
Custody Management	38,884,382	38,882,466	37,592,690	34,102,055
Enf and Det Operation Resource	537,597	406,776	399,192	514,997
Enforcement	20,892,618	22,879,857	22,288,344	24,363,682
General Overhead	807,254	-	111,182	37,501
Indirect Support	597,987	4,262	8,364	-
Total Sources	\$ 62,413,059	\$ 62,991,607	\$ 61,180,649	\$ 59,819,055
Court Compliance and Security	26,297,735	27,451,564	26,791,187	29,336,491
Custody Management	160,486,462	161,710,908	160,924,944	167,433,024
Enf and Det Operation Resource	19,887,860	21,973,601	19,918,775	23,564,172
Enforcement	95,501,965	99,245,081	99,538,138	107,727,702
Facilities Operation and Maint	2,729,465	-	409,758	-
General Overhead	13,014,140	12,639,755	12,752,628	14,263,631
Indirect Support	15,065,431	30,764,249	22,688,560	20,604,854
Information Technology	9,360,687	10,732,218	9,457,701	11,120,753
Total Uses	\$ 342,343,745	\$ 364,517,376	\$ 352,481,691	\$ 374,050,627

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Court Compliance and Security Program* is to provide security in the courts, service of the 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.				
Percent of court transports where there are no incidents.	99.7%	96.7%	96.2%	96.2%
Number of inmates transported to court.	129, 599	129, 720	128, 448	128, 106
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.				
Percent of inmates assigned to housing or released within 24 hours.	100.4%	100.0%	100.0%	100.0%
Number of inmates assigned to housing or released.	97, 005	97, 024	97, 024	94, 516
The purpose of the Enforcement and Detention Operating 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.				
Percent of academy participants that graduate.	91.3%	91.3%	91.3%	89.4%
Total number of academy participants (detention and sworn).	241	241	241	246
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.				
Percent of Priority 1 calls responded to within 5 minutes or less.	49.4%	50.8%	49.2%	47.4%
Number of Priority 1 calls responded to.	2, 924	3, 124	3, 023	2, 935

* Mandated

[Additional detail on the County Sheriff's Office budget](#)

Superior Court

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.

Strategic Goals

The Superior Court Strategic Goals will be reviewed during the next strategic business plan process.

Budget Highlights

- Increase General Fund by \$248,000 due to impact of equipment and software maintenance changes.
- Appropriate one-time funding for 2 Business Analysts equaling \$178,000 and continued development of the Superior Court Case Management System (ICISng) in the amount of \$1,700,000.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	1,519,497	3,508,965	3,233,714	2,611,293
Charges For Services	15,568,119	15,341,911	15,029,116	15,390,725
Fines and Forfeits	1,996	1,901	2,130	617
Miscellaneous	106,593	47,310	54,182	53,491
Other Financing Sources	2,063,093	600,000	600,000	-
Total Sources	\$ 19,259,298	\$ 19,500,087	\$ 18,919,142	\$ 18,056,126
Personal Services	84,855,115	86,503,655	85,058,656	89,988,862
Supplies	3,833,672	4,441,701	3,947,794	2,012,869
Services	13,888,456	13,435,141	14,153,978	13,330,196
Other Financing Uses	2,063,093	225,000	225,000	195,000
Capital Outlay	118,425	2,443,412	1,895,722	-
Total Uses	\$ 104,758,761	\$ 107,048,909	\$ 105,281,150	\$ 105,526,927
Total Regular FTE	1253.10	1263.10	1261.10	1260.10

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Civil and Tax Justice	2,824,143	2,711,988	2,753,816	2,702,000
Court Operations Support	2,489,599	2,288,059	2,233,569	2,384,560
Criminal Justice	2,965,697	2,815,249	2,809,132	3,034,652
Family Adjudication	5,294,766	5,212,384	4,866,658	4,987,737
General Overhead	(277,981)	3,226	175,681	-
Indirect Support	2,100,096	600,410	603,563	3,636
Information Technology	2,036,100	2,126,119	2,125,155	1,976,491
Juvenile Justice	1,406,489	3,349,652	2,941,925	2,571,850
Probate Mental Health Court	420,389	393,000	409,643	395,200
Total Sources	\$ 19,259,298	\$ 19,500,087	\$ 18,919,142	\$ 18,056,126
Civil and Tax Justice	9,362,786	9,370,728	9,623,632	8,961,919
Court Operations Support	21,090,892	15,694,957	13,741,922	18,553,796
Criminal Justice	23,450,252	23,355,761	22,687,017	23,541,053
Family Adjudication	15,380,793	15,495,529	15,723,327	15,901,372
General Overhead	1,825,999	2,376,662	2,188,219	2,421,905
Indirect Support	7,258,320	10,194,520	9,884,402	8,585,416
Information Technology	9,483,174	11,386,752	11,509,375	9,024,247
Juvenile Justice	12,535,594	14,788,689	15,499,072	14,119,241
Probate Mental Health Court	4,370,951	4,385,311	4,424,184	4,417,978
Total Uses	\$ 104,758,761	\$ 107,048,909	\$ 105,281,150	\$ 105,526,927

Key Program Results

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of Civil cases resolved within 18 months.	91.6%	90.6%	90.6%	90.9%
Number of Civil cases resolved.	30, 398	28, 799	28, 799	28, 799
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.				
Percent of people screened without incident.	98.1%	98.2%	98.2%	98.2%
Number of people screened.	3, 174,078	3, 134,395	3, 134,395	3, 134,395
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.				
Percent of General Felony cases resolved within 180 days.	69.1%	71.3%	71.3%	71.3%
Number of General Felony cases resolved.	28, 408	28, 840	28, 840	28, 840
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.				
Percent of Pre-Decree Family Court cases resolved within 12 months.	95.6%	95.8%	95.8%	95.8%
Number of Pre-Decree Family Court cases resolved.	35, 655	36, 501	36, 501	36, 501

Measure Description Continued	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of preliminary protective hearings held within 7 business days after removal from home.	88.4%	82.6%	82.6%	82.6%
Number of preliminary protective hearings.	4, 102	6, 156	6, 156	6, 156
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.				
Percent of probate cases in compliance with case-processing standards.	88.5%	93.1%	93.1%	93.1%
Number of probate cases.	24, 893	23, 500	23, 500	23, 500

* Mandated

[Additional details on the Superior Court budget](#)

Transportation

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.

Strategic Goals

Regional Services

By June 30, 2022, 20% of Maricopa County intersections will be equipped with connected vehicle technology from a 2015 level of 7%.

Status: MCDOT underwent a strategic planning session over the summer of 2015. This is a new goal and as a result there is no information to report at this time.

Regional Services

By June 30, 2022, 90% of smartphone users will utilize personal mobile technology to increase travel efficiency and safety decisions, from a 2015 level of 67%.

Status: MCDOT underwent a strategic planning session over the summer of 2015. This is a new goal and as a result there is no information to report at this time.

Regional Services

By June 30, 2022, the percent increase in travel time will be equal to or less than the percent increase in average daily traffic volumes on identified corridors.

Status: MCDOT underwent a strategic planning session over the summer of 2015. This is a new goal and as a result there is no information to report at this time.

Budget Highlights

- Increase of \$1,000,000 for bridge preservation maintenance projects.
- Increase of \$750,000 for scoping projects on drainage studies.
- Increase of \$7,392,280 for roadway maintenance projects.
- Increase General Fund operating expenditures of \$111,672 for the allocation of Improvement District funding.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Licenses & Permits	1,035,913	935,000	1,399,163	995,000
Intergovernmental	118,806,200	125,133,575	127,536,121	135,135,085
Charges For Services	977,623	10,384,114	5,174,785	9,748,864
Miscellaneous	845,296	671,455	864,688	731,565
Other Financing Sources	1,539,729	9,040,000	14,602,564	250,000
Total Sources	\$ 123,204,761	\$ 146,164,144	\$ 149,577,321	\$ 146,860,514
Personal Services	29,890,758	31,586,499	30,083,437	33,545,487
Supplies	4,911,335	6,171,602	5,636,246	6,581,474
Services	28,124,240	37,556,622	33,613,453	41,514,857
Other Financing Uses	34,389	6,694,384	6,694,384	34,389
Capital Outlay	38,200,848	94,507,851	50,870,794	128,519,123
Total Uses	\$ 101,161,570	\$ 176,516,958	\$ 126,898,314	\$ 210,195,330
Total Regular FTE	421.00	425.00	423.00	423.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Build Roads and Struct	5,880,599	-	-	-
Engineer Roads and Structures	830,769	-	-	-
General Overhead	114,104,862	122,679,701	123,448,547	123,521,320
Indirect Support	357,046	369,355	686,005	364,565
Information Technology	-	1,300	-	-
Roadway Maintenance	1,703,798	3,830,000	9,445,293	310,000
Traffic Management	327,687	413,254	294,198	618,300
Transportation System	-	18,870,534	15,703,278	22,046,329
Total Sources	\$ 123,204,761	\$ 146,164,144	\$ 149,577,321	\$ 146,860,514
Build Roads and Struct	(23,338,828)	-	-	-
Engineer Roads and Structures	3,028,841	-	-	-
General Overhead	75,518,382	5,276,368	5,328,197	5,214,504
Indirect Support	4,669,890	7,982,803	6,445,006	11,258,845
Information Technology	2,846,945	2,983,985	3,000,309	3,571,580
Roadway Maintenance	32,436,007	43,028,788	43,112,784	39,799,359
Traffic Management	4,571,745	6,454,762	5,689,163	5,351,078
Transportation Planning	1,428,588	-	-	-
Transportation System	-	110,790,252	63,322,855	144,999,964
Total Uses	\$ 101,161,570	\$ 176,516,958	\$ 126,898,314	\$ 210,195,330

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
The purpose of the Transportation System Program* is to provide a transportation system to the public so they can travel in a safe and reliable manner.				
Percent of maintenance work orders resolved in expected time frame per standards.	N/A	100.0%	100.0%	100.0%
Number of maintenance work orders resolved.	N/A	10,000	10,000	10,000

* Mandated

[Additional detail on the Transportation budget](#)

Treasurer

Mission

The Mission of the Treasurer is to provide receipt and safekeeping of all taxes collected upon real and personal property of the county, all public monies arising from any source or accruing under the provisions of law to the county, all money belonging to the state or to the county until disbursed according to law; to keep an account of the receipt and expenditure of such money as required by law; and, to compile and maintain reports of separate funds and appropriations showing whole receipts and expenditures to county residents and to county agencies, school districts and other sub-political jurisdictions, as mandated by state and federal law, so they can receive public services and agencies and school districts can fund their operations.

Strategic Goals

Regional Services

By June 30, 2020, the Treasurer's Office will reduce by mail and in office payment transactions by 15% by increasing awareness of electric payment options.

Status: FY 2016 online payments grew by 4.4% while in office payments dropped by 6.6%. The Treasurer's Office is expected to achieve its Strategic Goals by FY 2020.

Regional Services

By June 30, 2018, the Treasurer's Office will increase the number of parcels enrolled to receive paperless statements to 10%, a percentage that will be reviewed following a study to be completed by the end of FY 2016.

Status: The Treasurer's Office rolled out a paperless billing initiative during the September 2017 tax bill mailing. So far, the program has over 20,000 participants signed up to receive paperless bills.

Budget Highlights

- Increase Internal Service Charges by \$27,498 for base telecommunication charges.
- Decrease Internal Service Charges by \$243 for risk management charges.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Charges For Services	45,387	40,000	48,750	40,000
Miscellaneous	-	304,341	304,341	304,341
Total Sources	\$ 45,387	\$ 344,341	\$ 353,091	\$ 344,341
Personal Services	4,680,815	4,651,750	4,516,026	4,648,383
Supplies	16,501	26,977	28,547	26,977
Services	358,477	1,623,632	1,627,625	1,773,584
Capital Outlay	2,637	-	-	-
Total Uses	\$ 5,058,430	\$ 6,302,359	\$ 6,172,198	\$ 6,448,944
Total Regular FTE	55.00	61.00	64.00	64.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Property Tax	45,387	344,341	353,091	344,341
Total Sources	\$ 45,387	\$ 344,341	\$ 353,091	\$ 344,341
Accounting and Investments	819,916	362,789	149,882	837,979
General Overhead	226,213	245,876	240,423	274,042
Indirect Support	300,847	281,961	321,909	325,982
Property Tax	3,711,483	5,411,733	5,459,984	5,010,941
Treasurer Outreach	(29)	-	-	-
Total Uses	\$ 5,058,430	\$ 6,302,359	\$ 6,172,198	\$ 6,448,944

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2017 Adopted
The purpose of the Accounting and Investments Program* is to provide accounting and investment services to the state, county, school districts, other political subdivisions, and cities and towns so they can have the operational resources necessary to conduct their business.				
Percentage of monies on hand (liquidity ratio).	N/A	0.5%	4.2%	8.9%
Amount of monies on hand (liquidity ratio).	N/A	40,000,000	68,015,514	103,500,000
The purpose of the Property Tax Program is to provide property tax information and collections to Maricopa County property owners and other interested parties so they can manage their tax payments timely and their accounts are current and correct.				
Percent of current-year levy collected.	97%	97%	97%	97%
Amount of current-year levy collected.	4,095,000,000	\$4,095,000,000	\$4,095,000,000	\$4,095,000,000

*Mandated

[Additional detail on the County Treasurer's Office budget](#)

Waste Resources and Recycling

Mission

The Mission of Waste Resources and Recycling is to provide an economical and environmentally sound waste management program by making waste collection and tire recycling facilities accessible to County residents so they can safely manage waste materials, recycle products and protect the public's health and environment.

Strategic Goals

Department Specific

By 2018, 50% of the total annual tons of green waste brought to Maricopa County transfer station facilities will be processed on site for utilization as landfill erosion control.

Status: Waste Resources and Recycling (WRR) currently recycles approximately 47% of all recyclable materials brought in to our six transfer stations, including green waste. WRR has utilized green waste for erosion control at five of the ten closed landfills.

Department Specific

By 2020, 50% of the closed Maricopa County Landfills will have enhanced landfill erosion protection using recycled green waste.

Status: Waste Resources and Recycling has completed a six-inch erosion protection layer utilizing recycled green waste at two of the ten closed landfills under County care. An additional three landfills have begun installing the recycled green waste erosion, with completion scheduled for FY 2018.

Budget Highlights

- Increase Intergovernmental – State revenue by \$643,659 in Waste Tire Fund.
- Increase Waste Tire Fund General Services by \$200,000 to cover overhead costs.
- Increase Personnel Savings by \$43,390, from 0% to 5%.

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Intergovernmental	5,173,067	5,281,559	5,139,516	5,184,469
Charges For Services	456,336	367,035	450,429	398,412
Miscellaneous	50,482	42,747	35,055	42,119
Total Sources	\$ 5,679,885	\$ 5,691,341	\$ 5,625,000	\$ 5,625,000
Personal Services	1,282,900	1,415,011	1,361,786	1,352,883
Supplies	151,555	227,161	158,129	151,125
Services	6,420,328	8,026,850	7,396,597	7,587,274
Capital Outlay	87,584	-	-	-
Total Uses	\$ 7,942,367	\$ 9,669,022	\$ 8,916,512	\$ 9,091,282
Total Regular FTE	22.00	22.00	22.00	22.00

Sources and Uses by Program

Program	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
General Overhead	9,026	8,044	9,630	8,640
Solid Waste Management	5,670,859	5,683,297	5,615,370	5,616,360
Total Sources	\$ 5,679,885	\$ 5,691,341	\$ 5,625,000	\$ 5,625,000
General Overhead	1,041,600	2,278,585	2,267,482	2,255,440
Indirect Support	358,042	385,818	324,486	324,123
Solid Waste Management	6,542,725	7,004,619	6,324,544	6,511,719
Total Uses	\$ 7,942,367	\$ 9,669,022	\$ 8,916,512	\$ 9,091,282

Key Program Measures

Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
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.				
Percent of waste tons collected that was recycled.	46.6%	43.1%	72.6%	46.5%
Number of waste tons collected.	4, 063	4, 244	3, 294	4, 064

* Mandated

[Additional detail on the Waste Resources and Recycling budget](#)

Capital Improvement Program

Executive Summary

The Capital Improvement Program (CIP) is a plan that identifies capital improvement projects to be completed over the next five fiscal years. Because these projects typically span more than one fiscal year, the plans are updated annually to track existing projects, to identify new projects, and to update funding estimates and forecasts. Therefore, capital projects are budgeted separately from the operating budget in a series of capital project funds. The CIP helps the County manage capital expenditures to meet the following County strategic priorities.

Safe Communities

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

Regional Services

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

Government Operations

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

Growth and Economic Development

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

Fiscal Strength and Responsibility

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

Capital Improvement Program Definition

A Capital Improvement Program (CIP) project is defined as a major, non-recurring project that includes one or more of the following:

1. Any acquisition of, or improvement of, land for a public purpose.
2. Any construction of a new facility (e.g., a public building, parking lot, road, or bridge etc.), or an addition to, or extension of, such a facility.
3. A nonrecurring rehabilitation that increases the service potential of the building (i.e., something which is infrequent and would not be considered annual or other recurrent maintenance) or major repair of all or a part of a building, its grounds, or a facility.
4. Any planning, feasibility, engineering, or design study related to an individual capital improvement project or to a program that is implemented through individual capital improvement projects.

The most common examples include the purchase of land and buildings as well as construction of buildings, roads, and bridges. Sources of funding for Capital Improvement Projects may include voter-approved bonds, voter-authorized taxes, other forms of long-term financing such as Certificates of Participation (COPs), operating funds, contributions from other public and private entities, and grants.

The County's CIP is divided into three parts: Facility CIP, Technology CIP and Transportation CIP. The Facility CIP includes typical land and building improvements as described above. The Technology CIP includes the major technology projects that substantially impact the way the County does business. Project codes allow the County to segregate all costs associated with a project which then allows Finance to appropriately capitalize the expenses. The Transportation CIP, more commonly known as the Transportation Improvement Program (TIP), includes projects that are associated with roads and bridges. The County groups similar individual projects into "bins" which is the level at which the Board of Supervisors approves funding. The bin system allows the Department to shift resources between individual projects providing for a more efficient operation.

Facility Capital Improvement Program

During FY 2015, the Board adopted a modified policy (A1920) establishing a structured, yet streamlined review and approval process for Capital Improvement Program project requests. This policy requires each department to submit to the Facilities Management Department (FMD) their requests for potential projects that may be undertaken during the next five-year period, regardless of the source of funds or building delivery method.

The process begins with the requesting Department submitting to FMD a completed Project Request Form available on the FMD home page. FMD then works collaboratively with the requesting Department to provide a complete needs assessment, scope document, conceptual solution, and cost estimate. The requesting Department is required to provide a thorough Business Plan inclusive of a Return-on-Investment analysis, if applicable.

As part of the annual budget preparation, the Budget Office will set a date wherein all Project Requests for the upcoming planning period will be heard and reviewed individually. Those present for the presentation include senior representatives from the offices of FMD, Budget and County Administration. The requesting Department is also encouraged to attend so as to speak to the needs and merits of the proposed project along with the ability to directly answer any questions.

The modified policy has resulted in Project Requests which are comprehensive in scope, more realistic in estimate, and based upon sound economic principles. It also ensures that projects are congruent with Countywide, long-term goals and initiatives.

Technology Capital Improvement Program

Technology related capital projects are requested based on the demands for maintaining and improving service levels for the services provided by the Office of Enterprise Technology (OET), which includes major enterprise services that support the operation and maintenance of the County's enterprise network, enterprise data centers, desktop computing, telecommunications, and public safety radio.

OET manages its CIP through a disciplined qualification process that includes the development of a comprehensive project proposal. The project proposal identifies the overall value of the project, including Return on Investment, and outlines key factors for consideration, including:

- Anticipated Business Outcomes
- Customer Service Improvement
- Identified Risk factors
- Alignment to the County's Strategic Plan
- Alignment with Technology Standards

Each proposal is scored on these criteria within OET's Project Portfolio Management software and presented to the Chief Information Officer (CIO) for final approval. The CIO presents priority projects to County Management and the Budget Office through budget briefings as part of the County's annual budget process.

Transportation Capital Improvement Program

The Maricopa County Department of Transportation (MCDOT) employs an objective planning procedure for evaluating and ranking potential projects for inclusion in its five-year Transportation Improvement Program (TIP). This procedure includes using equally weighted, objective criteria to score and rank potential projects. The ranking criteria used by the MCDOT for future roadway improvements include:

- Safety (crash history), pavement conditions, and current sufficiency levels of roadways
- Land use, regional travel usage, and environmental factors
- Current and future traffic volumes compared to the physical capacity of the roadway
- A cost/benefit analysis that measures reductions in delay due to improvements
- Joint sponsorship of the project and the actual commitment of funds by partnering agencies
- Bonus points for intelligent transportation systems, alternative modes and environmental enhancements

Separate ranking systems exist for evaluating potential bridges, channel upgrades, bicycle, pedestrian, and other multi-modal improvements.

The Maricopa County Board of Supervisors (BOS) annually approves the TIP. TIP funding is approved at the bin level, which are groupings of similar projects. Each bin has a reserve to provide funding for additional scoping studies or for projects that were not completed as planned by the end of the prior fiscal year. This annual approval authorizes expenditures by MCDOT for making transportation improvements to roadways and bridges, acquiring rights-of-way, developing Intelligent Transportation Systems (ITS) and conducting future studies of County roadways.

MCDOT staff, representatives from cities and towns, and the public recommend projects for inclusion in the TIP. MCDOT then internally prepares its recommendations for future roadway improvements. Funding from all available sources is then matched against the proposed projects. MCDOT typically considers the highest rated projects first and subsequently recommends improvements based on the rankings, potential financial partners, and available budget. The recommended projects are then submitted to the Transportation Advisory Board for their review and input.

MCDOT funds the TIP through several resources. The primary source is the County's distribution from the State of Arizona Highway User Revenue Fund (HURF). By state law the County must spend these funds only on transportation-related items. In addition, the County occasionally receives funds from several federal agencies, such as the Federal Highway Administration (FHWA), the Maricopa Association of Governments (MAG), and the Federal Emergency Management Administration (FEMA). Other funding sources arise through partnerships with local jurisdictions, federal, state agencies, or private corporations.

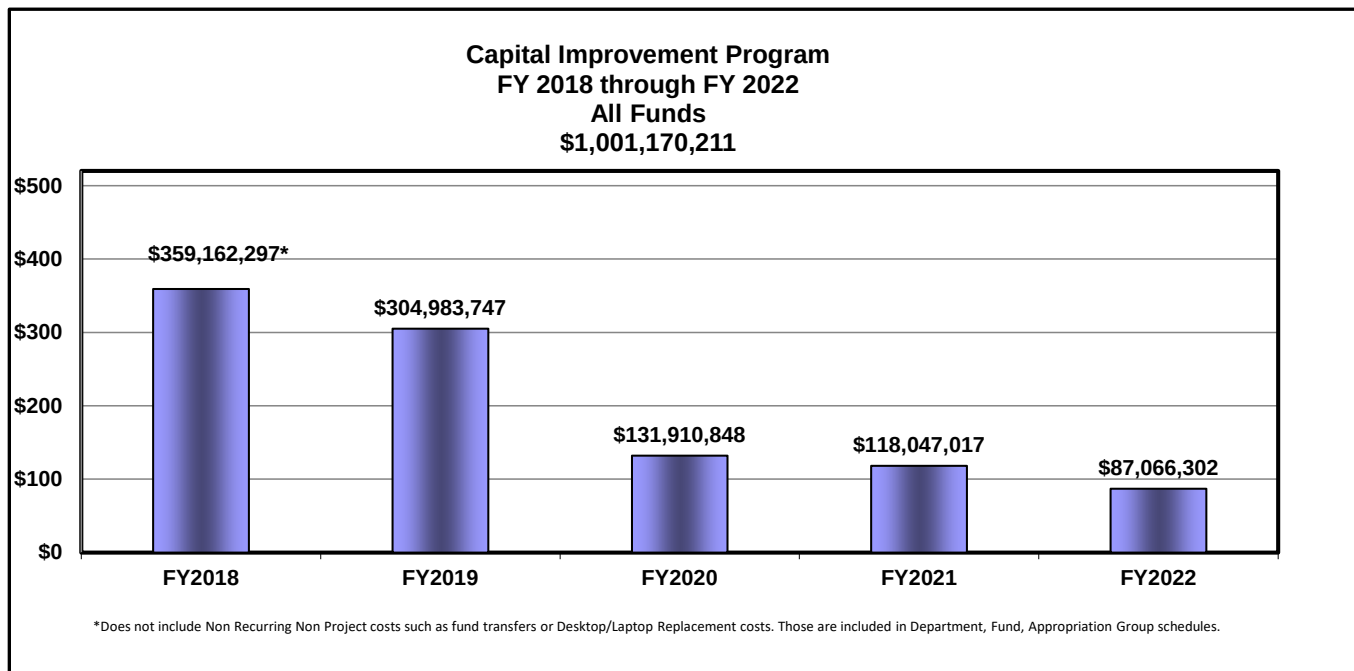
The Transportation priorities for the next five years are to continue the established plan:

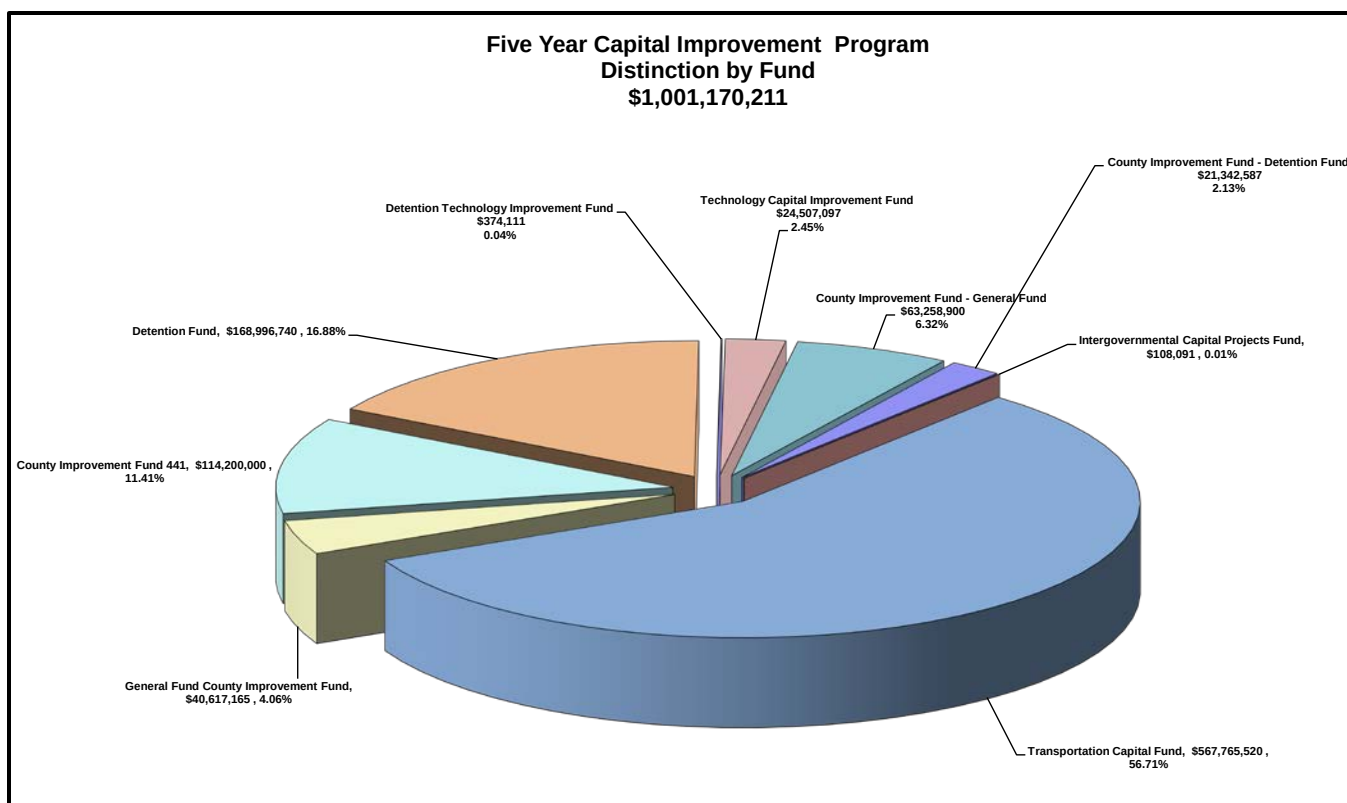
- Complete significant regional projects as planned.
- Maintain the existing system through increased emphasis on pavement preservation.
- Reduce congestion through intersection improvements and the use of Intelligent Transportation Systems to improve traffic flow.
- Reduce dust pollution by continuing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

A significant portion of the FY 2018 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).

Five Year CIP Budget

The CIP spans a five-year period beginning with Fiscal Year 2018 and ending Fiscal Year 2022. The total anticipated cost for projects presented in the Five Year FY 2018 CIP is \$1,001,170,211. This does not include dollars set aside in Project Reserve for future capital projects.



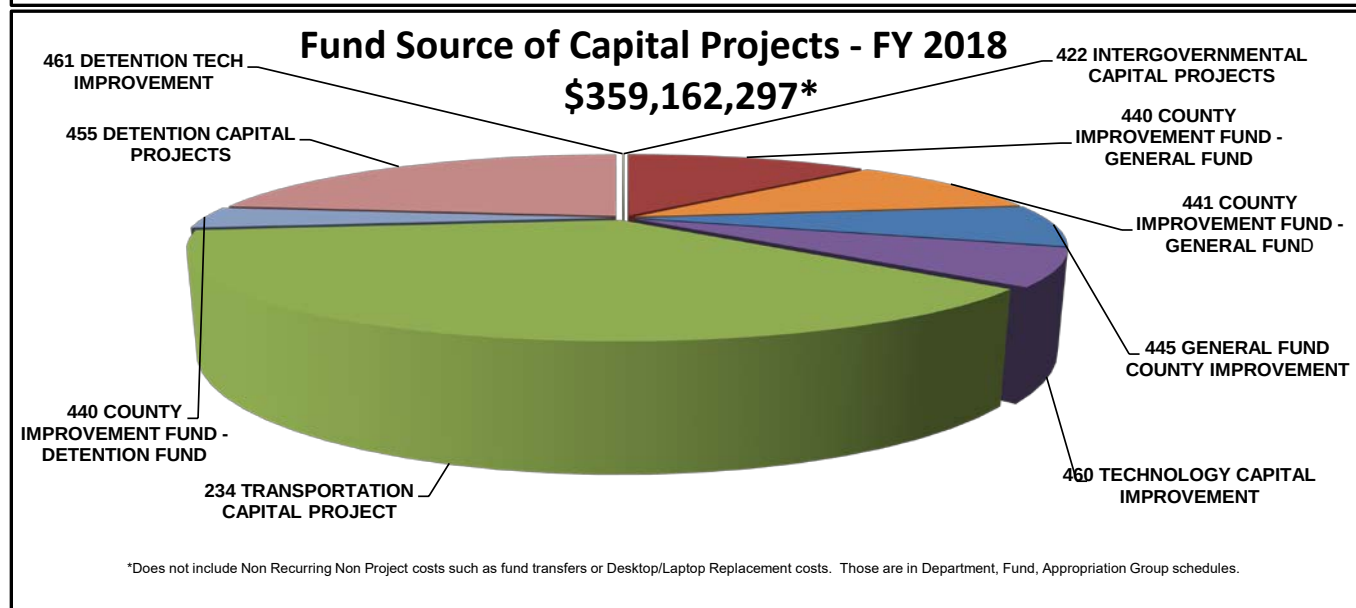
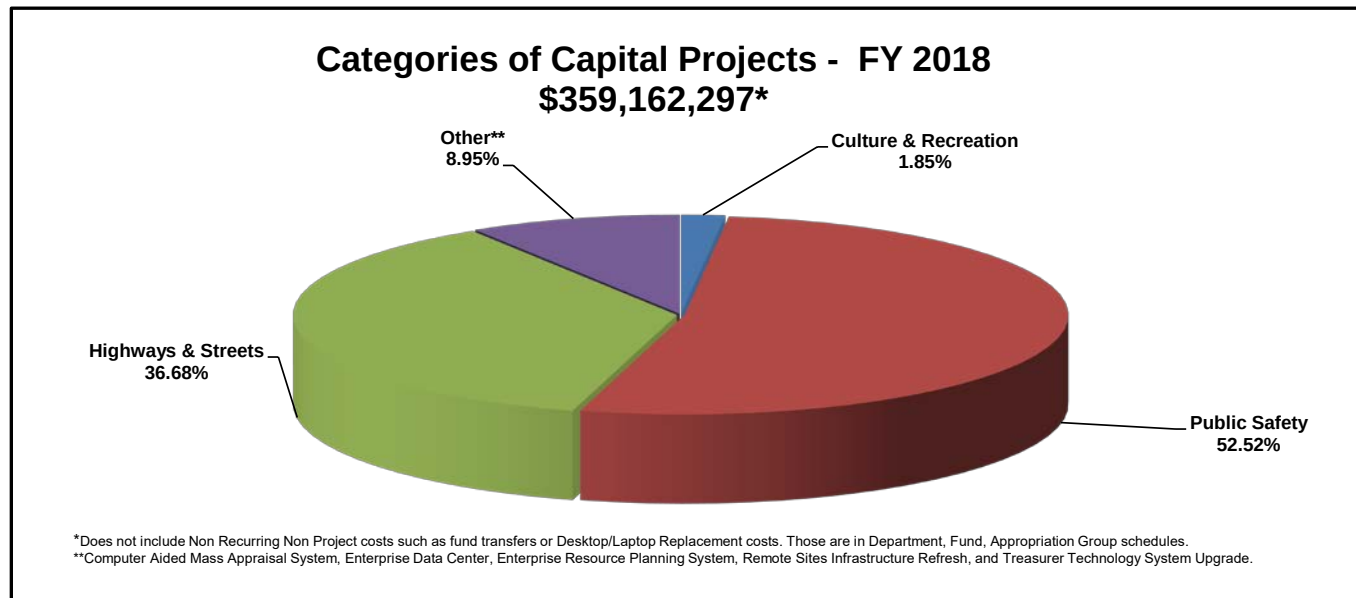


It should be noted that over the five-year period, the cost of a project and its estimated completion date could vary from the initial plan due to changes in Board priorities, greater-than-anticipated costs, unforeseen events, and/or changes in funding assumptions. The following table highlights significant changes from the FY 2017 Capital Improvement Program. The FY 2017 Adopted budget has been restated to exclude project reserves set aside for future capital projects, consistent with the FY 2018 plan.

FY 2018 Capital Improvement Program Five Year Total By Fund				
CIP Allocation by Fund	Adopted FY 2017 Through FY 2021	Adopted FY 2018 Through FY 2022	Increase/ (Decrease)	
General Fund				
440 County Improvement Fund - General Fund	\$ 116,812,398	\$ 63,258,900	\$	(53,553,498)
441 County Improvement 441	116,000,000	114,200,000		(1,800,000)
445 General Fund County Improvement	19,273,464	40,617,165		21,343,701
460 Technology Capital Improvement	36,261,935	24,507,097		(11,754,838)
Subtotal General Fund	\$ 288,347,797	\$ 242,583,162	\$	(45,764,635)
Special Revenue				
234 Transportation Capital Project	\$ 517,204,917	\$ 567,765,520	\$	50,560,603
422 Intergovernmental Capital Projects	123,300	108,091		(15,209)
440 County Improvement Fund - Detention Fund	21,759,827	21,342,587		(417,240)
455 Detention Capital Projects	181,000,000	168,996,740		(12,003,260)
461 Detention Technology Improvement	887,527	374,111		(513,416)
Subtotal Special Revenue	\$ 720,975,571	\$ 758,587,049	\$	37,611,478
Total Maricopa County	\$ 1,009,323,368	\$ 1,001,170,211	\$	(8,153,157)

FY 2018 CIP Budget

The largest portion of expenditures for the County's five-year Capital Improvement Program is in Public Safety at 52.52% with the Intake Transfer and Release Jail (ITR) being the largest project. Highway and Streets makes up the second largest portion of the Capital Improvement Program at 36.68%. The remaining 10.80% encompasses funding for Culture and Recreation and Other.

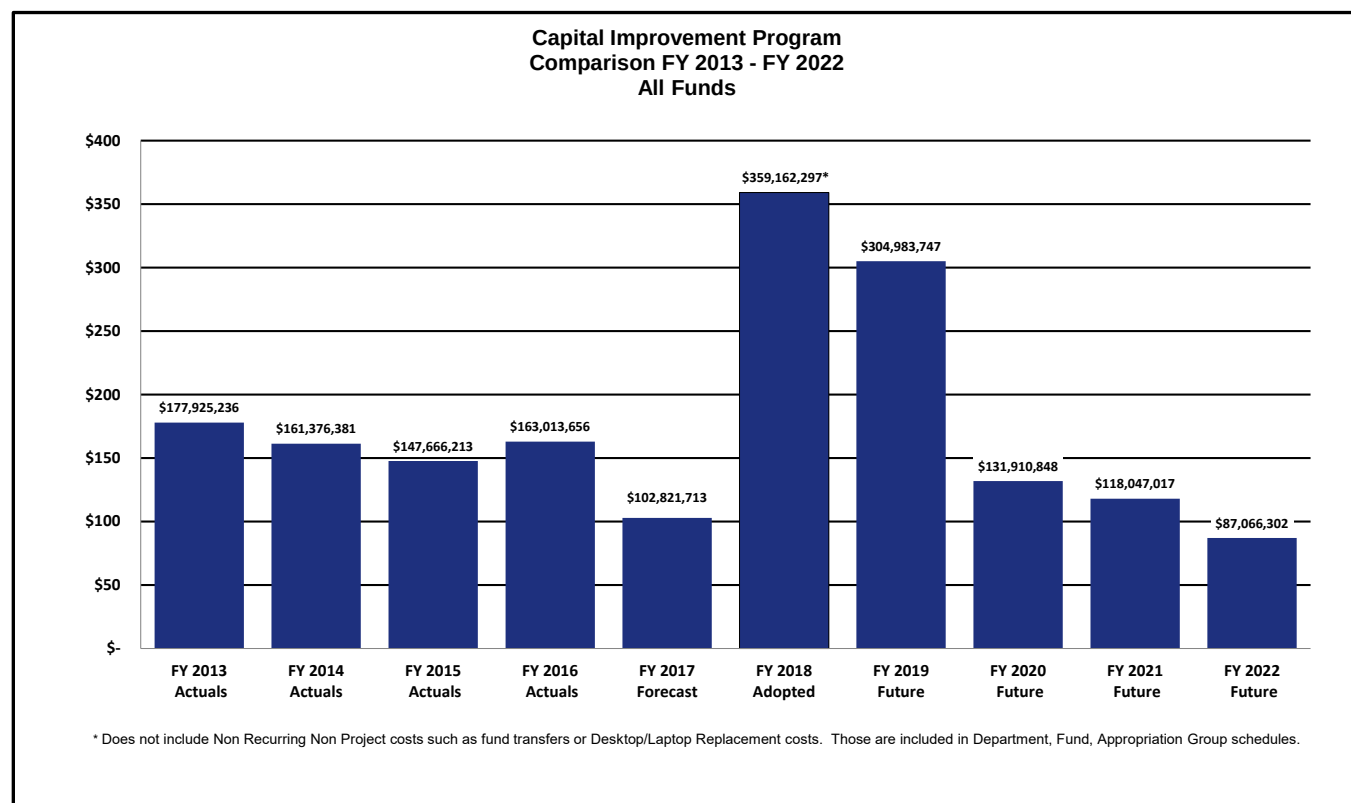


The capital projects budget is Year 1 of the Five-Year Capital Improvement Program. The FY 2018 Maricopa County Capital Improvement Program budget is \$359 million and is comprised of projects for which funding has been clearly identified for the duration of the projects. Total budgeted expenditures by fund source compared with FY 2017 expenditures are shown in the table below.

Fund	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecasted	FY 2018 Adopted
General Fund				
440 County Improvement Fund - General Fund	\$ 85,531,703	\$ 71,831,954	\$ 29,773,368	\$ 44,521,972
441 County Improvement Fund - General Fund	17,600,000	17,600,000	1,800,000	37,000,000
445 General Fund County Improvement	18,929,869	18,256,266	4,425,057	26,466,165
460 Technology Capital Improvement	23,989,181	23,482,845	15,982,148	22,896,800
<i>Subtotal General Fund</i>	<i>\$ 146,050,753</i>	<i>\$ 131,171,065</i>	<i>\$ 51,980,573</i>	<i>\$ 130,884,937</i>
Special Revenue				
234 Transportation Capital Project	\$ 100,221,196	\$ 100,221,196	\$ 35,723,513	\$ 131,756,231
422 Intergovernmental Capital Projects	123,300	123,835	15,744	108,091
440 County Improvement Fund - Detention Fund	11,856,491	13,758,227	3,237,606	13,747,927
455 Detention Capital Projects	31,000,000	29,174,541	10,177,801	82,291,000
461 Detention Technology Improvement	887,527	2,060,587	1,686,476	374,111
<i>Subtotal Special Revenue</i>	<i>\$ 144,088,514</i>	<i>\$ 145,338,386</i>	<i>\$ 50,841,140</i>	<i>\$ 228,277,360</i>
Total Maricopa County	\$ 290,139,267	\$ 276,509,451	\$ 102,821,713	\$ 359,162,297*

*Does not include Non Recurring Non Project costs such as fund transfers or Desktop/Laptop Replacement costs. Those are in Department, Fund, Appropriation Group schedules.

Past levels of CIP spending are presented for comparison purposes to the FY 2018 budgeted CIP and future CIP levels. It may appear that our CIP program is slowing, however the future years do not include new projects, only the future planned expenditures of FY 2018 current projects.



The FY 2018 CIP budget includes 106 projects totaling \$359,162,297. This is \$69 million, or 23.8%, more than FY 2017, for the 8 CIP funds: Transportation Capital Project (234), Intergovernmental Capital Projects (422), County Improvement Fund (440), County Improvement 441 (441) General Fund County

Maricopa County
FY 2018 Adopted Budget

Capital Improvement Program

Improvement (445), Detention Capital Project Fund (455), General Fund Technology Improvement (460), and Detention Fund Technology Improvement (461).

234 TRANSPORTATION CAPITAL PROJECT	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
Capacity	\$ 16,337,961	\$ 11,697,986	\$ 36,685,100	\$ 16,850,474	\$ 38,819,337	\$ 8,854,496	\$ 19,960,000	\$ 121,169,407	\$ 149,205,354
Dust Mitigation	1,286,257	655,745	7,293,800	3,589,467	2,823,119	2,893,555	8,250,000	24,849,941	26,791,943
MAG ALCP Projects	73,278,287	4,612,788	26,028,500	37,645,781	62,297,751	83,995,560	12,738,571	222,706,163	300,597,238
System Preservation and Reconstruction	3,374,866	6,113,743	19,096,031	19,239,253	10,021,709	19,342,990	25,250,000	92,949,983	102,438,592
Transportation System Management	9,450,007	12,643,251	42,652,800	21,679,264	17,929,815	2,960,416	20,867,731	106,090,026	128,183,284
Fund 234 Total:	\$ 103,727,378	\$ 35,723,513	\$ 131,756,231	\$ 99,004,239	\$ 131,891,731	\$ 118,047,017	\$ 87,066,302	\$ 567,765,520	\$ 707,216,411

422 INTERGOVERNMENTAL CAP PROJ	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
Maricopa Regional Trail System	\$ 996,937	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 996,937
Vulture Mountain Study	55,464	15,744	108,091	-	-	-	-	108,091	179,299
TOTAL FUND 422	\$ 1,052,401	\$ 15,744	\$ 108,091	\$ -	\$ -	\$ -	\$ -	\$ 108,091	\$ 1,176,236

440 COUNTY IMPROVEMENT FUND	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
Computer Aided Mass Appraisal	\$ 9,364,385	\$ 2,328,966	\$ 5,304,395	\$ 7,197,848	\$ -	\$ -	\$ -	\$ 12,502,243	\$ 24,195,594
County Telephone System	14,707,906	2,172,196	-	-	-	-	-	-	16,880,102
Enterprise Data Center	17,060,229	563,869	632,114	-	-	-	-	632,114	18,256,212
Enterprise Resource Planning Sys	18,860,100	3,417,908	3,311,927	-	-	-	-	3,311,927	25,589,935
Infrastructure Refresh Phase 1	7,192,760	-	-	-	-	-	-	-	7,192,760
Infrastructure Refresh Phase 2	24,802,809	1,880,071	-	-	-	-	-	-	26,682,880
Jail Mgmt Information System	3,099,676	2,905,308	13,747,927	4,275,543	19,117	-	-	18,042,587	24,047,571
Jail Kitchen Equipment	162,122	121,365	-	-	-	-	-	-	283,487
Jail Security System Upgrade	5,874,437	210,933	-	-	-	-	-	-	6,085,370
Professional Standards Bureau	-	-	3,300,000	-	-	-	-	3,300,000	3,300,000
Public Safety Radio System	42,488,377	5,701,474	31,973,536	14,839,080	-	-	-	46,812,616	95,002,467
Southwest Justice Courts	8,291,085	13,708,884	-	-	-	-	-	-	21,999,969
TOTAL PROJECTS 440	\$ 151,903,886	\$ 33,010,974	\$ 58,269,899	\$ 26,312,471	\$ 19,117	\$ -	\$ -	\$ 84,601,487	\$ 269,516,347

441 COUNTY IMPROVEMENT 441	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
Madison Street Jail Adaptation	\$ -	\$ 1,800,000	\$ 37,000,000	\$ 77,200,000	\$ -	\$ -	\$ -	\$ 114,200,000	\$ 116,000,000
TOTAL PROJECTS 441	\$ -	\$ 1,800,000	\$ 37,000,000	\$ 77,200,000	\$ -	\$ -	\$ -	\$ 114,200,000	\$ 116,000,000

445 GENERAL FUND CTV IMPROV	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
Adobe Boundary Fence	\$ -	\$ -	\$ 112,000	\$ -	\$ -	\$ -	\$ -	\$ 112,000	\$ 112,000
Adult Probation-Black Canyon Fac	-	50,000	2,950,000	-	-	-	-	2,950,000	3,000,000
Adult Probation-Mesa Building	-	-	1,500,000	14,151,000	-	-	-	15,651,000	15,651,000
Adult Probation-Southport Fac	-	50,000	2,950,000	-	-	-	-	2,950,000	3,000,000
Animal Care Expansion Durango	-	-	2,500,000	-	-	-	-	2,500,000	2,500,000
Buckeye Hills Range Electric	-	90,000	-	-	-	-	-	-	90,000
Chambers Building	2,160,766	1,661,430	-	-	-	-	-	-	3,822,196
East Court Improvements	13,257,937	2,000,000	9,447,429	-	-	-	-	9,447,429	24,705,366
Estrella Ramada Renovations	-	-	580,000	-	-	-	-	580,000	580,000
Estrella Turf Improvements	-	-	470,000	-	-	-	-	470,000	470,000
Estrella Water System Replacement	-	-	300,000	-	-	-	-	300,000	300,000
Hassayampa	-	164,706	835,294	-	-	-	-	835,294	1,000,000
Hassayampa Elec/Septic/Water	-	-	250,000	-	-	-	-	250,000	250,000
Lake Boundary Fencing	-	-	638,400	-	-	-	-	638,400	638,400
Lake Playground At Discovery Ctr	-	-	600,000	-	-	-	-	600,000	600,000
Lake Ramada Renovations	-	-	150,480	-	-	-	-	150,480	150,480
Maricopa Regional Trail System	4,079,560	244,629	675,811	-	-	-	-	675,811	5,000,000
McDowell Restroom At Four Peaks	-	-	550,000	-	-	-	-	550,000	550,000
Nav Aide Boathouse Construction	-	-	300,000	-	-	-	-	300,000	300,000
Parks Restrooms Upgrades	-	-	342,000	-	-	-	-	342,000	342,000
Sheriff HQ Project	32,733,517	145,728	-	-	-	-	-	-	32,879,245
Southwest Justice Courts	620,246	-	-	-	-	-	-	-	620,246
Vulture Day - Use Campground Construction	-	-	342,000	-	-	-	-	342,000	342,000
Vulture Day - Use Design/Engineering	-	-	175,000	-	-	-	-	175,000	175,000
Vulture Mountain	57,249	-	217,751	-	-	-	-	217,751	275,000
West Court Improvements	550,618	18,564	-	-	-	-	-	-	569,182
White Tank Willow CG Const	-	-	580,000	-	-	-	-	580,000	580,000
TOTAL PROJECTS 445	\$ 53,459,893	\$ 4,425,057	\$ 26,466,165	\$ 14,151,000	\$ -	\$ -	\$ -	\$ 40,617,165	\$ 98,502,115
Project Reserve 445	\$ -	\$ -	\$ 4,200,000	\$ 19,661,294	\$ -	\$ 33,416,593	\$ 234,079,470	\$ 291,357,357	\$ 291,357,357
TOTAL FUND 445	\$ 53,459,893	\$ 4,425,057	\$ 30,666,165	\$ 33,812,294	\$ -	\$ 33,416,593	\$ 234,079,470	\$ 331,974,522	\$ 389,859,472

FY 2018 CIP Budget (continued)

455 DETENTION CAPITAL PROJECTS	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
Intake Transfer Release Jail	\$ 5,825,458	\$ 10,177,801	\$ 82,291,000	\$ 86,705,740	\$ -	\$ -	\$ -	\$ 168,996,740	\$ 184,999,999
Sheriff HQ Project	30,000,000	-	-	-	-	-	-	-	30,000,000
TOTAL PROJECTS 455	\$ 35,825,458	\$ 10,177,801	\$ 82,291,000	\$ 86,705,740	\$ -	\$ -	\$ -	\$ 168,996,740	\$ 214,999,999
Project Reserve 455	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,919,181	\$ 75,919,181	\$ 75,919,181
TOTAL FUND 455	\$ 35,825,458	\$ 10,177,801	\$ 82,291,000	\$ 86,705,740	\$ -	\$ -	\$ 75,919,181	\$ 244,915,921	\$ 290,919,180

460 TECHNOLOGY CAP IMPROVEMENT	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
BIX Room Byte Info Exchange	\$ 3,344,926	\$ 721,958	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,066,884
Computer Aided Mass Appraisal	692,132	-	-	-	-	-	-	-	692,132
County Telephone System	12,206,104	-	-	-	-	-	-	-	12,206,104
Enterprise Data Center	25,493,531	-	-	-	-	-	-	-	25,493,531
Enterprise Resource Planning Sys	4,132,672	-	-	-	-	-	-	-	4,132,672
Infrastructure Refresh Phase 1	4,733,947	-	-	-	-	-	-	-	4,733,947
Infrastructure Refresh Phase 2	32,860,060	-	-	-	-	-	-	-	32,860,060
Public Safety Radio System	36,348,757	-	-	-	-	-	-	-	36,348,757
Refresh Remote Sites Phase 3	-	876,301	1,576,443	-	-	-	-	1,576,443	2,452,744
Refresh Remote Sites Phase 4	-	-	5,166,219	-	-	-	-	5,166,219	5,166,219
Treasurer Tech System Upgrade	3,439,277	14,383,889	16,154,138	1,610,297	-	-	-	17,764,435	35,587,600
TOTAL PROJECTS 460	\$ 123,251,406	\$ 15,982,148	\$ 22,896,800	\$ 1,610,297	\$ -	\$ -	\$ -	\$ 24,507,097	\$ 163,740,650
Project Reserve 460	\$ -	\$ -	\$ -	\$ 9,692,190	\$ -	\$ -	\$ 43,570,185	\$ 53,262,375	\$ 53,262,375
TOTAL FUND 460	\$ 123,251,406	\$ 15,982,148	\$ 22,896,800	\$ 11,302,487	\$ -	\$ -	\$ 43,570,185	\$ 77,769,472	\$ 217,003,025

461 DETENTION TECH CAP IMPROVEMENT	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
CHS Electronic Health Records	\$ 6,178,220	\$ 1,686,476	\$ 374,111	\$ -	\$ -	\$ -	\$ -	\$ 374,111	\$ 8,238,807
Jail Mgmt Information System	1,070,364	-	-	-	-	-	-	-	1,070,364
Jail Security System Upgrade	22,249,778	-	-	-	-	-	-	-	22,249,778
TOTAL PROJECTS 461	\$ 29,498,362	\$ 1,686,476	\$ 374,111	\$ -	\$ -	\$ -	\$ -	\$ 374,111	\$ 31,558,949
Project Reserve 461	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
TOTAL FUND 461	\$ 29,498,362	\$ 1,686,476	\$ 374,111	\$ 500,000	\$ -	\$ -	\$ -	\$ 874,111	\$ 32,058,949

The following schedule includes projects funded from multiple funds that are listed in the above schedules.

Multiple Funded Capital Projects	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
Computer Aided Mass Appraisal	\$ 10,056,517	\$ 2,328,966	\$ 5,304,395	7,197,848	-	-	-	\$ 12,502,243	\$ 24,887,726
County Telephone System	26,914,010	2,172,196	-	-	-	-	-	-	29,086,206
Enterprise Data Center	42,553,760	563,869	632,114	-	-	-	-	632,114	43,749,743
Enterprise Resource Planning Sys	22,992,772	3,417,908	3,311,927	-	-	-	-	3,311,927	29,722,607
Infrastructure Refresh Phase 1	11,926,707	-	-	-	-	-	-	-	11,926,707
Infrastructure Refresh Phase 2	57,662,869	1,880,071	-	-	-	-	-	-	59,542,940
Jail Mgmt Information System	4,170,040	2,905,308	13,747,927	4,275,543	19,117	-	-	18,042,587	25,117,935
Jail Security System Upgrade	28,124,215	210,933	-	-	-	-	-	-	28,335,148
Professional Standards Bureau	-	-	3,300,000	-	-	-	-	3,300,000	3,300,000
Public Safety Radio System	78,837,134	5,701,474	31,973,536	14,839,080	-	-	-	46,812,616	131,351,224
Southwest Justice Courts	8,911,331	13,708,884	-	-	-	-	-	-	22,620,215
Total Projects 440	\$292,149,355	\$32,889,609	\$ 58,269,899	\$ 26,312,471	\$ 19,117	\$ -	\$ -	\$ 84,601,487	\$409,640,451

Operating Budget Impacts

A direct relationship exists between Maricopa County's capital and operating budgets. Operating cost estimates are the anticipated annual costs to operate capital improvements upon completion or acquisition. Completed capital projects generally require additional operating budget resources for upkeep, maintenance, security, and other costs associated with additional acreage, mileage, or space.

Future operating costs related to new capital improvements or acquisitions through the CIP are carefully considered before project commitments are made. It is the County's philosophy and policy that new capital projects will be undertaken only if future operating revenues are reasonably estimated to be sufficient to support associated future operating costs. Operating costs associated with new facilities are budgeted by the user department in conjunction with the partnering department such as Facilities Management and Enterprise Technology. Estimated operating costs, as well as anticipated savings in lease costs and operating costs are factored into the County's ten-year financial forecast.

Operating costs vary for each project. They are presented here in one table to review in total, and then separately in the project detail section. Projects that are not included in this table either have no operating impacts or have further explanation in their reports.

Operating Budget Impact	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022
Maricopa Regional Trail System	\$ -	\$ 461,040	\$ 214,771	\$ 461,040	\$ 214,771
CHS Electronic Health Records	644,780	644,780	644,780	644,780	644,780
Computer Aided Mass Appraisal	-	-	-	613,875	638,400
Enterprise Data Center	4,256,130	4,408,936	4,569,348	4,737,852	4,914,875
Enterprise Resource Planning System	2,651,261	2,794,241	2,794,241	2,794,291	2,794,291
Jail Management Information System	50,000	720,651	1,180,916	1,217,727	1,376,968
Public Safety Radio System	248,081	255,447	263,033	270,844	278,887
Treasurer Technology System Upgrade	18,537	259,678	1,566,168	1,613,153	1,661,547
TOTAL	\$ 7,868,789	\$ 9,544,773	\$ 11,233,257	\$ 12,353,562	\$ 12,524,519

Facility Project Detail

Adult Probation – Black Canyon Facility Expansion

Project Location: 2445 West Indianola Avenue – Phoenix
County District: 5
Managing Department: Facilities Management
Project Partner(s): Adult Probation
Scheduled Completion Date: August 2018

Project Purpose Statement

Safe Communities

A Master Plan was conducted in 2015 for Adult Probation. The Master Plan revealed the existing building has deficient space for current operations and staff. This includes deficient space for interview rooms, security/lobby, workstations, and parking. The Adult Probation Black Canyon Facility Expansion project provides appropriate space for these operations and staff.

Project Description

The Adult Probation Black Canyon Facility Expansion project consists of the construction of a new 10,000 square feet single-story expansion adjoining the existing building on the west side and 40 new parking spaces.

Funding/Cost Summary

Adult Probation Black Canyon Facility	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvements	\$ -	\$ 50,000	\$ 2,950,000	\$ -	\$ -	\$ -	\$ -	\$ 2,950,000	\$ 3,000,000
Project Total	\$ -	\$ 50,000	\$ 2,950,000	\$ -	\$ -	\$ -	\$ -	\$ 2,950,000	\$ 3,000,000

Operating Cost Summary

Operating costs have not yet been determined for this project.

Adult Probation – Mesa Service Center

Project Location: Mesa
County District: 1
Managing Department: Facilities Management
Project Partner(s): Adult Probation
Scheduled Completion Date: To Be Determined

Project Purpose Statement

Safe Communities

In 2015, the APD Master Plan was updated and based upon the findings, the current facility provides 7,385 square feet less than is required for the operations of APD assigned to the facility. Due to the deficit, APD is also not currently locating the correct number of staff at the facility. With additional space, numerous staff would be relocated immediately, which is an example of how space deficiency is impacting Department operations. The current security screening area size creates serious threats to staff safety and the safety of those in the lobby due to the volume at this office.

Project Description

The proposed project consists of constructing a new 44,700 SF single-story building with dedicated public and staff parking on vacant parcel and adjoining parking lot serving the existing Southeast Regional campus. The infrastructure would replace the existing Mesa Adult Probation Service Center.

Funding/Cost Summary

Adult Probation Mesa Service Center	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvements	\$ -	\$ -	\$ 1,500,000	\$ 14,151,000	\$ -	\$ -	\$ -	\$ 15,651,000	\$ 15,651,000
Project Total	\$ -	\$ -	\$ 1,500,000	\$ 14,151,000	\$ -	\$ -	\$ -	\$ 15,651,000	\$ 15,651,000

Operating Cost Summary

Operating costs have not yet been determined for this project.

Adult Probation – Southport Facility Expansion

Project Location: 3535 South 7th Street – Phoenix
 County District: 5
 Managing Department: Facilities Management
 Project Partner(s): Adult Probation
 Scheduled Completion Date: June 2018

Project Purpose Statement

Safe Communities

A Master Plan was conducted in 2015 for Adult Probation. The Master Plan revealed the existing building has deficient space for current operations and staff. This includes deficient space for interview rooms, security/lobby, and workstations. The Adult Probation Southport Facility Expansion project provides appropriate space for these operations and staff.

Project Description

The Adult Probation - Southport project consists of the construction of a new 10,000 square feet single-story expansion adjoining the existing building on the east side.

Funding/Cost Summary

Adult Probation Southport Facility	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvements	\$ -	\$ 50,000	\$ 2,950,000	\$ -	\$ -	\$ -	\$ -	\$ 2,950,000	\$ 3,000,000
Project Total	\$ -	\$ 50,000	\$ 2,950,000	\$ -	\$ -	\$ -	\$ -	\$ 2,950,000	\$ 3,000,000

Operating Cost Summary

Operating costs have not yet been determined for this project.

Animal Care & Control – West Valley Care Center Expansion (Durango)

Project Location: 2500 S 27th Avenue, Phoenix
 County District: 5
 Managing Department: Facilities Management
 Project Partner(s): Animal Care & Control/ MCSO
 Scheduled Completion Date: June 2020

Project Purpose Statement

Safe Communities

The expansion of the Maricopa County Animal Care & Control - West Valley Care Center will provide operational cost savings and efficiencies from a consolidated single facility at Durango.

Project Description

The West Valley Animal Care & Control Expansion project consists of the construction of a 60,000+/- square feet building expansion. Expansion will be south of the existing facility with site opportunities for neighboring but independent MASH and SWAT K9 facilities. FY 2018 funding includes design fees for programming, budgeting, and permit documents only. Construction and land development costs are not included.

Funding/Cost Summary

Animal Care Expansion Durango	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvements	\$ -	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000	\$ 2,500,000
Project Total	\$ -	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000	\$ 2,500,000

Operating Cost Summary

Operating costs have not yet been determined for this project.

East Court Building Improvements

Project Location: 101 West Jefferson Street – Phoenix
 County District: 5
 Managing Department: Facilities Management
 Project Partner(s): None
 Scheduled Completion Date: To Be Determined

Project Purpose Statement

Government Operations

Maricopa County completed a comprehensive Courts Master Plan in FY 2014, which identified the current and future needs of the County's Court system. The Courts Master Plan identified that the addition of four Superior Court rooms to the 9th floor would be the most cost effective way to process the backlog of dependency court cases as mandated by the State of Arizona. The new court rooms allow the caseloads that are now handled in the Old Courthouse to move to more efficient facilities.

The Plan also identified that the shell space on the sixth floor of the East Court Building was a suitable location for three new Superior Court courtrooms because of its close proximity to various Superior Court Rooms in the Downtown Phoenix area. The new courtrooms will allow the court and county to be prepared to meet the future demands of agencies and citizens of Maricopa County for court services.

Project Description

The East Court Building Improvement Project will consist of two specific floors for FY 2018. The construction of four new Superior Court rooms on the 9th floor and the renovation of the existing 6th floor to provide three courtrooms with supporting judicial spaces.

Funding/Cost Summary

East Court Improvements	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvements	\$ 13,257,937	\$ 2,000,000	\$ 9,447,429	\$ -	\$ -	\$ -	\$ -	\$ 9,447,429	\$ 24,705,366
Project Total	\$ 13,257,937	\$ 2,000,000	\$ 9,447,429	\$ -	\$ -	\$ -	\$ -	\$ 9,447,429	\$ 24,705,366

Operating Cost Summary

The addition of four new court rooms will not have any additional operational impact to the Facilities Operations and Maintenance budget. Funding is already included in the operating budget for the staff that will occupy this space.

Intake Transfer and Release Jail

Project Location: 3000 West Lower Buckeye Road – Phoenix
 County District: 5
 Managing Department: Facilities Management
 Project Partner(s): Sheriff's Office
 Scheduled Completion Date: June 2019

Project Purpose Statement

Safe Communities

The Intake, Transfer, and Release Jail Project will provide additional beds and reduce the time to process intakes currently being experienced at the 4th Avenue Jail. The project is expected to reduce transportation costs and eliminate the high cost of maintaining the existing Durango Jail. The project is consistent with the Jail Master Plan completed in 2014.

Project Description

The Intake, Transfer, and Release Jail Facility (ITR) includes the construction of a new jail and partial demolition of the old Durango Jail Facility at the Durango Campus. The facility will improve intake requirements and meet Court mandated times. The facility also offers a flexible open plan that serves short-term needs of the intake process without additional transfers and relocations that add time and cost to processing. The facility also serves the needs of pre-sentencing.

Funding/Cost Summary

Intake Transfer and Release Jail	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
455 - Detention Capital Projects	\$ 5,825,458	\$ 10,177,801	\$ 82,291,000	\$ 86,705,740	\$ -	\$ -	\$ -	\$ 168,996,740	\$ 184,999,999
Project Total	\$ 5,825,458	\$ 10,177,801	\$ 82,291,000	\$ 86,705,740	\$ -	\$ -	\$ -	\$ 168,996,740	\$ 184,999,999

Operating Cost Summary

Facility operating costs have not been determined. The Sheriff's Office has determined that the staffing/personnel costs will be cost neutral to the County.

Madison Street Jail Adaptive Reuse

Project Location: 225 West Madison Street – Phoenix
 County District: 5
 Managing Department: Facilities Management
 Project Partner(s): None
 Scheduled Completion Date: June 2019

Project Purpose Statement

Safe Communities

A feasibility study was completed on the Madison Street Jail in 2016. The Madison Street jail was constructed in 1984 and abandoned as a jail facility in 2004. The building is located adjacent to all of the downtown Superior Court facilities as well as the Fourth Avenue Jail. The goal of repurposing the vacated detention facility into an office building is to reduce the amount of space the County's leases for departmental operations.

Project Description

The Madison Street Jail Adaptive Reuse Project will consist of the demolition and conversion of detention cells into perimeter offices with administrative open office areas in the inner core. The infrastructure will be a build out of 278,775 square feet of office improvements. The repurposed facility will house the Maricopa County Attorney's Office who currently reside in the Administration Building and other leased locations. Also included is the construction and improvements to the surface parking west of the Maricopa County Facilities Management building. Funding continues this project which began in FY 2017.

Funding/Cost Summary

Madison Street Jail Adaptive Reuse	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
441 - County Improvement	\$ -	\$ 1,800,000	\$ 37,000,000	\$ 77,200,000	\$ -	\$ -	\$ -	\$ 114,200,000	\$ 116,000,000
Project Total	\$ -	\$ 1,800,000	\$ 37,000,000	\$ 77,200,000	\$ -	\$ -	\$ -	\$ 114,200,000	\$ 116,000,000

Operating Cost Summary

Facility operating costs have not yet been determined for this project. Funding is already included in the operating budget for the staff that will occupy this space.

Professional Standards Bureau

Project Location: 1st Ave and Jefferson
 Managing Department: Facilities Management
 Project/Community Partner(s): None
 Scheduled Completion Date: June 2018

Project Purpose Statement

Safe Communities

Per a Court ruling issued in July 2016 to the Maricopa County Sheriff's Office (MCSO), the Professional Standards Bureau (PSB) that presently resides within the MCSO Headquarters must be relocated to a neutral-site location that allows uninhibited public access to submit reported incidents, concerns and questions about the operations of MCSO.

Project Description

Based on the existing MCSO-PSB with increased staffing projections factored in, the relocation will require the provision of: fifty-seven private offices for law enforcement and detention officers; two large conference rooms; five dedicated interview rooms; five video-viewing rooms with technology; one sound-proof hearing room; one polygraph room; a public lobby/reception space and general support storage / work space. A 15,000 NSF space is therefore anticipated with parking estimated for 65 employees.

The renovation of the recently-vacated Superior Court Law Library at East Courts Building (consisting of 4,470 NSF on the First floor and an additional 15,638 NSF on the Second floor) would capitalize on an independent, east exterior entry and allow the separation of the PSB staff and visitors from the neighboring Court functions. The First floor additionally has storefront facades on the North and East elevations, which offers the public transparency implied in the aforementioned Court ruling.

Funding/Cost Summary

Professional Standards Bureau	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
440 - County Improvement Fund	\$ -	\$ -	\$ 3,300,000	\$ -	\$ -	\$ -	\$ -	\$ 3,300,000	\$ 3,300,000
Project Total	\$ -	\$ -	\$ 3,300,000	\$ -	\$ -	\$ -	\$ -	\$ 3,300,000	\$ 3,300,000

Operating Cost Summary

Facility operating costs have not yet been determined for this project. Funding is already included in the operating budget for the staff that will occupy this space.

Parks & Recreation Project Detail

Adobe Boundary Fencing

Project Location: Adobe Dam Regional Park
County District: 3
Managing Department: Parks & Recreation
Project Partner(s): None
Scheduled Completion Date: June 2018

Project Purpose Statement

Regional Services

This project will install new fencing to replace old, broken, and missing boundary and frontage fencing, preventing criminal trespass and unauthorized access to the Adobe Dam Recreation Area.

Project Description

This project is needed to help re-establish physical boundaries for Adobe Dam Recreational Area. Urban development in the immediate area surrounding Adobe Dam Recreation Area is creating additional pressure on the current frontage and perimeter boundary resulting in unauthorized access and resource damage to the area. This project replaces fencing to secure the facility and prevent additional damage.

Funding/Cost Summary

Adobe Boundary Fencing	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ -	\$ 112,000	\$ -	\$ -	\$ -	\$ -	\$ 112,000	\$ 112,000
Project Total	\$ -	\$ -	\$ 112,000	\$ -	\$ -	\$ -	\$ -	\$ 112,000	\$ 112,000

Operating Cost Summary

There will be no operational costs associated with this project.

Estrella Ramada Renovations

Project Location: Estrella Mountain Regional Park
County District: 5
Managing Department: Parks & Recreation
Project Partner(s): None
Scheduled Completion Date: June 2018

Project Purpose Statement

Regional Services

This project will consist of the design and construction for needed building and electrical upgrades for the picnic ramadas and day use areas at Estrella Mountain Regional Park.

Project Description

The day use ramadas at Estrella Mountain Regional Park have aged significantly and are no longer able to be repaired. The existing electrical system is old and outdated; parts are no longer able to be found, and the electrical system is becoming inoperable. This impacts the safety and comfort of our customers; ramada facilities no longer have electricity and dependable lighting. Further, customers are also damaging our facilities in an effort to try and make the electrical system work, leaving exposed wires and damaging electrical outlets.

Funding/Cost Summary

Estrella Ramada Renovations	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ -	\$ 580,000	\$ -	\$ -	\$ -	\$ -	\$ 580,000	\$ 580,000
Project Total	\$ -	\$ -	\$ 580,000	\$ -	\$ -	\$ -	\$ -	\$ 580,000	\$ 580,000

Operating Cost Summary

There will be no operational costs associated with this project.

Estrella Turf, Phase II

Project Location: Estrella Mountain Regional Park
County District: 5
Managing Department: Parks & Recreation
Project Partner(s): None
Scheduled Completion Date: June 2018

Project Purpose Statement

Regional Services

This project continues turf renovations that were started in FY 2017. In FY 2018, additional turf reduction, irrigation system renovation, tree planting, decomposed granite installation, and connectivity in the park turf area will continue.

Project Description

This project is needed to reduce operating costs and increase customer satisfaction with Estrella Mountain Regional Park. The current turf area is difficult to maintain due to size and challenges with the outdated and unrepairable irrigation system. This project will create a more sustainable and maintainable turf area, utilizing less water and requiring less time to maintain and mow. Also, converting the turf to native landscape with decomposed granite improves the aesthetics and compliments the work previously done to bring guests and visitors back into the park.

Funding/Cost Summary

Estrella Turf Phase II	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ -	\$ 470,000	\$ -	\$ -	\$ -	\$ -	\$ 470,000	\$ 470,000
Project Total	\$ -	\$ -	\$ 470,000	\$ -	\$ -	\$ -	\$ -	\$ 470,000	\$ 470,000

Operating Cost Summary

There will be no operational costs associated with this project.

Estrella Water System Replacement

Project Location: Estrella Mountain Regional Park
County District: 5
Managing Department: Parks & Recreation
Project Partner(s): None
Scheduled Completion Date: June 2018

Project Purpose Statement

Regional Services

This project replaces damaged and poorly functioning sections of the water conveyance system at Estrella Mountain Regional Park.

Project Description

The project is needed to replace old, outdated water delivery infrastructure at Estrella Mountain Regional Park. This system is the oldest in the park system and finding parts to repair the system has become a challenge. Improvements to the system will increase customer satisfaction, ensuring a working and reliable water conveyance system at the park.

Funding/Cost Summary

Estrella Water System Replacement	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000
Project Total	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000

Operating Cost Summary

There will be no operational costs associated with this project.

Hassayampa River Preserve

Project Location: Wickenburg
County District: 4
Managing Department: Parks & Recreation
Project Partner(s): None
Scheduled Completion Date: To Be Determined

Project Purpose Statement

Regional Services

Hassayampa River Preserve Unit of Vulture Mountain Cooperative Recreation Area was approved by the Maricopa County Board of Supervisors in 2013. Vulture Mountain Cooperative Recreation Area will provide the Department with management oversight for Hassayampa Day Use (Phase 1 of the Vulture Mountains Recreation Area Master Plan) and Vulture Mountain Recreation Area as the newest addition to the Maricopa County Park System. Hassayampa Day Use was previously managed by the Nature Conservancy and has donated the land and buildings to Maricopa County Parks and Recreation. This area will become the park headquarters location for the entire Vulture Mountain Cooperative Recreation Area.

Project Description

Non recurring funding requested to do design, engineering, and installation work to bring the Hassayampa property up to current Maricopa County standards. Items required include, but are not limited to, an ADA accessible restroom, electrical and septic upgrades to meet current code/permitting standards, installation of IT/phone infrastructure, parking improvements, host sites, and installation of a water storage tank and water system improvements.

Funding/Cost Summary

Hassayampa	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ 164,706	\$ 835,294	\$ -	\$ -	\$ -	\$ -	\$ 835,294	\$ 1,000,000
Project Total	\$ -	\$ 164,706	\$ 835,294	\$ -	\$ -	\$ -	\$ -	\$ 835,294	\$ 1,000,000

Operating Cost Summary

Funding is already included in the Parks and Recreation's operating budget for the staff that will occupy this space and other facility operational expenses.

Hassayampa Electrical, Septic and Water

Project Location: Hassayampa River Preserve
County District: 4
Managing Department: Parks & Recreation
Project Partner(s): None
Scheduled Completion Date: June 2018

Project Purpose Statement

Regional Services

Hassayampa River Preserve section of Vulture Mountain Cooperative Recreation Area: This project will provide the design, engineering, and installation to update utilities on the the Hassayampa property, acquired by Parks in April, 2017, up to current Maricopa County standards. This funding is a continuation of monies received in FY 2017 to continue work to bring electrical, septic, and water improvements to the property.

Project Description

Hassayapma River Preserve is a historic property, recently acquired by Maricopa Parks and Recreation. Upgrades are needed for the existing water, electrical, and septic systems to ensure current standards and improve capabilities as visitor attendance and facility usage increases.

Funding/Cost Summary

Hassayampa Electrical, Septic and Water	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
Project Total	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000

Operating Cost Summary

There will be no operational costs associated with this project.

Lake Pleasant Boundary Fencing

Project Location: Lake Pleasant Regional Park
County District: 4
Managing Department: Parks & Recreation
Project Partner(s): None
Scheduled Completion Date: June 2018

Project Purpose Statement

**Regional
Services**

This project will consist of the design and installation of boundary fencing on the northern boundaries of Lake Pleasant Regional Park.

Project Description

The northern area of Lake Pleasant is a combination of land managed by Maricopa County Parks and Recreation, Bureau of Land Management, Bureau of Reclamation, Yavapai County, and others. There is currently no fencing or other boundary identification in place and illegal use of the land is creating environmental damage to the sensitive Sonoran Desert in the form of illegal dumping, illegal trails, shooting at cactus and other plants, stealing of cactus and other plants, and general disruption of wildlife. Installation of fencing is one way to help establish boundaries and also direct some of the usage to designated areas that have been developed for the public's use. Fencing creates distinct boundaries that identify land ownership and inform the public that an area is protected and rules and regulation apply to land use.

Funding/Cost Summary

Lake Pleasant Boundary Fencing	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ -	\$ 638,400	\$ -	\$ -	\$ -	\$ -	\$ 638,400	\$ 638,400
Project Total	\$ -	\$ -	\$ 638,400	\$ -	\$ -	\$ -	\$ -	\$ 638,400	\$ 638,400

Operating Cost Summary

There will be no operational costs associated with this project.

Lake Pleasant Discovery Center Playground

Project Location: Lake Pleasant Regional Park
County District: 4
Managing Department: Parks & Recreation
Project Partner(s): None
Scheduled Completion Date: June 2018

Project Purpose Statement

Regional Services

This project will design and construct a covered playground facility at the Discovery Center area at Lake Pleasant Regional Park. The project includes planning and construction of a covered playground that will complement the natural environment at Lake Pleasant and be constructed and inspected to meet all national playground safety guidelines.

Project Description

Lake Pleasant Discovery Center is a popular destination at Lake Pleasant Regional Park. Newly remodeled in 2016, the Discovery Center is an educational and recreational destination for visitors at Lake Pleasant, including those who are staying at Roadrunner Campground, a short trail hike from the Discovery Center. The playground will offer another shaded area for families to enjoy the beautiful Lake Pleasant views and provide a place for children to play.

Funding/Cost Summary

Lake Playground at Discovery Center	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ 600,000
Project Total	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ 600,000

Operating Cost Summary

There will be no operational costs associated with this project.

Lake Pleasant Ramada Renovations

Project Location: Lake Pleasant Regional Park
County District: 4
Managing Department: Parks & Recreation
Project Partner(s): None
Scheduled Completion Date: June 2018

Project Purpose Statement

Regional Services

This project will renovate existing day-use ramadas at Lake Pleasant Regional Park. The components of the project include evaluation of current facilities, design, plans, details, and specifications to remodel and paint existing ramadas at the park. In addition, the project will improve landscaping around the ramadas, replace damaged grills, and tables, and replace existing lighting to make the ramadas more energy efficient.

Project Description

Lake Pleasant Regional Park is a very popular day use area for picnicking, hiking, cyclists, and water sports. Ramada facilities are heavily used and showing signs of wear and tear due to age and overall use. Completion of this project will improve customer satisfaction with the facility by providing shaded areas with picnic tables and seating to have a picnic or gathering while enjoying the various recreational aspects of Lake Pleasant.

Funding/Cost Summary

Lake Pleasant Ramada Renovations	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ -	\$ 150,480	\$ -	\$ -	\$ -	\$ -	\$ 150,480	\$ 150,480
Project Total	\$ -	\$ -	\$ 150,480	\$ -	\$ -	\$ -	\$ -	\$ 150,480	\$ 150,480

Operating Cost Summary

There will be no operational costs associated with this project.

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 2018

Project Purpose Statement

Regional Services

The purpose of the Maricopa Trail project is to provide an accessible outdoor recreational experience for the people who live and work locally, so they may travel along the trail as a pathway to the Parks. In addition it will provide open space corridors to protect natural and cultural resources from commercial development. The Maricopa Trail program will design and build a regional trail to connect the Maricopa County Parks with a shared use, non-motorized linear park experience. It will link communities and assist them in becoming more livable by creating open space corridors to protect natural and cultural resources.

Project Description

The Regional Trail System Plan was adopted by the Board of Supervisors in 2004. In 2007, 8.8 miles of trail was built to link Spur Cross Ranch and Cave Creek Regional Park. Another 8 miles of trail was built east of Anthem along Rodger Creek to connect to Cave Creek Park in 2008. In 2009, the County connected Lake Pleasant to Anthem at I-17. Parks completed the trail connecting Lake Pleasant to Anthem at I-17 and also built trailheads at Lake Pleasant, 7th Street and Linda Lane, and on the Flood Control District McMicken Dam in 2011. Parks also built one mile of trail on the west end of South Mountain Park. In 2012, Parks provided a connection from White Tank Mountain Park to McMicken Dam and outfall components connecting Queen Creek and Sonoqui Wash. In 2013, Parks completed 12.4 miles of trail in Tempe and the Town of Guadalupe. Parks also began work with the US Corps of Engineers to design a trailhead at Tres Rios and 115th Avenue. In 2014, Parks completed an additional 12 miles of trail and completed a total of 221.5 miles by the end of FY 2015. In FY 2016, Parks completed 14.1 miles of new trail in Segment 12 between Happy Valley Pkwy and Lake Pleasant, on Segment 35 between Estrella Mountain Park White Tank Mountain Park and a connecting trail inside Estrella Mountain Park. An additional 18.5 miles of existing trail was completed in other jurisdictions through IGAs. This brings the completed trail miles to 254.1. At the conclusion of FY 2017, 53.8 miles of trail will be added, (6.57 in previous years IGA's) bringing the total mileage to 301.33. In FY 2018, the final 1.55 miles will be added to complete the main loop of the Maricopa Trail for a grand total of 302.88 miles.

Funding/Cost Summary

Maricopa Regional Trail System	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
422 - Intergovernmental Capital Projects	\$ 996,937	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 996,937
445 - General Fund County Improvement	4,079,560	244,629	675,811	-	-	-	-	675,811	5,000,000
Project Total	\$ 5,076,497	\$ 244,629	\$ 675,811	\$ -	\$ -	\$ -	\$ -	\$ 675,811	\$ 5,996,937

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022
Personnel Expenses	\$ -	\$ 147,990	\$ 147,990	\$ 147,990	\$ 147,990
Supplies Expenses	-	1,500	2,500	1,500	2,500
Services Expenses	-	172,176	48,000	172,176	48,000
Capital Expenses	-	139,374	16,281	139,374	16,281
Total	\$ -	\$ 461,040	\$ 214,771	\$ 461,040	\$ 214,771

McDowell Four Peaks Restroom Facility

Project Location: McDowell Mountain Regional Park
County District: 3
Managing Department: Parks & Recreation
Project Partner(s): None
Scheduled Completion Date: June 2018

Project Purpose Statement

Regional Services

This project will plan and construct a fully functional restroom facility in the Four Peaks Staging area at McDowell Mountain Regional Park. The components of the project include, but are not limited to:

1. Provide plans, details, and specifications to construct a four fixture park restroom building;
2. Complete engineering and feasibility including wet and dry utilities and septic percolation testing;
3. Obtain all Maricopa County and ADEQ permitting prior to construction;
4. Construct restroom to Maricopa County PRD details and specifications;
5. Construct septic system with double chamber tank and multiple clean outs in septic field; and
6. Provide complete as built drawing records at end of project.

Project Description

Four Peaks Staging Area is a popular destination within McDowell Mountain Regional Park. In addition to normal day use and equestrian activities, it is also an area where bike races, running and other events are held. Park visitors are currently required to leave this area and drive to restroom facilities in other sections of the park, use chemical toilets (only out for events and races), or use the desert environment. This restroom facility is needed to reduce desert impacts from waste and related trash from being left in the area and will also increase customer satisfaction by providing convenient and easily accessible bathroom facilities in a heavily used section of the park.

Funding/Cost Summary

McDowell Four Peaks Restroom Facility	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ 550,000
Project Total	\$ -	\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ 550,000

Operating Cost Summary

There will be no operational costs associated with this project.

Navigational Aide Boathouse Construction

Project Location: Lake Pleasant Regional Park
County District: 4
Managing Department: Parks & Recreation
Project Partner(s): None
Scheduled Completion Date: June 2018

Project Purpose Statement

Regional Services

This project is to build a boat docking and storage house for the buoys, related supplies, and boat storage facility to Lake Pleasant water vehicles and related equipment. The boat house will have two covered slips, dry storage, and space for storage of various navigational aids and supplies.

Project Description

Lake Pleasant Regional Park functions as a storage reservoir for the Central Arizona Project. Lake levels fluctuate greatly requiring regular navigational marker placement (buoys) and movement. The Navigational Aide staff require daily access to Lake Pleasant. This facility will provide a secured on-water facility where they can house boats, buoys, and supplies to more efficiently access the lake to complete this important safety function.

Funding/Cost Summary

Navigational Aide Boathouse Construction	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000
Project Total	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000

Operating Cost Summary

There will be no operational costs associated with this project.

Parks Restroom Renovations

Project Location: Lake Pleasant Regional Park
County District: 4
Managing Department: Parks & Recreation
Project Partner(s): None
Scheduled Completion Date: June 2018

Project Purpose Statement

Regional Services

This project will evaluate, plan, permit and remodel five bathrooms in day-use areas of Lake Pleasant Regional Park. The project will include specifications to replace plumbing and electrical fixtures, replace toilet partitions, abrasive blast calcium and hard water deposits, and clean inside and outside of bathrooms. This project will also paint the interior and exterior of bathrooms.

Project Description

Lake Pleasant Regional Park is a very popular day use area for picnicking, hiking, cyclists, and water sports. The bathroom facilities are heavily used and showing signs of wear and tear due to age and overall use. Completion of this project will improve customer satisfaction with the facility by providing clean and easily maintained restrooms that are in good repair with working fixtures.

Funding/Cost Summary

Parks Restroom Renovations	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ -	\$ 342,000	\$ -	\$ -	\$ -	\$ -	\$ 342,000	\$ 342,000
Project Total	\$ -	\$ -	\$ 342,000	\$ -	\$ -	\$ -	\$ -	\$ 342,000	\$ 342,000

Operating Cost Summary

There will be no operational costs associated with this project.

Vulture Mountain Campground Design

Project Location: Vulture Mountain Co-Op Rec Area
County District: 4
Managing Department: Parks and Recreation
Project Partner(s): To Be Determined
Scheduled Completion Date: June 2018

Project Purpose Statement

Regional Services

Vulture Mountain Day Use and Camping: Approved by the Board of Supervisors in 2013, Vulture Mountain Cooperative Recreation Area will provide the Department with management oversight for Hassayampa Day Use and Vulture Mountain Recreation Area as the newest addition to the Maricopa County Park System. This project will begin the design and engineering for campground amenities to provide residents and visitors of Maricopa County access to recreational and open space opportunities.

Project Description

This funding will allow the department to begin design of the day use and campground, conduct any required environmental or cultural studies needed, and provide engineering plans for electrical and water infrastructure to enhance the customer experience. The day use and campgrounds, when built, will also provide a revenue source for the Department, reducing our general fund dependence.

Funding/Cost Summary

Vulture Mountain Campground Design	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ -	\$ 342,000	\$ -	\$ -	\$ -	\$ -	\$ 342,000	\$ 342,000
Project Total	\$ -	\$ -	\$ 342,000	\$ -	\$ -	\$ -	\$ -	\$ 342,000	\$ 342,000

Operating Cost Summary

There will be no operational costs associated with this project.

Vulture Mountain Day – Use Design

Project Location: Vulture Mountain Co-Op Rec Area
County District: 4
Managing Department: Parks and Recreation
Project Partner(s): To Be Determined
Scheduled Completion Date: June 2018

Project Purpose Statement

Regional Services

Vulture Mountain Day Use and Camping: Approved by the Board of Supervisors in 2013, Vulture Mountain Cooperative Recreation Area will provide the Department with management oversight for Hassayampa Day Use and Vulture Mountain Recreation Area as the newest addition to the Maricopa County Park System. This project will begin the design and engineering for day use amenities (ramadas, trail heads, restrooms, etc.) to provide residents and visitors of Maricopa County access to recreational and open space opportunities.

Project Description

This funding will allow the department to begin design of the day use and campground, conduct any required environmental or cultural studies needed, and provide engineering plans for electrical and water infrastructure to enhance the customer experience. The day use and campgrounds, when built, will also provide a revenue source for the Department, reducing our general fund dependence.

Funding/Cost Summary

Vulture Mountain Day - Use Design	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000	\$ 175,000
Project Total	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000	\$ 175,000

Operating Cost Summary

There will be no operational costs associated with this project.

Vulture Mountain Study

Project Location: Wickenburg
County District: 4
Managing Department: Parks and Recreation
Project Partner(s): Bureau of Land Management
Scheduled Completion Date: To Be Determined

Project Purpose Statement

Regional Services

The purpose of the Vulture Mountain Cooperative Recreation Area project is to move forward with acquiring and managing the area as a county-managed park for both residents and visitors so they will have natural open space preserved into the future. The area is currently being managed under BLM's multiple use philosophy which allows, mining, cattle grazing, off-highway vehicle use and a wide variety of other recreational uses in a relatively unsupervised manner. As the County continues to grow in and around the Wickenburg area, more active management will be required to preserve the integrity of the area. Protecting the area as a County-managed recreation area will allow for greater management of the site resulting in more controlled use of the area and greater visitor and resident satisfaction. Maricopa County Parks and BLM have been working with the Town of Wickenburg to assure quality of life and economic benefits provided by the area will be enhanced through park development and management, while preserving the unique western flavor of the community.

Project Description

In January 2012, the Board of Supervisors approved Maricopa County Parks and Recreation's (Parks) Vulture Mountain's Cooperative Recreation Area Master Plan. This is a multi-year and phased response to the public's desire for additional access to park lands. When complete, this will add approximately 71,000 acres to the MCPRD system. 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 for BLM to complete a Notice of Realty Action so that Parks can resume work on a required Environmental Assessment for these areas. The funding currently available in F422 is to acquire permits and rights to develop a trail crossing under BNSF Railroad, allowing users entry into the Vulture Mountain Recreation Area.

Funding/Cost Summary

Vulture Mountain Study	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
422 - Intergovernmental Capital Projects	\$ 55,464	\$ 15,744	\$ 108,091	\$ -	\$ -	\$ -	\$ -	\$ 108,091	\$ 179,299
445 - General Fund County Improvement	57,249	-	217,751	-	-	-	-	217,751	275,000
Project Total	\$ 112,713	\$ 15,744	\$ 325,842	\$ -	\$ -	\$ -	\$ -	\$ 325,842	\$ 454,299

Operating Cost Summary

This phase of the project consists of a study to gather information for park development. Operational impacts cannot be determined until the project moves forward.

Willow Campground Improvements

Project Location: White Tank Mountain Regional Park
County District: 4
Managing Department: Parks and Recreation
Project Partner(s): Bureau of Land Management
Scheduled Completion Date: June 2018

Project Purpose Statement

Regional Services

This project will design and construct new tent camping sites at Willow Day Use Area, providing expansion of camping services at White Tank Mountain Regional Park.

Project Description

Willow Day Use Area at White Tank Regional Park is an area that is continually requested for group and tent camping. By creating tent sites, the area can be better utilized to provide small youth groups and individual campers the opportunity for primitive camping in a safe and structured environment. The current designated campground at White Tank is heavily used by RV's and similar vehicles, rarely having a vacancy to allow for tent camping during the months of October to April. Willow Day Use area would provide additional opportunities to camp for those who do not own an RV. Willow Day Use area has an existing bathroom facility and plenty of room to build individual tent camping sites.

Funding/Cost Summary

Willow Campground Improvements	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
445 - General Fund County Improvement	\$ -	\$ -	\$ 580,000	\$ -	\$ -	\$ -	\$ -	\$ 580,000	\$ 580,000
Project Total	\$ -	\$ -	\$ 580,000	\$ -	\$ -	\$ -	\$ -	\$ 580,000	\$ 580,000

Operating Cost Summary

Operational impacts are TBD.

Technology Project Detail

CHS Electronic Health Records

Project Location: System-wide
Managing Department: Correctional Health Services
Project/Community Partner(s): Enterprise Technology
Scheduled Completion Date: June 2018

Project Purpose Statement

Safe Communities

Ancillary products, services, and interfaces will provide: Enhanced quality of care, access and management of data, accuracy of management of data efficiency of processes, compliance with various law suits and accreditation and enhance continuity of care within the jail setting as well as throughout the community.

Project Description

Purchase and implement various ancillary products, services, and interfaces for the Electronic Health Record (EHR) System.

Products include Health Needs Request System, Biometrics, Kiosk's, Vital Machines, and Telemed Video Conferencing.

Interfaces include Scheduled Court Events, Radiology, Pharmaceuticals, ICIJIS, Labs, Continuity of Care Documents (multiple locations), Inmate Fund Canteen System, Biometrics, State Health exchange(s), Police Departments, Re-Entry Programs, Arizona Health Care Cost Containment System (AHCCCS), Maricopa County Adult Probation, and Health Needs Request.

Hardware includes laptops, tablets, and miscellaneous hardware to access the EHR system. As the EHR system increases in size (data) and the SQL servers age, the additional purchase of storage and SQL servers.

Miscellaneous types of services include back scanning documents into the EHR system, enhancements to the EHR system, and electronic faxing from the EHR system to various off-site facilities, ongoing various as necessary.

Funding/Cost Summary

CHS Electronic Health Records	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
461 - Detention Tech Capital Improvement	\$ 6,178,220	\$ 1,686,476	\$ 374,111	\$ -	\$ -	\$ -	\$ -	\$ 374,111	\$ 8,238,807
Project Total	\$ 6,178,220	\$ 1,686,476	\$ 374,111	\$ -	\$ -	\$ -	\$ -	\$ 374,111	\$ 8,238,807

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022
Personnel Expenses	\$ 267,191	\$ 267,191	\$ 267,191	\$ 267,191	\$ 267,191
Supplies Expenses	37,589	37,589	37,589	37,589	37,589
Services Expenses	240,000	240,000	240,000	240,000	240,000
Capital Expenses	100,000	100,000	100,000	100,000	100,000
Total	\$ 644,780	\$ 644,780	\$ 644,780	\$ 644,780	\$ 644,780

Computer Aided Mass Appraisal

Project Location: 111 South Third Avenue – Phoenix
 Managing Department: Enterprise Technology
 Project/Community Partner(s): None
 Scheduled Completion Date: January 2020

Project Purpose Statement

Government Operations

The Assessor's current homegrown Computer Aided Mass Appraisal (CAMA) system was built in the early 1990's utilizing client/server architecture with an unsupported Oracle forms front-end (user interface). Incremental changes have been made to the system over the years and the system has mushroomed into many processes and functions that are not supporting the Assessor's Office business functions effectively. Users have to navigate through a multitude of screens to accomplish business functions that would normally take a few clicks. Data integrity issues are prevalent and current data architecture doesn't lend itself to robust integration with other Assessor systems like Marshall & Swift, Apex, etc.

Project Description

The MARS Project is a Windows-based computer-aided mass appraisal (CAMA) software project. The software elements included are designed for real estate valuation including cost and comparison sales, data maintenance, sales analysis, reporting and query, image display, personal property valuation, and income capitalization. This software will be implemented to support the maintenance and enhancement of real and personal property records to effectively administer all laws and regulations for Maricopa County property owners so that all ad valorem property is fairly and equitably valued.

Funding/Cost Summary

Computer Aided Mass Appraisal	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
440 County Improvement Fund	\$ 9,364,385	\$ 2,328,966	\$ 5,304,395	\$ 7,197,848	\$ -	\$ -	\$ -	\$ 12,502,243	\$ 24,195,594
460 Technology Capital Improvement Fund	692,132	-	-	-	-	-	-	-	692,132
Project Total	\$ 10,056,517	\$ 2,328,966	\$ 5,304,395	\$ 7,197,848	\$ -	\$ -	\$ -	\$ 12,502,243	\$ 24,887,726

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022
Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	-	-	-	613,875	638,400
Capital Expenses	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ 613,875	\$ 638,400

Enterprise Data Center

Project Location: Phoenix
Managing Department: Enterprise Technology
Project/Community Partner(s): None
Scheduled Completion Date: December 2017

Project Purpose Statement

Government Operations

Data centers within the County, which are the critical foundation of the County's ability to provide essential IT services to departments and citizens, including public safety departments, do not meet acceptable standards for an enterprise operation of the County's size. Moreover, the current environment creates unacceptable risk of failure and is costly to maintain or improve, as detailed in the Data Center Co-location study commissioned by OET and developed by a nationally recognized vendor.

Project Description

The Data Center is the critical foundation of the County's ability to provide essential IT services to departments and citizens. It is a computer room fundamentally designed to be secure, reliable, and resilient to failures, thus earning the name "data center." Very few IT systems outside of companies like Google are designed to survive a data center outage without significant downtime and data loss; Maricopa County systems are no exception. Many County departmental computer rooms are woefully out of date, exposing the County to significant risk and are uneconomical to maintain or improve. The Data Center Co-location project will allow County departments to move technology into a co-located, dedicated, and purpose built data center as opposed to housing equipment within employee/customer related buildings. The plan also includes the implementation of a robust Optical Network System (ONS) capable of providing fiber network connectivity to the co-located facility. This project will provide a strong foundation for the future of County IT.

Funding/Cost Summary

Enterprise Data Center	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
440 County Improvement Fund	\$ 17,060,229	\$ 563,869	\$ 632,114	\$ -	\$ -	\$ -	\$ -	\$ 632,114	\$ 18,256,212
460 Technology Capital Improvement	25,493,531	-	-	-	-	-	-	-	25,493,531
Project Total	\$ 42,553,760	\$ 563,869	\$ 632,114	\$ -	\$ -	\$ -	\$ -	\$ 632,114	\$ 43,749,743

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022
Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	4,256,130	4,408,936	4,569,348	4,737,852	4,914,875
Capital Expenses	-	-	-	-	-
Total	\$4,256,130	\$4,408,936	\$4,569,348	\$4,737,852	\$4,914,875

Enterprise Resource Planning System

Project Location: Phoenix
 Managing Department: Enterprise Technology
 Project/Community Partner(s): Department of Finance, Budget Office, and Office of Procurement Services
 Scheduled Completion Date: December 2017

Project Purpose Statement

Government Operations

The County's current budget, financial, and procurement systems are not fully integrated and are a mix of custom developed software and commercial off-the-shelf applications. The new Enterprise Resource Planning (ERP) system will modernize and transform the County's budgeting, financial, and procurement systems, including integration with the existing human resource management system, to improve the timeliness and accuracy of critical information sharing necessary to provide transparency for staff and leadership.

Project Description

The scope of the (ERP) system includes Performance Budgeting, Financials, and Procurement. The system will be implemented in three phases: Envision, Create, and Achieve.

The Envision Phase develops a comprehensive implementation blueprint – determining exactly how the system will be implemented for Maricopa County. CGI and County staff will prototype business requirements using the actual ERP software. Based on prototyping results, CGI will develop a fit-gap analysis and implementation road-map. The Envision Phase started in November 2013 and was completed in July 2014.

The Create Phase includes configuring the ERP software; developing software needed for data conversion, interfaces and reports; and developing training and change management materials. The Create Phase began in July 2014 and will be completed in January 2016.

The Achieve Phase integrates all system components built in the Create Phase and prepares the County for full-scale cut-over and system implementation. Several key activities include user training and acceptance testing. The County went live on the new ERP system in July 2016. The Achieve Phase began in February 2016 and was completed in September 2016, with post implementation support through 2017.

Funding/Cost Summary

Enterprise Resource Planning System	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
440 County Improvement Fund	\$ 18,860,100	\$ 3,417,908	\$ 3,311,927	\$ -	\$ -	\$ -	\$ -	\$ 3,311,927	\$ 25,589,935
460 Technology Capital Improvement	4,132,672	-	-	-	-	-	-	-	4,132,672
Project Total	\$ 22,992,772	\$ 3,417,908	\$ 3,311,927	\$ -	\$ -	\$ -	\$ -	\$ 3,311,927	\$ 29,722,607

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022
Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	2,651,261	2,794,241	2,794,241	2,794,291	2,794,291
Capital Expenses	-	-	-	-	-
Total	\$ 2,651,261	\$ 2,794,241	\$ 2,794,241	\$ 2,794,291	\$ 2,794,291

Jail Management Information System

Project Location: County Jail Facilities – Phoenix
 Managing Department: Sheriff's Office
 Project/Community Partner(s): None
 Scheduled Completion Date: June 2018

Project Purpose Statement

Safe Communities

The purpose of the Jail Management Information System Program is to ensure the accurate and reliable management of the classification and movement of defendants and inmates at the jail facilities so that staff and inmates' activities can be safe and monitored.

Project Description

The Jail Management Information System project was approved by the Board in January 2013. The project funds the design phase and consultant work to allow for the selection of a replacement automation system for the management and classification of in-custody defendants and inmates by the Maricopa County Sheriff's Office.

Funding/Cost Summary

Jail Management Information System	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
440 - County Improvement Fund	\$ 3,099,676	\$ 2,905,308	\$ 13,747,927	\$ 4,275,543	\$ 19,117	\$ -	\$ -	\$ 18,042,587	\$ 24,047,571
461 - Detention Tech Capital Improvement Fund	1,070,364	-	-	-	-	-	-	-	1,070,364
Project Total	\$ 4,170,034	\$ 2,905,308	\$ 13,747,927	\$ 4,275,543	\$ 19,117	\$ -	\$ -	\$ 18,042,587	\$ 25,117,929

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022
Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	50,000	720,651	1,180,916	1,217,727	1,376,968
Capital Expenses	-	-	-	-	-
Total	\$ 50,000	\$ 720,651	\$ 1,180,916	\$ 1,217,727	\$ 1,376,968

Public Safety Radio System

Project Location: Various locations around the County
 Managing Department: Enterprise Technology
 Project/Community Partner(s): None
 Scheduled Completion Date: December 2018

Project Purpose Statement

Safe Communities

The County's current Radio System does not meet portable radio coverage requirements and many active components of the system are no longer serviceable by the manufacturer. The proposed system will provide greater interoperability with other Public Safety agencies throughout the region. In addition, the project will also replace all portable and mobile radios on the system today (approximately 7,000) with state-of-the-art open architected radios that will afford greater interoperability by all end-users.

Project Description

The Radio System Project will upgrade and expand the County owned Public Safety Radio infrastructure and upgrade/replace the user mobile and portable radio fleet. The project will replace the current Public Safety Radio System that has been operational since 1995.

Funding/Cost Summary

Public Safety Radio System	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
440 County Improvement Fund	\$ 42,488,377	\$ 5,701,474	\$ 31,973,536	\$ 14,839,080	\$ -	\$ -	\$ -	\$ 46,812,616	\$ 95,002,467
460 Technology Capital Improvement	36,348,757	-	-	-	-	-	-	-	36,348,757
Project Total	\$ 78,837,134	\$ 5,701,474	\$ 31,973,536	\$ 14,839,080	\$ -	\$ -	\$ -	\$ 46,812,616	\$ 131,351,224

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022
Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	248,081	255,447	263,033	270,844	278,887
Capital Expenses	-	-	-	-	-
Total	\$ 248,081	\$ 255,447	\$ 263,033	\$ 270,844	\$ 278,887

Refresh Remote Sites Phase 3

Project Location: Many Sites throughout Maricopa County
 Managing Department: Enterprise Technology
 Project/Community Partner(s): None
 Scheduled Completion Date: June 2018

Project Purpose Statement

Government Operations

The County's current network infrastructure at the Remote Site Locations does not meet the Office of Enterprise Technology and industry minimum standards to ensure a reliable, secure, and supportable infrastructure required for the County to do business and serve the citizens.

Project Description

A reliable network is essential to ensuring all County employees have access to the business applications and systems they utilize each day to carry out their responsibilities in serving the public.

The outcomes for this project include: 1) Cable pathways and conduits that provide the ability to expand the network; 2) Telecom rooms that have adequate or better power, cooling, security, and monitoring requirements; 3) Cabling bandwidth that meets or exceeds the demands for video, voice, and data networking services; 4) Comprehensive network gear that is built with redundancy, 5) Secure WiFi services; 6) A network that is architected and supported by industry subject matter experts to operate in an 'always on – always connected' fashion – 24/7; and 7) Improved security of equipment and the data contained within the equipment.

Remote Site Locations: Phase 3 of the project will focus on the rest of the locations without the SL100 phone system and is scheduled to begin in FY 2017.

Funding/Cost Summary

Refresh Remote Sites Phase 3	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
460 Technology Capital Improvement	\$ -	\$ 876,301	\$ 1,576,443	\$ -	\$ -	\$ -	\$ -	\$ 1,576,443	\$ 2,452,744
Project Total	\$ -	\$ 876,301	\$ 1,576,443	\$ -	\$ -	\$ -	\$ -	\$ 1,576,443	\$ 2,452,744

Operating Cost Summary

Not Applicable.

Refresh Remote Sites Phase 4

Project Location: Many Sites throughout Maricopa County
 Managing Department: Enterprise Technology
 Project/Community Partner(s): None
 Scheduled Completion Date: June 2018

Project Purpose Statement

Government Operations

The County's current network infrastructure at County remote sites, which are defined as buildings outside of the Durango Campus, Southeast Campus, and Downtown Campus, do not meet OET and industry minimum standards to ensure a reliable, secure, and supportable infrastructure, which creates significant risk of service outage affecting the delivery of County services.

The network equipment at the identified remote sites for Phase II has reached end-of-life and therefore creates unnecessary risk of failure, which would disrupt County operations at the site. Inaction would result in:

- Network outages/downtime and can adversely affect the way customers conduct business;
- Inability to replace defective parts or broken parts on outdated network equipment;
- Premature network equipment failure due to inadequate cooling; and
- Increased maintenance costs due to aged equipment support requirements.

Project Description

A reliable network is essential to ensuring all County employees have access to the business applications and systems they utilize each day to carry out their responsibilities in serving the public. This Remote Sites Network Refresh project is focused on the 89 buildings within the Maricopa County region having a Zone 2&3 presence and is designed to improve network service delivery.

The outcomes for this project include: 1) Cable pathways and conduits that provide the ability to expand the network, 2) Telecom rooms that have adequate or better power, cooling, security, and monitoring requirements, 3) Cabling bandwidth that meets or exceeds the demands for video, voice, and data networking services, 4) Comprehensive network gear that is built with redundancy, 5) Secure WiFi services, 6) A network that is architected and supported by industry subject matter experts to operate in an 'always on – always connected' fashion – 24/7, and 7) Improve security of equipment and, more importantly, the data contained within the equipment.

Funding/Cost Summary

Refresh Remote Sites Phase 4	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
460 Technology Capital Improvement	\$ -	\$ -	\$ 5,166,219	\$ -	\$ -	\$ -	\$ -	\$ 5,166,219	\$ 5,166,219
Project Total	\$ -	\$ -	\$ 5,166,219	\$ -	\$ -	\$ -	\$ -	\$ 5,166,219	\$ 5,166,219

Operating Cost Summary

Not Applicable.

Treasurer Technology System Upgrade

Project Location: Phoenix
Managing Department: Maricopa County Treasurer
Project/Community Partner(s): None
Scheduled Completion Date: June 2019

Project Purpose Statement

Government Operations

The Treasurer's current property tax administration, banking, investment management, and accounting systems is based on an outdated, aged technology. The system has been maintained and enhanced by Treasurer's Information Services Division personnel using a combination of older and newer technologies. However, it is difficult to leverage new technologies that facilitate efficiencies and business process reengineering. Additionally, the system is used to meet over 400 statutory requirements of the Treasurer's Office which are complex and require a new system to meet them. The system has been patched and extended countless times over the last two and a half decades in response to changes (i.e. legislative, interfaces, legal compliance, and functional enhancements) and is increasingly difficult to maintain. Further, the system platform based on the OpenVMS operating system is neither mainstream nor common and presents numerous internal and external support challenges. All of these factors render the current Treasurer Information System (TIS) inadequate for continued long-term use both strategically and operationally. The various ad hoc systems created in Excel and Access to address the system's inadequacies further create a myriad of shadow/ancillary systems that complicate the user's ability to receive, record, safeguard, invest and disburse cash. Maintaining these ancillary systems, as well as relying on numerous databases and spreadsheets, requires a substantial amount of the staff's time and loss of efficiency. A new system is required to ensure the Treasurer's Office continues to meet its statutory obligations, can continue to serve taxpayers and the numerous stakeholders, and modernize and transform its principal duties of receiving, recording, safeguarding, investing, and disbursing cash. Finally, the management of up to \$10.5 billion could be at risk if we do not proceed to replace the outdated system.

Project Description

The Treasurer's Office is seeking a system/solution to replace the TIS, a 26-year old system written primarily in COBOL and based on Oracle's Rdb database system. The Treasurer's Office utilizes the current TIS in carrying out responsibilities to manage cash for County departments, school districts, and special districts in serving as the ex officio tax collector and collector of property taxes for distribution to the State, County, cities/towns, community college districts, school districts and special districts. The system is the critical component allowing the Treasurer's Office to fulfill its principal duties of receiving, recording, safeguarding, investing, and disbursing cash of these entities.

The objectives of the replacement are to:

- Replace the existing TIS system and incorporate the functionality of the various ancillary systems that were developed to address deficiencies as appropriate;
- Enhance the existing TIS functionality by making the existing capabilities more user-friendly and ensuring the replacement TIS is flexible enough to facilitate receiving, recording, safeguarding, investing, and disbursing cash as future statutory, regulatory and business requirements evolve;

- Convert data from existing TIS and ancillary systems to the replacement TIS;
- Train users and system administrators on the use and maintenance of the replacement TIS; and
- Obtain a stable, secure, scalable, maintainable and flexible solution that can accommodate growth and facilitate modifications necessary to meet changes in programs and mandates.

Funding/Cost Summary

Treasurer Technology System Upgrade	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
460 - Technology Capital Improvement	3,439,277	14,383,889	16,154,138	1,610,297	-	-	-	17,764,435	35,587,600
TOTAL PROJECTS 460	\$ 3,439,277	\$ 14,383,889	\$ 16,154,138	\$ 1,610,297	\$ -	\$ -	\$ -	\$ 17,764,435	\$ 35,587,600

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022
Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	18,537	259,678	1,566,168	1,613,153	1,661,547
Capital Expenses	-	-	-	-	-
Total	\$ 18,537	\$ 259,678	\$ 1,566,168	\$ 1,613,153	\$ 1,661,547



Transportation Project Detail

Capacity Enhancement Projects

Managing Department: Transportation
Project Partner(s): City of Peoria – T248, T251, T554, T568, T571, Town of Queen Creek – T430, T538, T554, TBD - T509, T520

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
T248 - Deer Valley 117th Ave to 109th Ave	4	4th Quarter FY 2021
T251 - Riggs Rd Ellsworth to Crismon	1	1st Quarter FY 2019
T406 - Riggs Rd Power to Hawes	1	4th Quarter FY 2019
T429 - Riggs Rd Recker to Power	1	4th Quarter FY 2018
T430 - Rittenhouse Bridge at Queen Creek Wash	1	4th Quarter FY 2020
T452 - Patton Rd west of 257th Ave	4	1st Quarter FY 2018
T495 - Lower Buckeye 71st Ave to 67th Ave	5	4th Quarter FY 2020
T496 - Signal Butte Apache to University	2	4th Quarter FY 2020
T509 - Dynamite 44th St to 45th St	3	3rd Quarter FY 2020
T520 - Camelback at Beardsley Canal	4	3rd Quarter FY 2020
T538 - Riggs Rd Crismon to Meridian	1	4th Quarter FY2019
T540 - Power Rd at Olney	2	4th Quarter FY 2018
T554 - Pinnacle Pk 99th Ave to 91st Ave	4	4th Quarter FY 2018
T561 - Olive Ave SR 303 to Sarival Ave	4	4th Quarter FY 2021
T562 - Olive Ave Sarival Ave to Reems Rd	4	4th Quarter FY 2022
T563 - Rio Verde Dr 136th St to 152nd St	2	4th Quarter FY 2018
T568 - Happy Valley Rd Loop 303 to the Agua Fria Bridge	4	4th Quarter FY 2018
T571 - Litchfield Rd Northern Pkwy to Peoria	4	4th Quarter FY 2018

Purpose Statement:

The purpose of the Capacity Enhancement Projects is to add additional travel lanes to existing roads or construct new roadways and bridges so citizens will have a more reliable commute.

Project Descriptions:

T003 - Special Projects

Special Projects is a reserve fund for projects selected by the Transportation Advisory Board to assist other agencies so that urgent projects can be funded that otherwise would not qualify through the normal review and authorization process. The County will contribute up to \$1.5M annually to Special Projects

T248 - Deer Valley 117th Ave to 109th Ave

The project will extend Deer Valley Rd across the Agua Fria River from 109th Ave to El Mirage Rd. It will connect Williams Rd at 117th Ave to Deer Valley Rd at 109th Ave. The project will construct two bridges, and two miles of five-lane new pavement. A total of \$2,750,000 is budgeted for FY 2018 to continue design and acquire right-of-way. Construction is planned to begin in the FY 2020.

T251 - Riggs Rd Ellsworth to Crismon

The purpose of this project is to build an interim roadway with two travel lanes and a center turn lane. A total of \$4,475,000 is budgeted in FY 2018 to construct the project.

T406 - Riggs Rd Power to Hawes

This segment of Riggs Rd will be expanded to have three travel lanes in each direction, a dual center turning lane, paved shoulders, signal improvements, drainage improvements and alignment improvements. Construction is planned to start in FY 2018 with \$6,205,000 budgeted to complete right-of-way acquisition, utility relocation and environmental clearance prior to starting construction.

T429 - Riggs Rd Recker to Power

This segment of Riggs Rd 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 \$2,808,000 is budgeted in FY 2018 to complete construction.

T430 - Rittenhouse Bridge at Queen Creek Wash

This project will replace the existing two lane bridge with a four lane box culvert on Rittenhouse Rd over Queen Creek Wash along with widening segments of Rittenhouse to match the already widened Rittenhouse Rd on the north leg. A total of \$20,000 is budgeted in FY 2018 to complete design. Construction is planned to start in FY 2019 after Riggs Rd construction to Meridian is complete.

T452 - Patton Rd west of 257th Ave

This project is to make channel improvements downstream of Patton Rd to eliminate the roadway ponding. A total of \$10,000 is budgeted in FY 2018 to complete construction and close the project.

T495 - Lower Buckeye 71st Ave to 67th Ave

The purpose of this Project is to widen Lower Buckeye Rd to a four-lane arterial roadway with center turn lane to match the roadway to the east within the City of Phoenix so travelers will have a safer commute. A total of \$310,000 is budgeted in FY 2018 to start design.

T496 - Signal Butte Rd Apache to University

The purpose of this Project is to widen Signal Butte Rd to a four-lane arterial roadway to eliminate its scalloped street status. A total of \$295,000 is budgeted in FY 2018 to start design.

T509 - Dynamite 44th St to 45th St

This project will make downstream channel improvements to help alleviate the sediment buildup. A total of \$131,000 is budgeted for FY 2018 to make the recommended downstream improvements.

T520 - Camelback at Beardsley Canal

This project will bridge the Beardsley Canal to alleviate congestion caused by local school traffic. A total of \$265,000 is budgeted for FY 2018 to continue design, right-of-way acquisition and utility relocation. Construction is planned for FY 2020.

T538 - Riggs Rd Crismon to Meridian

The purpose of this project is to build an interim roadway with two travel lanes and a center turn lane; make improvements to the Riggs/Rittenhouse intersection; and then taper to align with the existing two lane Combs Rd in Pinal County. The Town of Queen Creek is the lead on this project. The County will complete the design, right-of-way acquisition and utility relocation within Maricopa County. The Town of Queen Creek is responsible for all costs in Pinal County. A total \$8,255,000 is budgeted in FY 2018 to complete design, right-of-way acquisition and utility relocation.

T540 - Power Rd at Olney

The purpose of this project is to widen Power Rd at Olney to eliminate scalloped street situation so travelers will have a safer commute. A total of \$243,000 is budgeted in FY 2018 to complete construction.

T554 - Pinnacle Pk 99th Ave to 91st Ave

The City of Peoria plans to improve Pinnacle Peak Rd from 99th Ave to 91st Ave in two phases to a five-lane arterial road with a raised median and upgrade the traffic signal at the intersection of Pinnacle Peak and 91st Ave. The County will contribute \$2,997,000 towards the project in exchange for the City's annexation of the County's portion of the project.

T561 - Olive Ave SR 303 to Sarival Ave

This project will improve Olive Ave to a five-lane arterial road with a center turn lane. Construction is planned to start in FY 2019 with \$1,750,000 budgeted in FY 2018 for design, right-of-way acquisition, utility relocation and environmental clearance.

T562 - Olive Ave Sarival Ave to Reems Rd

This project will improve Olive Ave to a five-lane arterial road with a center turn lane. Construction is planned to start in FY 2020 with \$1,380,000 budgeted in FY 2018 for design, utility relocation and environmental clearance.

T563 - Rio Verde Dr 136th St to 152nd St

This scoping study will identify the necessary improvements and the cost to widen this section of Rio Verde drive so travelers will have a safer less congested commute. A total of \$215,000 is budgeted in FY 2018 to complete the study.

T568 - Happy Valley Rd Loop 303 to the Agua Fria Bridge

The City of Peoria plans to improve Happy Valley Rd from the Loop to Lake Pleasant Pkwy to a six-lane arterial road with bike lanes. The County will contribute \$2,568,000 towards the project in exchange for the City's annexation of the County's portion of the project.

T571 - Litchfield Rd Northern Pkwy to Peoria Ave

This scoping study will identify what improvements will be needed and the cost to widen Litchfield Rd from Northern Pkwy to Peoria Ave to improve traffic flow and increase safety for travelers. A total of \$70,000 is budgeted in FY 2018 to complete the study.

CAPY - Capacity Project Reserve

Project reserve funding that will be used for new projects and / or change orders for existing projects.

Funding/Cost Summary

Uses by Project	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5 - Year Total	Total Project
CAPY - Capacity	-	-	6,347,600	1,964,474	13,812,337	2,682,496	19,960,000	44,766,907	44,766,907
T003 - Special Projects	3,085,921	350,000	940,500	-	-	-	-	940,500	4,376,421
T248 - Deer Valley El Mirage To Lk P	2,561,443	261,605	2,750,000	600,000	19,040,000	6,172,000	-	28,562,000	31,385,048
T251 - Riggs Ellsworth To Meridian	2,773,242	383,411	4,475,000	-	-	-	-	4,475,000	7,631,653
T406 - Riggs Rd Power to Hawes	1,024,183	4,688,618	6,205,000	5,008,000	-	-	-	11,213,000	16,925,801
T429 - Riggs Rd Recker to Power	5,475,056	5,335,389	2,808,000	-	-	-	-	2,808,000	13,618,445
T430 - Rittenhouse Bridge at QC Wash	563,544	41,399	20,000	1,259,000	1,214,000	-	-	2,493,000	3,097,943
T452 - Patton Rd West Of 257th Ave	220,709	48,600	10,000	-	-	-	-	10,000	279,309
T495 - Lower Buckeye 71st to 67th Ave	173,264	756	310,000	1,063,000	2,128,000	-	-	3,501,000	3,675,020
T496 - Signal Butte Apache to University	203,783	1,066	295,000	1,000,000	1,230,000	-	-	2,525,000	2,729,849
T509 - Dynamite 44th St to 45th St	73,981	3,969	131,000	-	-	-	-	131,000	208,950
T520 - Camelback at Beardsley Canal	103,691	266,644	265,000	720,000	1,395,000	-	-	2,380,000	2,750,335
T538 - RIGGS RD CRISMON TO MERIDIAN	19,382	294,771	8,255,000	2,931,000	-	-	-	11,186,000	11,500,153
T540 - POWER RD AT OLNEY AVE	59,762	9,635	243,000	-	-	-	-	243,000	312,397
T554 - PINNACLE PK 99TH AVE TO 91ST AVE	-	35	2,997,000	-	-	-	-	2,997,000	2,997,035
T568 - Happy Valley Loop 303 to Agua Fria River	-	88	263,000	2,305,000	-	-	-	2,568,000	2,568,088
T570 - MERIDAN RD RIGGS IGA	-	-	300,000	-	-	-	-	300,000	300,000
T571 - LITCHFIELD RD N P KWAY TO PEORIA	-	12,000	70,000	-	-	-	-	70,000	82,000
	\$ 16,337,961	\$ 11,697,986	\$ 36,685,100	\$ 16,850,474	\$ 38,819,337	\$ 8,854,496	\$ 19,960,000	\$ 121,169,407	\$ 149,205,354

Operating Cost Summary

Capacity Enhancement is a new grouping of projects following a reorganization of the Transportation Capital Improvement Plan.

Dust Mitigation Projects

Managing Department: Transportation

Project Partner(s): T491 - Parks and Recreation Department

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
T408 - Palm Lane Drainage	2	4th Quarter FY 2018
T453 - Rockaway Hills 255th-251st Ave	4	1st Quarter FY 2018
T456 - New River Area Phase 2	3	4th Quarter FY 2018
T457 - Carefree Highway Area	3	4th Quarter FY 2018
T458 - Laveen Area	5	4th Quarter FY 2018
T491 - Vulture Mountain Rec Area Rds	4	4th Quarter FY 2018
T508 - Narramore at Waterman Wash	5	TBD
T523 - 10th St from Desert Hills Estates Dr to Tanya	1	4th Quarter FY 2018
T556 - Pinnacle Vista Dr 40th to 46th St	3	4th Quarter FY 2018

Purpose Statement:

The purpose of the Dust Mitigation Projects is to pave dirt roads with the goal of reducing fugitive dust and improving public health.

Project Descriptions:

T408 - Palm Lane Drainage

This project will install a storm drain on Palm Lane to mitigate flooding to increase safety for residents in the area and reduce maintenance costs for the County. A total of \$1,905,000 budgeted in FY 2018 for construction.

T453 - Rockaway Hills 255th Ave to 251st Ave

This project will pave Rockaway Hills from 255th to 251st Ave so travelers will have a healthier route to travel. A total of \$10,000 budgeted in FY 2018 for construction closeout.

T456 - New River Area Phase 2

This project will pave 3rd Ave from Honda Bow Rd to 1500 feet north of Cavalry Rd; and, 7th Ave from Honda Bow Rd to 1000 feet north of Cavalry Rd so travelers will have a healthier route to travel. A total of \$1,220,000 is budgeted in FY 2018 for construction.

T457 - Carefree Highway Area

This project will pave 10th St from Dove Valley to Paint Your Wagon Tr and Dove Valley from 10th St to 12th St so travelers will have a healthier route to travel. A total of \$1,417,000 is budgeted in FY 2018 for construction.

T458 - Laveen Area

This project will pave 31st Ave from Olney to McNeil; Olney Ave from 33rd Ave to 31st Ave; and, 45th Ave from Estrella Dr to Gumina Ave so travelers will have a healthier route to travel. A total of \$1,275,000 budgeted in FY 2018 for construction.

T491 - Vulture Mountain Rec Area Rds

This project will design the interior roads for the Vulture Mountain Recreation Area as part of a long term project to develop the park. A total of \$190,000 is budgeted in FY 2018 to complete design the interior park roads.

T508 - Narramore at Waterman Wash

This scoping study will explore feasible options to provide an all-weather crossing and to reduce maintenance costs resulting from debris cleanup after storm events. A total of \$66,000 budgeted in FY 2017 to complete the study.

T523 - 10th St from Desert Hills Estates Dr to Tanya

This project will pave 10th St from south of Desert Hills Estate Dr to Tanya Rd so travelers will have a healthier route to travel. A total of \$410,000 budgeted in FY 2018 for construction.

T556 - Pinnacle Vista Dr 40th St to 46th St

This project will pave Pinnacle Vista Dr from 40th Street to 46th Street so travelers will have a healthier route to travel. A total of \$60,000 budgeted in FY 2018 for design.

DMIT - Dust Mitigation Project Reserve

Project reserve funding that will be used for new projects and / or change orders for existing projects.

Funding/Cost Summary

Uses by Project	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5 - Year Total	Total Project
DMIT - Dust Mitigation	-	-	750,800	2,699,467	2,823,119	2,893,555	8,250,000	17,416,941	17,416,941
T408 - Palm Lane Drainage	167,784	110,866	1,905,000	340,000	-	-	-	2,245,000	2,523,650
T453 - Rockaway Hills 255th to 251st Ave	277,331	17,942	10,000	-	-	-	-	10,000	305,273
T456 - New River Area Phase 2	236,866	125,356	1,220,000	-	-	-	-	1,220,000	1,582,222
T457 - Carefree Hwy Area	137,553	38,976	1,417,000	-	-	-	-	1,417,000	1,593,529
T458 - Laveen Area	158,355	235,327	1,275,000	-	-	-	-	1,275,000	1,668,682
T491 - Vulture Mountain Recarea Roads	167,077	63,334	190,000	-	-	-	-	190,000	420,411
T508 - Narramore at Waterman Wash	102,327	185	66,000	-	-	-	-	66,000	168,512
T523 - 10th St Desert Hills to Tanya	38,964	308	410,000	-	-	-	-	410,000	449,272
T556 - Pinnacle Vista Dr 40th to 46th St	-	63,451	50,000	550,000	-	-	-	600,000	663,451
	\$ 1,286,257	\$ 655,745	\$ 7,293,800	\$ 3,589,467	\$ 2,823,119	\$ 2,893,555	\$ 8,250,000	\$ 24,849,941	\$ 26,791,943

Operating Cost Summary

Dust Mitigation is a new grouping of projects following a reorganization of the Transportation Capital Improvement Plan.

MAG / ALCP Projects

Managing Department: Transportation

Project Partner(s): Maricopa Association of Governments (MAG), the Cities of El Mirage, Glendale, and Peoria, the Maricopa County Flood Control District – T195, MAG, Salt River Pima Maricopa Indian Community, City of Mesa – T339, MAG, Salt River Pima Maricopa Indian Community – T342, MAG, the Cities of El Mirage, Glendale, and Peoria, the Maricopa County Flood Control District – T347, T372, T427, T498, T499, T500, T501, T543, T573, MAG, City of El Mirage – T367, MAG, City of Chandler – T486

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
T195 - Northern Pkwy Phase I Landscaping	4	TBD
T339 - Gilbert Rd Bridge at the Salt River	2	4th Quarter FY 2021
T342 - McKellips Rd SR 101 to Alma School	2	4th Quarter FY 2021
T347 - Northern Pkwy Dysart to 111th Ave	4	4th Quarter FY 2019
T367 - El Mirage Northern to Peoria	4	4th Quarter FY 2019
T372 - Northern Pkwy Northern at Loop 101	4	4th Quarter FY 2020
T427 - Northern Pkwy Dysart Overpass	4	4th Quarter FY 2020
T486 - 111th Ave to Grand Right-of-way	4	3rd Quarter FY 2022
T498 - Northern Pkwy El Mirage Alternate Access	4	4th Quarter FY 2021
T499 - Northern Pkwy El Mirage Overpass	4	1st Quarter FY 2022
T500 - Northern Pkwy Agua Fria to 111th Ave	4	1st Quarter FY 2024
T501 - Northern Pkwy 111th Ave to 107th Ave	4	4th Quarter FY 2024
T543 - Northern Pkwy Storm Drain	4	1st Quarter FY 2022
T573 - Northern Pkwy Loop 101 to Grand Scoping Study	4	3rd Quarter FY 2019

Purpose Statement:

The purpose of the MAG / ALCP Projects is to implement arterial street projects in the MAG Regional Transportation Plan funded by a combination of funding sources and partner contributions.

Project Descriptions:

T195 - Northern Pkwy Phase I Landscaping

The first phase of the 12.5 mile Northern Pkwy project from Sarival to Dysart has been completed and includes landscaping of the right-of-way. The one outstanding issue is the acquisition of one parcel which is in condemnation. The issue is expected to be resolved in FY 2018. A total of \$3,505,000 is budgeted in FY 2018 to complete the project.

T339 - Gilbert Rd Bridge at the Salt River

A new four-lane bridge will replace the existing two-lane bridge with a raised roadway approaches to provide an all-weather crossing. The project is partially funded from the Regional Transportation Plan. A total of \$1,065,000 is budgeted in FY 2018 to begin design. Construction is planned to start in FY 2020.

T342 - McKellips Rd SR 101 to Alma School

This project will make safety improvements to McKellips Rd to include bike lanes, curb, gutter, sidewalk, and raised median between Loop 101 and 92nd Street. A total of \$415,000 is budgeted in FY 2018 to begin the design. Construction is planned for FY 2021.

T347 - Northern Pkwy Dysart to 111th Ave

This project will widen Northern Pkwy to four lanes in partnership with the Maricopa Association of Governments and the Cities of El Mirage, Glendale, Peoria, and the Maricopa Flood Control District. A total of \$9,340,000 is budgeted for FY 2018 to complete design and right-of-way acquisition and then start construction.

T367 - El Mirage Northern to Peoria

The purpose of this project is to design the widening of El Mirage from Northern to 1500 feet south of Peoria from two to four lanes with a dual left turn lane in the middle so travelers will have a safer route to travel. A total of \$6,747,000 is budgeted in FY 2018 to start construction.

T372 - Northern Pkwy Northern at Loop 101

This is one of four projects in the second phase of the 20 year multi-phased project in partnership with the Maricopa Association of Governments and the Cities of El Mirage, Glendale, Peoria, and the Maricopa Flood Control District. It will widen Northern Ave from 99th Ave to Loop 101 east ramps to six lanes with additional left and right turn lanes at Loop 101. The sloped bridge abutments under the Loop 101 will be reconstructed to vertical walls to provide the extra lanes. A total of \$900,000 is budgeted in FY 2018 for design and to start utility relocation.

T427 - Northern Pkwy Dysart Overpass

The Dysart overpass is one of four projects in the second phase of the 20 year multi-phased project in partnership with the Maricopa Association of Governments and the Cities of El Mirage, Glendale, Peoria, and the Maricopa Flood Control District. Northern Ave will be widened initially to four lanes with additional lanes at major intersections. Construction of the overpass is planned for FY 2020. The overpass will be constructed to the ultimate six lane width with wide shoulders to accommodate future expansion but striped to have two travel lanes in each direction consistent with initial construction of the other portions of the 20 year multi-phased project. A total of \$879,000 is budgeted in FY 2018 for design.

T486 - 111th Ave to Grand Right-of-way

The 111th Ave to Grand Right-of-way project is to acquire any additional needed right-of-way for the 20 year multi-phased Northern Pkwy project in partnership with the Maricopa Association of Governments and the Cities of El Mirage, Glendale, Peoria, and the Maricopa Flood Control District. A total of \$14,200,000 is budgeted in FY 2021 and 2022 to acquire right-of-way for the final phases of the program as needed.

T498 - Northern Pkwy El Mirage Alternate Access

This is one of nine projects in the third phase of the 20 year multi-phased Northern Pkwy project in partnership with the Maricopa Association of Governments and the Cities of El Mirage, Glendale, Peoria, and the Maricopa Flood Control District. This project will construct a new east/west roadway along the Butler Dr alignment between Dysart Rd and the 127th Ave alignment and a new north/south roadway along the 129th Ave alignment between the new Butler Dr and Northern Pkwy. The design of this project is planned to start in FY 2019 with construction planned for FY 2021.

T499 - Northern Pkwy El Mirage Overpass

The El Mirage Overpass is one of nine projects in the third phase of the 20 year multi-phased Northern Pkwy project in partnership with the Maricopa Association of Governments and the Cities of El Mirage, Glendale, Peoria, and the Maricopa Flood Control District. Northern Ave will be widened initially to four lanes with additional lanes at major intersections. Construction of the overpass is planned to start in FY 2020. The overpass will be constructed to the ultimate six lane width with wide shoulders to accommodate future expansion but striped to have two travel lanes in each direction consistent with initial construction of the other portions of the 20 year multi-phased project. A total of \$535,000 is budgeted in FY 2018 to start design.

T500 - Northern Pkwy Agua Fria to 111th Ave

This Phase 4 project will widen Northern Pkwy from four lanes to six lanes. The design is planned to start in FY 2022 with construction following in FY 2023 or FY 2024.

T501 - Northern Pkwy 111th Ave to 107th Ave

This Phase 4 project will widen Northern Pkwy from four lanes to six lanes. The design is planned to start in FY 2022. Some right-of-way is anticipated to be required followed by construction in FY 2023 and 2024.

T543 - Northern Pkwy Storm Drain

This project is to construct a storm drain that will collect storm water and convey it to the Agua Fria River for portions of both El Mirage Rd and Northern Pkwy. A total of \$15,000 is budgeted in FY 2018 to complete the project.

T573 - Northern Pkwy Loop 101 to Grand Scoping Study

This Scoping Assessment study is to determine the improvements required and their cost for the section of Northern Pkwy from Loop 101 to Grand Ave. A total of \$625,000 is budget for this three mile study in FY 2018 which is expected to be completed in FY 2019.

ALCP - MAG / ALCP Project Reserve

Project reserve funding that will be used for new projects and / or change orders for existing projects.

Funding/Cost Summary

Sources by Project	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5 - Year Total	Total Project
ALCP - MAG ALCP Projects	-	-	565,800	-	-	-	-	565,800	565,800
T339 - Gilbert Road Bridge	1,465	480,000	1,400,000	-	9,795,000	17,715,000	13,027,000	41,937,000	42,418,465
T342 - McKellips Rd I10 to Alma Schl	294,433	-	-	840,000	1,000,000	5,496,000	-	7,336,000	7,630,433
T347 - Northern Parkway Phase II	10,876,851	3,630,648	7,541,247	27,076,120	-	-	-	34,617,367	49,124,866
T367 - El Mirage Northern to Peoria	1,623,144	1,289,000	4,218,900	1,640,800	-	-	-	5,859,700	8,771,844
T372 - Northern Pkwy Northern at L101	-	-	447,150	3,583,000	7,265,000	-	-	11,295,150	11,295,150
T427 - Dysart Ave Overpass	-	-	783,000	-	17,705,000	19,059,000	-	37,547,000	37,547,000
T486 - Northern Ph 2 ROW Protection	-	-	-	500,000	500,000	3,779,000	-	4,779,000	4,779,000
T498 - NPKWY EL MIRAGE ALT ACC	-	-	-	248,156	-	2,666,753	-	2,914,909	2,914,909
T499 - NPKWY EL MIRAGE OVERPASS	-	-	-	2,166,247	2,166,247	2,166,247	-	6,498,741	6,498,741
T500 - NPKWY AQUA FRIA TO 111TH	-	-	-	-	-	228,429	2,166,247	2,394,676	2,394,676
T501 - NPKWY 111TH TO 107TH	-	-	-	-	-	911,943	3,112,289	4,024,232	4,024,232
T502 - PKWY 107TH TO 99TH	-	-	-	-	-	1,048,000	-	1,048,000	1,048,000
T573 - NO PKWY LOOP TO GRAND	-	-	943,000	141,450	-	-	-	1,084,450	1,084,450
	\$ 12,795,893	\$ 5,399,648	\$ 15,899,097	\$ 36,195,773	\$ 38,431,247	\$ 53,070,372	\$ 18,305,536	\$ 161,902,025	\$ 180,097,566

Uses by Project	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5 - Year Total	Total Project
ALCP - MAG ALCP Projects	-	-	2,536,500	2,842,273	3,467,751	24,833,274	11,040,000	44,719,798	44,719,798
T195 - Northern Ave SR 303 To Grand	51,787,416	4,246	3,505,000	-	-	-	-	3,505,000	55,296,662
T339 - Gilbert Road Bridge	1,658,970	967,025	1,065,000	70,000	27,175,000	28,580,000	-	56,890,000	59,515,995
T342 - McKellips Rd I10 to Alma Schl	518,728	67,222	416,000	1,625,000	2,270,000	5,463,000	-	9,774,000	10,359,950
T347 - Northern Parkway Phase II	16,237,260	1,190,698	9,340,000	25,160,000	-	-	-	34,500,000	51,927,958
T367 - El Mirage Northern to Peoria	2,790,264	1,267,980	6,747,000	2,399,000	-	-	-	9,146,000	13,204,244
T372 - Northern Pkwy Northern at L101	258,105	25,124	900,000	3,800,000	7,734,000	-	-	12,434,000	12,717,229
T427 - Dysart Ave Overpass	33	-	879,000	-	10,526,000	-	-	11,405,000	11,405,033
T486 - Northern Ph 2 ROW Protection	9,705	182	-	650,000	650,000	4,100,000	-	5,400,000	5,409,887
T498 - NPKWY EL MIRAGE ALT ACC	-	-	-	389,508	5,000	2,884,286	-	3,278,794	3,278,794
T499 - NPKWY EL MIRAGE OVERPASS	-	-	-	535,000	10,470,000	18,135,000	-	29,140,000	29,140,000
T500 - NPKWY AQUA FRIA TO 111TH	-	-	-	-	-	-	360,714	360,714	360,714
T501 - NPKWY 111TH TO 107TH	-	-	-	-	-	-	1,337,857	1,337,857	1,337,857
T543 - Northern Pkwy Storm Drain	17,806	1,090,311	15,000	-	-	-	-	15,000	1,123,117
T573 - NO PKWY LOOP TO GRAND	-	-	625,000	175,000	-	-	-	800,000	800,000
	\$ 73,278,287	\$ 4,612,788	\$ 26,028,500	\$ 37,645,781	\$ 62,297,751	\$ 83,995,560	\$ 12,738,571	\$ 222,706,163	\$ 300,597,238

Operating Cost Summary

MAG / ALCP is a new grouping of projects following a reorganization of the Transportation Capital Improvement Plan.

System Preservation and Reconstruction Projects

Managing Department: Transportation

Project Partner(s): Maricopa Association of Governments (MAG) – T338,

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
T338 - Miller Rd I-10 to 1 mile north	4	2nd Quarter FY 2019
T348 - Bush Highway Asphalt Rubber Overlay	2	4th Quarter FY 2018
T549 - Palo Verde Rd Bridge at RID	4	4th Quarter FY 2019
T557 - Broadway Rd Bridges at Tempe Canal	1	4th Quarter FY 2018
T558 - New River and NW Arterials Overlays	4	4th Quarter FY 2018
T564 - South Arterials M & R Overlays	2	4th Quarter FY 2018
T565 - 2018 NE Arterials Mill and Overlay	2	4th Quarter FY 2018
T566 - 2018 Local and Collectors Rehab	4	4th Quarter FY 2018
T567 - Baseline Salome Hwy to SR 85	4	4th Quarter FY 2018

Purpose Statement:

The purpose of the System Preservation and Reconstruction Projects is to extend the useful life of the roadway system.

Project Descriptions:

T338 - Miller Rd I-10 to 1 mile north

This project will pave Miller Rd from I-10 to one mile north to reduce dust for the traffic going to and from the Arizona Army National Guard and Army Reserve facility. A total of \$105,000 is budget in FY 2018 to complete the design and acquire right-of-way.

T348 - Bush Highway Asphalt Rubber Overlay

This 15.4 mile long project will overlay the existing pavement and make other improvements to improve safety. It will begin near the City of Mesa city limits and extend to 1200 feet south of SR 87. In addition it will pave approximately 500 feet of Usery Pass Rd and Goldfield Rd. Other improvements include replacing an existing fence with a concrete barrier, upgrading existing guardrails and replacing an existing drainage pipe with two 24 inch pipes to reduce roadway flooding. The project was planned to be completed in phases over three years due to limitations on construction from nesting bald eagles and heavy summer traffic. Phases 1, 3 and 4 are complete. Phase 2 will complete the project. A total of \$2,999,000 is budgeted in FY 2018 to construct Phase 2 of the project.

T549 - Palo Verde Rd Bridge at RID

This project will replace the bridge over the Roosevelt Irrigation District canal which is failing. A total of \$191,731 is budget in FY 2018 to complete the scoping study. Construction is planned for FY 2019.

T557 - Broadway Rd Bridges at Tempe Canal

This scoping study will determine the cost to replace the two bridges on Broadway over the Tempe canal. A total of \$120,000 is budgeted to complete the scoping study.

T558 - New River and NW Arterials Overlays

This project will mill and overlay 16.4 miles of roads with rubberized asphalt concrete: 27th Ave from Cloud to Desert Hills and New River Rd to Photo View; New River Rd from I-17 to Desert Hills Dr; and, 211th Ave from Dove Valley to SR 74. A total of \$3,689,000 is budget in FY 2018 for construction.

T564 - South Arterials M & R Overlays

This project will mill and overlay 12.65 miles of arterial roads:

Van Buren St from 299th Ave to Sun Valley Pkwy; Broadway Rd from 59th Ave to approx. 1/3 mile east; Rainbow Valley Rd from Ray Rd to Elliot Rd; Southern Ave from 107th Ave to 99th Ave and 50th Ave to 47th Ave; Tuthill Rd from Pecos Rd to Ray Rd; Broadway Rd from Dean Rd to Perryville Rd; and, Palo Verde Rd from Baseline Rd to RID Canal. A total of \$2,916,000 is budgeted in FY 2018 to pave the roads.

T565 - 2018 NE Arterials Mill and Overlay

This project will mill and overlay 3.1 miles of roads with rubberized asphalt concrete:

Germann Rd from Sossaman Rd to 204th St; Warner Rd from 80th St to approx. 1/10 mile east of Hawes Rd; and Warner Rd from SR 202 to Ellsworth Rd. A total of \$805,000 is budgeted in FY 2018 to pave these roads.

T566 - 2018 Local and Collectors Rehab

This project will rehabilitate 8.5 miles of roads:

96th St from Broadway north to the end of road; Adobe Rd from Higley Rd to 66th Way; Adobe Rd from Ellsworth to Crismon Rd; Pueblo Ave from 96th St to 98th St; 102nd St from Wood Ave to Apache Trail; Jones Ave from CAP Canal to 0.1 miles east of 102nd St; Wood Ave from Crismon to 102nd St; 94th Pl from Quarterline Rd to Des Moines St; 94th Way from Cisco Rd to Des Moines St; 95th Circle from Quarterline Rd south; 95th Pl from University to Des Moines St; 95th St from Cisco Rd to Des Moines St; Casper Circle from 95th Pl to end; Cisco Rd from 94th Way to 95th Pl; 92nd Pl from Quarterline to Duncan St; 93rd St from Quarterline north to end of road; Dennis St from Ellsworth to 92nd Pl; Dover St from 92nd Pl to 93rd St; Duncan St from 92nd Pl Des Moines St; Quarterline Rd from 92nd Pl to 94th Pl; Des Moines St from Adobe Rd to Duncan St; Aaron Circle from Cicero St South; Cicero St from 95th Pl to 96th St; Adobe Rd from Ellsworth to 0.2 miles west; Via De Palmas from McQueen Rd to 122nd St; and in the west valley; Compressor Rd from start of road to Agua Caliente Extension; Fremont Rd from Liberty School to Jackrabbit Trail; Liberty School Rd from MC85 to Fremont Rd; and, Lower Buckeye Rd from 127th Ave to 123rd Dr. A total of \$4,118,000 is budgeted to rehabilitate these roads.

T567 - Baseline Salome Hwy to SR 85

This project will mill and replace with hot in-place recycled pavement 8.3 miles of Baseline Rd from Salome Highway to just west of MC 85. A total of \$2,100,000 is budgeted to pave the road.

SPAR - System Preservation and Reconstruction Reserve

Project reserve funding that will be used for new projects and / or change orders for existing projects.

Funding/Cost Summary

Uses by Project	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5 - Year Total	Total Project
SPAR - System Preservation	-	-	2,052,300	8,600,253	4,021,709	7,342,990	13,250,000	35,267,252	35,267,252
T338 - Miller Rd I10 to 1 Mi N I10	285,553	113,276	105,000	1,439,000	-	-	-	1,544,000	1,942,829
T348 - Bush Hwy Asphalt Rubber Ovly	3,089,147	5,693,576	2,999,000	-	-	-	-	2,999,000	11,781,723
T477 - Pavement Preservation Projects	166	21,573	-	7,525,000	6,000,000	12,000,000	12,000,000	37,525,000	37,546,739
T549 - Palo Verde Rd Bridge at RID	-	66,965	191,731	1,675,000	-	-	-	1,866,731	1,933,696
T557 - BROADWAY RD BRIDGES AT TEMPLE C	-	126,130	120,000	-	-	-	-	120,000	246,130
T558 - NEW RIVER AND NW ARTERIALS OVERI	-	5,785	3,689,000	-	-	-	-	3,689,000	3,694,785
T564 - SOUTH ARTERIALS OVERLAYS	-	28,823	2,916,000	-	-	-	-	2,916,000	2,944,823
T565 - 2018 NE Arterials Mill and Overlay	-	17,350	805,000	-	-	-	-	805,000	822,350
T566 - 2018 Local and Collectors Rehab	-	23,445	4,118,000	-	-	-	-	4,118,000	4,141,445
T567 - Baseline Salome Hwy to SR85	-	16,820	2,100,000	-	-	-	-	2,100,000	2,116,820
	\$ 3,374,866	\$ 6,113,743	\$ 19,096,031	\$ 19,239,253	\$ 10,021,709	\$ 19,342,990	\$ 25,250,000	\$ 92,949,983	\$ 102,438,592

Operating Cost Summary

Capacity Enhancement is a new grouping of projects following a reorganization of the Transportation Capital Improvement Plan.

Transportation System Management Projects

Managing Department: Transportation

Project Partner(s): City of Phoenix – T345, T465, T511, T513, T533; ADOT, Cities of Surprise, Peoria, Glendale, Phoenix and Scottsdale – T447; Cities of Surprise and Peoria, Flood Control District – T510; Cities of Surprise and Peoria, Flood Control District – T510; City of Tempe – T552; Private Developer – T553; City of Scottsdale, Town of Carefree – T569; Pinal County, Town of Queen Creek – T570

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
T008 - Property Management Prior Year Projects	All	Ongoing
T011 - Right-of-way infill on the County Rd System	All	Ongoing
T345 - MC 85 95th to 75th Ave	5	4th Quarter FY 2019
T365 - Traffic Calming	All	Ongoing
T412 - Eagle Eye Rd at Tiger Wash	4	1st Quarter FY 2018
T447 - Bell Rd Adaptive Signals	2, 3, 4	4th Quarter FY 2018
T464 - 51st Ave Bus Pullouts	3	3rd Quarter FY 2018
T465 - Broadway 51st Ave to 7th St	5	N/A
T466 - Fiber Optics Installation on Indian School, McDowell and Daisy Mountain Rds	2, 3, 4	2nd Quarter FY 2018
T467 - Fiber Optics Installation on Riggs Rd	1	1st Quarter FY 2018
T487 - Yuma at Jackrabbit Trail	5	4th Quarter FY 2018
T490 - Lower Buckeye at 107th Ave	5	3rd Quarter FY 2018
T493 - MC 85 Baseline to Cotton Ln	5	2nd Quarter FY 2018
T497 - Olive Ave: Citrus to Cotton Ln	4	4th Quarter FY 2020
T510 - Union Hills at 115th Ave	4	4th Quarter FY 2018
T511 - MC 85 107th to 95th Ave	5	4th Quarter FY 2019
T513 - 35TH Ave Carver to Elliot	5	TBD
T533 - Broadway Rd at 75th Ave	5	TBD
T534 - MC 85 at Rainbow Rd	4	4th Quarter 2019
T537 - Salome at Wintersburg Signal Upgrade	4	1st Quarter 2019
T539 - Power Rd at Elliot Rd	2	4th Quarter 2018

T548 - MC 85 Liberty School to Cotton Ln	4	4th Quarter FY 2019
T550 - Traffic Signal Detection Upgrade	4	4th Quarter 2018
T551 - Skunk Creek Crossings Circle Mountain to 19th Ave	3	1st Quarter 2018
T552 - Mary St Storm Drain	1	4th Quarter 2018
T553 - MC 85 at 79th Ave Traffic Signal	5	TBD
T559 - U S 80 at Rainbow Wash	5	1st Quarter FY 2019
T560 - U S 80 at Butterfield Wash	5	2nd Quarter 2019
T569 - Carefree Hwy 56th St to 60th St IGA	3	TBD
T570 - Meridian Rd Empire to s/o Riggs		TBD
T572 - MC 85 at Verrado Way	4	4th Quarter 2018

Purpose Statement:

The purpose of the Transportation System Management Projects is to allow the system to function more efficiently by installing new traffic signals, improving intersections, adding turning lanes, and using technology to improve traffic flow thereby increasing capacity and reducing travel time. Transportation System Management also includes necessary system improvements such as acquisition of right-of-way and participation in other agency projects.

Project Descriptions:

T008 - Property Management Prior Year Projects

Excess land occurs from situations where it is more cost effective to purchase the entire parcel rather than a portion of the parcel, thus avoiding costly litigation and severance damage claim. This property must be maintained and when appropriate later sold. The estimated annual cost is \$50,000.

T011 - Right-of-way infill on the County Rd System

Right-of-way infill is a reserve fund for the purchase of property on existing roads where, after research, the county does not have title. The FY 2018 budget is \$150,000 to acquire right-of-way when identified.

T345 - MC 85 95th Ave to 75th Ave

This project will create a constant roadway profile from 95th Ave to 75th Ave by adding a dual center turning lane where currently missing, improving the 83rd and 91st Ave intersections plus milling and replacing the asphalt from 95th Ave to 75th Ave so the traveling public will have a safer commute. A total of \$21,030,000 is budgeted in FY 2018 to complete right-of-way acquisition and utility relocation and to begin construction.

T365 - Traffic Calming

This project will install speed humps and other traffic calming solutions at yet to be selected locations to improve safety. A total of \$200,000 is budgeted in 2018 to design and install traffic calming devices.

T412 - Eagle Eye Rd at Tiger Wash

This scoping study is to identify feasible solutions to prevent roadway flooding at Tiger Wash to reduce maintenance costs at the crossing, improve safety and reduce detours so the travelling public will have a safer commute. A total of \$10,000 is budgeted in FY 2010 to complete the study.

T447 - Bell Rd Adaptive Signals

The purpose of this project is to install a signal timing system to enable signal timing to systematically respond to the varying traffic conditions along Bell Rd between Cotton Lane and 114th Ave; 99th Ave and 73rd Ave; 35th Ave and 19th Ave as well as along Frank Lloyd Wright Blvd. between Scottsdale Rd and Thompson Peak Pkwy so that commuters will have a faster and safer commute. A total of \$1,116,000 is budgeted in FY 2018 for construction.

T464 - 51st Ave Bus Pullouts

This project will improve safety along 51st Ave by constructing four bus pull-out bays at two locations (one in each direction) on the Gila River Indian Community. One set of bus pull-out bays will be located near Tashquith Dr and the other set near Judum Street. A total of \$228,000 budgeted in FY 2018 for construction. The Gila River Indian Community contributed a \$100,000 toward the project costs.

T465 - Broadway 51st Ave to 7th St

The City of Phoenix is widening Broadway Rd. Portions of the project are in unincorporated Maricopa County. The County will provide assistance to acquire right-of-way in the unincorporated Maricopa County area if needed. All expenses will be reimbursed by the City of Phoenix.

T466 - Fiber Optics Installation on Indian School, McDowell and Daisy Mountain Rds

This project will install the last mile fiber optic cable needed along Indian School Rd west of Loop 101 to 99th Ave to connect traffic signals at 99th Ave and Loop 101, integrate McDowell Rd MCDOT fiber with ADOT's fiber optic cable at Loop 101 and will connect MCDOT signals along Daisy Mountain Rd to the north terminus of the ADOT Freeway Management System on I-17. A total of \$104,000 is budgeted in FY 2018 to complete Construction.

T467 - Fiber Optics Installation on Riggs Rd

This project will install fiber optic cable connections primarily along Riggs Rd between South Sun Lakes Blvd. and Arizona Ave. so that commuters will experience less delays and safer commute. Also fiber optic connections will be provided along Alma School Rd between Chandler Heights Blvd and Riggs Rd to integrate with the Regional Community Network System and MCDOT Traffic Management Center. A total of \$15,000 is budgeted in FY 2018 to complete construction and close the project.

T487 - Yuma at Jackrabbit Trail

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. A total of \$2,236,000 is budgeted in FY 2018 for construction.

T490 - Lower Buckeye at 107th Ave

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 \$624,000 budgeted in FY 2018 for construction.

T493 - MC 85 Baseline to Cotton Ln

This project will restripe MC 85 to provide passing lanes, left turn lanes at major intersections plus continuous two-way turning lanes and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. A total of \$1,055,000 is budgeted in FY 2018 for construction.

T497 - Olive Ave: Citrus to Cotton Ln

Widen Olive Ave from the current two lanes to four lanes with a center turn lane. A total of \$3,400,000 is budgeted in FY 2018 to complete right-of-way acquisition and utility relocation. Construction is planned to start in FY 2019.

T510 - Union Hills at 115th Ave

The County will contribute \$367,000 to the Flood Control District's project with the Cities of Peoria and Surprise to alleviate flooding along Union Hills.

T511 - MC 85 107th Ave to 95th Ave

This project will create a constant roadway profile from 107th Ave to 95th Ave by adding a dual center turning lane where currently missing, improving the 107th Ave intersection plus milling and replacing the asphalt from 107th Ave to 95th Ave so the traveling public will have a safer commute. A total of \$3,835,000 is budgeted in FY 2018 to complete right-of-way acquisition and utility relocation. Construction is planned to begin in FY 2019.

T513 - 35TH Ave Carver to Elliot

A scoping study was conducted to determine the improvements need on this section of 35th Ave to resolve site distance and alignment issues. A developer has indicated an intent to develop the adjacent property causing the project to be on hold until the developer provides his plans. A total of \$1,000 is budget in FY 2018 for staff coordination with the developer.

T533 - Broadway Rd at 75th Ave

This scoping study will determine the cost to install traffic signals at the intersection of Broadway Rd and 75th Ave 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 \$1,000 is budgeted in FY 2018 for staff coordination with the City of Phoenix.

T534 - MC 85 at Rainbow Rd

This project will install traffic signals at the intersection of MC 85 and Rainbow Rd so travelers will have a safer route to travel. A total of \$63,000 is budgeted in FY 2018 to complete the design plans. Construction is planned for FY 2019.

T537 - Salome at Wintersburg Signal Upgrade

This project will replace obsolete traffic signals at the intersection of Salome Highway and Wintersburg Rd so travelers will have a safer route to travel. A total of \$1,216,000 is budgeted in FY 2018 for construction.

T539 - Power Rd at Elliot Rd

This project will replace obsolete traffic signals at the intersection of Power Rd and Elliot Rd to improve safety for the travelling public. A total of \$480,000 is budgeted in FY 2018 for construction.

T548 - MC 85 Liberty School to Cotton Ln

This project will restripe the roadway to provide passing lanes and upgrade signage so that commuters will have a safer commute. Additionally guardrail will be added and drainage structures will be extended outside the clear zone. A total of \$396,000 is budgeted in FY 2018 to complete the design, acquire right-of-way and begin utility relocation. Construction is planned for FY 2019.

T550 - Traffic Signal Detection Upgrade

This project will replace obsolete traffic equipment at 16 intersections so travelers will have a safer commute. The equipment to be installed includes signal controllers, loop detectors and video detectors. A total of \$730,000 is budgeted in FY 2018 to complete the installation.

T551 - Skunk Creek Crossings Circle Mountain to 19th Ave

This scoping study will determine the cost to provide better access and resolve maintenance issues with four crossings along Skunk Creek. The four crossings are at 19th Ave and Irvine Rd, Desert Hills at 15th Ave, Honda Bow at 7th Ave, and Circle Mountain at 7th Ave. A total of \$27,000 is budgeted in FY 2018 to complete the scoping study.

T552 - Mary St Storm Drain

This project will install a storm drain along Mary St. The drain will filter surface drainage for contaminants. The system is planned to connect to the City of Tempe storm water system. A total of \$350,000 is budgeted in FY 2018 for construction.

T553 - MC 85 at 79th Ave Traffic Signal

This project will install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. A total of \$275,000 is budgeted in FY 2018 for construction.

T559 - U S 80 at Rainbow Wash

This project will provide permanent protection from storm water runoff on the downstream side of the low flow crossing at Rainbow Wash so the traveling public will have a safer commute. A total of \$568,000 is budgeted in FY 2018 for construction.

T560 - U S 80 at Butterfield Wash

This project will provide permanent protection from storm water runoff on the downstream side of the low flow crossing at Butterfield Wash so the traveling public will have a safer commute. A total of \$145,000 is budgeted in FY 2018 to complete the design and start construction.

T569 - Carefree Hwy 56th St to 60th St IGA

This City of Scottsdale and Town of Carefree project will widen Carefree Highway from 56th Street to 60th Street and 56th Street between Oleson Rd and Seven Palms Rd so travelers will have a safer commute. In exchange for annexation of the roadway the County will contribute \$500,000 toward the project.

T570 - Meridian Rd Empire to s/o Riggs

This Pinal County and Town of Queen Creek project will widen Meridian Rd from 300 feet north of Empire to 1/4 mile south of Riggs so travelers will have a safer commute. The County will contribute \$300,000 toward the project.

T572 - MC 85 at Verrado Way

This scoping study will determine the cost to install traffic signals at the intersection of MC 85 and Verrado Way 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 \$94,000 is budgeted in FY 2018 to complete the scoping study.

TMAN - Transportation System Management Project Reserve

Project reserve funding that will be used for new projects and / or change orders for existing projects.

Funding/Cost Summary

Uses by Project	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5 - Year Total	Total Project
T008 - Prop Mgmt Prior Years Project	156,493	25,349	50,000	50,000	50,000	50,000	50,000	250,000	431,842
T011 - Row In Fill Road Inventory Sys	1,053,022	100,766	150,000	200,000	200,000	200,000	200,000	950,000	2,103,788
T345 - MC85 at 83rd Ctr Turn Ln Exp	4,373,744	2,760,101	21,015,000	5,700,000	-	-	-	26,715,000	33,848,845
T365 - Traffic Calming	409,021	83,014	200,000	200,000	200,000	200,000	200,000	1,000,000	1,492,035
T412 - Eagle Eye Rd at Tiger Wash	375,199	7,404	10,000	-	-	-	-	10,000	392,603
T447 - Intelligent Trans Syst ITS	354,901	1,112,279	1,116,000	-	-	-	-	1,116,000	2,583,180
T464 - 51st Ave Bus Pullouts	44,536	27,267	228,000	-	-	-	-	228,000	299,803
T466 - Fiber Install Ind Sch McD Mtn	248,188	272,244	104,000	-	-	-	-	104,000	624,432
T467 - Riggs Rd ITS	278,526	672,625	15,000	-	-	-	-	15,000	966,151
T487 - Yuma At Jackrabbit Trail	259,645	485,646	2,236,000	-	-	-	-	2,236,000	2,981,291
T490 - Lower Buckeye at 107th Ave	140,969	116,485	624,000	2,000	-	-	-	626,000	883,454
T493 - MC 85 Baseline to Cotton Lane	370,799	7,956	1,055,000	-	-	-	-	1,055,000	1,433,755
T497 - Olive Ave Citrus to Cotton Ln	858,301	2,746,563	3,400,000	8,330,000	240,000	-	-	11,970,000	15,574,864
T510 - Union Hills at 115th Ave	-	-	367,000	-	-	-	-	367,000	367,000
T511 - MC 85 107th Ave to 91st Ave	411,087	3,135,559	3,835,000	1,465,000	16,205,000	-	-	21,505,000	25,051,646
T534 - MC 85 AT RAINBOW RD	54,461	53,337	63,000	647,000	-	-	-	710,000	817,798
T537 - SALOME AT WINTERSBURG SIGNAL	47,063	100,550	1,216,000	-	-	-	-	1,216,000	1,363,613
T539 - POWER RD AT ELLIOT RD	14,052	32,381	480,000	-	-	-	-	480,000	526,433
T548 - MC85 Jackrabbit to Cotton Ln	-	324,594	396,000	3,379,000	-	-	-	3,775,000	4,099,594
T550 - TRAFFIC SIGNAL DETECTION UPGRADE	-	66,494	730,000	-	-	-	-	730,000	796,494
T551 - SKUNK CREEK CROSSINGS CIRCLE MTI	-	273,227	28,000	-	-	-	-	28,000	301,227
T552 - MARY ST STORM DRAIN	-	51,377	350,000	-	-	-	-	350,000	401,377
T553 - MC85 79th Ave Traffic Signal	-	137,157	275,000	-	-	-	-	275,000	412,157
T559 - US80 AT RAINBOW WASH	-	5,783	568,000	-	-	-	-	568,000	573,783
T560 - US80 AT BUTTERFIELD WASH	-	19,093	145,000	347,000	-	-	-	492,000	511,093
T569 - CAREFREE HWY 56TH TO 60TH IGA	-	-	500,000	-	-	-	-	500,000	500,000
T572 - MC85 AT VERRADO WAY	-	26,000	94,000	-	-	-	-	94,000	120,000
TMAN - Transportation System Management	-	-	3,402,800	1,359,264	1,034,815	2,510,416	20,417,731	28,725,026	28,725,026
	\$ 9,450,007	\$ 12,643,251	\$ 42,652,800	\$ 21,679,264	\$ 17,929,815	\$ 2,960,416	\$ 20,867,731	\$ 106,090,026	\$ 128,183,284

Operating Cost Summary

Capacity Enhancement is a new grouping of projects following a reorganization of the Transportation Capital Improvement Plan.

Debt Service

Debt Management Plan

Introduction to Debt

A comprehensive debt plan should be developed by all jurisdictions intending to issue debt. The purpose of Maricopa County's Debt Management Plan is to set forth the parameters for issuing debt, to manage the debt portfolio and provide guidance to decision makers regarding the timing and purposes for which debt may be issued.

Provisions of the debt plan must be compatible with the County's goals pertaining to the capital program and budget, the financial plan, and the operating budget. A debt plan should attain an appropriate balance between establishing limits on the debt program and providing sufficient flexibility to enable the County to respond to unforeseen circumstances and new opportunities that may benefit the County. This document is not intended to review the County's total financial position. It is a study of the County's current debt position, as growth in the County could result in an increased need for capital financing. Revenues, as well as needs, should drive the County's debt issuance program.

Decisions regarding the use of debt will be based in part on the long-term needs of the County and the amount of equity (cash) dedicated in a given fiscal year to capital outlay. A disciplined, systematic approach to debt management should allow the County to enhance its credit ratings, while at the same time meet the growing demands of the County's capital projects.

The information contained herein reflects the current debt status of Maricopa County for the fiscal year ended June 30, 2016. 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, 2016, that can be obtained at: <http://www.maricopa.gov/Archive.aspx?AMID=67>

Current Debt Situation

It is recognized that all debt, regardless of the source of revenue pledged for repayment, represents some sort of cost to taxpayers or ratepayers. Therefore, all types of County debt/obligations are considered herein. While lease-secured and certificates of participation obligations may not be debt under strict legal definitions, they still require future appropriations and are a fixed charge. These lease payments and other non-bonded obligations are added by most security analysts when calculating an issuer's debt ratios.

Debt Issuance History

The County has used debt financing for many years to finance capital projects. The following chart illustrates the amount of debt as well as categories of outstanding debt for the past five fiscal years.

LONG-TERM LIABILITIES
All Categories of Debt ⁽²⁾
Maricopa County, Arizona
For the year ending June 30

	Year Ending June 30				
	2012	2013	2014	2015	2016
Governmental activities:					
Bonds, loans, and other payables:					
General obligation bonds	\$ -	\$ -	\$ -	\$ -	\$ -
Lease revenue bonds	130,815,000	120,350,000	108,975,000	97,135,000	\$54,755,000
Certificates of participation	-	-	-	185,580,000	185,580,000
Special assessment debt with governmental commitment (1)	8,050	6,679	4,465	4,727	22,13
Capital leases	-	-	-	83,29,091	17,981,211
Total Governmental activities	\$ 130,895,050	\$ 120,414,679	\$ 109,024,465	\$ 291,088,818	\$ 258,339,124
Business-type activities: (1) (2)					
Capital leases, loans, and other payables:					
Capital Leases	\$ -	\$ -	\$ 1792,280	\$ 1792,280	\$ 1734,060
Loans payable	27,87,917	36,09,943	36,67,473	40,71,132	39,89,532
Other long-term debt	-	13,00,283	914,78	569,11	602,04
Total Business-type activities	\$ 27,87,917	\$ 49,10,226	\$ 63,73,931	\$ 64,32,523	\$ 63,25,996

Notes:

(1) Does not represent an obligation of the County.

(2) Beginning in fiscal 2014, the Housing Authority presentation changed from a special revenue fund to a major proprietary fund (enterprise fund). The fiscal year 2012 and 2013 long-term liability amounts were adjusted as a result of the change in presentation and for corrections of prior periods.

Financing Alternatives

The County should evaluate all potential funding sources before considering which method of financing may be the most appropriate. There are many sources of funding, depending on the type of debt to be incurred and the length of time for repayment. Sources of funding may include: current revenues and fund balances; intergovernmental grants from federal, state or other sources; state revolving funds or loan pools; private sector contributions through impact fees or public/private partnerships; and debt financing.

Pay-As-You-Go Financing

This method means that capital projects are paid for from the government's current revenue base. The County does not issue bonds and does not have to repay the borrowings over time.

There are several advantages to this method. For example, pay-as-you-go financing will save the amount of interest which otherwise would be paid on bonds issued to finance the program. The government is not encumbered by as much debt service when economic conditions deteriorate due to normal business cycles. Since the use of current revenues can be adjusted in a given budget year, pay-as-you-go financing can provide greater budgetary flexibility than does a debt issue. The jurisdiction's long-term debt capacity is preserved for the future. Finally, lower debt ratios may have a positive effect upon the jurisdiction's credit rating.

Relying on current revenues to finance capital improvements also presents several disadvantages. Exclusive reliance upon pay-as-you-go funds for capital improvements means that existing residents are obliged to pay for improvements that will benefit new residents who relocate to the area. If the jurisdiction is forced to finance the improvements within a single budget, the large capital outlay required for some projects may result in an onerous tax burden. The County must be careful to ensure that the use of current revenues for capital projects does not diminish its availability to respond to emergencies and ongoing mandated services.

Grants

Government grants stem from a variety of sources, but the majority of grant revenues for capital projects come from federal and state governments. Grants often require a County matching contribution. Most grants require an application from the County, identifying specific improvements or equipment that will be purchased with the grant money.

Short-Term Borrowing (Notes)

Short-term financing is defined as debt maturing not later than one year after the date of its issuance. There are basically three reasons for using short-term debt:

- A vehicle to deal with temporary cash flow difficulties. This situation arises when cash receipts do not follow the same pattern as cash outlays.
- To handle unexpected costs resulting from natural emergencies or other significant unexpected events.
- In anticipation of issuing a long-term bond for capital financing. This form of financing offers an opportunity to borrow for short periods until the true, final costs of a project are known.

Tax Anticipation Notes (TANs) are notes issued in anticipation of the collection of taxes, as referenced in the Arizona Revised Statutes (A.R.S.), Title 35, Chapter 3, Article 3.1. They provide operating funds to meet regular payroll and other operating expenses. During the fiscal year when tax payments are received, sufficient sums are used to retire the note. The timing of the note sale, the note's due date, and repayment of funds are all components of cash flow and cash management analysis.

Lines and Letters of Credit – Where their use is judged by the Chief Financial Officer to be prudent and advantageous to the County, the County has the power to enter into agreements with commercial banks or other financial entities for purposes of acquiring lines or letters of credit. The Board of Supervisors must approve any agreement with financial institutions for the acquisition of lines or letters of credit.

General Obligation Bonds

Bond security is the taxing power of the state or local government, as referenced in the A.R.S., Title 35, Chapter 3, Article 3, for new general obligation bonds and Title 35, Chapter 3, Article 4 for refunding bonds. An issuer selling a general obligation bond secured by its full faith and credit attaches to that issue its broadest pledge. This makes the security of these bonds very high. The full faith and credit backing of a general obligation bond includes the pledge of all general revenues, unless specifically limited, as well as, the legal means to raise tax rates to cover debt service. The public entity is authorized to levy property taxes or to draw from other unrestricted revenue streams such as sales or income taxes to pay the bond's principal and interest. Interest rates on these bonds are generally the lowest of any public securities due to this superior security. Prior to issuance, Arizona general obligation bonds must have a majority vote approval from the residents of the County.

Revenue Bonds

Revenue bonds are long-term debt instruments retired by specific dedicated revenues. Often these revenues are generated by the project funded out of debt proceeds. Revenue bonds are designed to be self-

supporting through user fees or other special revenues (i.e. excise taxes, rents or fees). The general taxing powers of the jurisdiction are not pledged. The debt created through the issuance of revenue bonds is to be repaid by the earnings from the operations of a revenue producing enterprise, from special taxes, or from contract leases or rental agreements. County revenue bonds do not burden the constitutional or statutory debt limitation placed on the County because they are not backed by the full faith and credit of the issuer. The underlying security is the revenue stream pledged to pay the bond principal and interest.

Capital Leases (Lease-Purchase Obligations)

This financing technique provides long-term financing through a lease (with a mandatory purchase provision). Lease-purchase agreements use non-appropriation clauses to avoid being classified as long-term debt, which might be subject to State legal restrictions. This clause allows the government to terminate the lease without penalty. Security for lease-purchase financing is the lease payments made by the County and, where legally permitted, also the asset being financed.

Certificates of Participation (COP)

Certificates of Participation represent proportionate interests in semiannual lease payments. Participation in the lease is sold in the capital markets. The County's obligation to make lease payments is subject to annual appropriations made by the County for that purpose. Rating agencies typically give Certificate of Participation issues a grade below that of general obligation bonds. A.R.S., Title 11, Chapter 2, Article 4, §11-251, Paragraph 46, provides for a maximum repayment term of twenty five years for the purchase or improvement of real property.

Lease Trust Certificates

Lease Trust Certificates financing provides long-term financing through a lease (with a mandatory purchase provision). This method does not constitute indebtedness under a state or local government's constitutional debt limit and does not require voter approval. In a lease-purchase transaction, the asset being financed can include new capital asset needs or assets under existing lease agreements.

Installment Purchase Agreements

Same as a lease purchase agreement with the exception that the County takes title to the property up front.

Special Assessment Bonds

Special Assessment Bonds are issued to districts that are within a legally designated geographic area located within the County, which through the consent of the affected property owners pay for basic infrastructure and public improvements to the area through a supplemental assessment. This financing approach achieves the objective of tying the repayment of debt to those property owners who most directly benefit from the improvements financed.

Debt Limit

The Arizona Constitution, Article 9, Section 8, states that a County indebtedness pertaining to general obligation bonds may not exceed six percent of the value of the County's taxable property ascertained by the last assessment. All general obligation bonds must be approved by voters regardless of amount issued up to the six percent limit. The County may issue non-general obligation bonds without voter approval up to six percent of the taxable property. However, with voter approval, the County may become indebted for an amount not to exceed fifteen percent of such taxable property.

The table on the next page represents the County's outstanding general obligation indebtedness with respect to its constitutional general obligation debt limitation.

2015-16 Constitutional General Obligation Bonding Capacity		
Maricopa County, Arizona		
2015-16 Limited Property Value	\$	34,623,670,323
15% of Limited Property Value		5,193,550,548
Less: GO Bonded Debt Outstanding		-
Plus: GO Debt Service Fund Balance		-
Unused Fifteen Percent Borrowing Capacity	\$	5,193,550,548

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 Ratings Services, and Fitch Ratings are the three major rating agencies that rate municipal debt. These rating agencies have provided a rating assessment of credit worthiness for Maricopa County. There are seven primary factors that comprise their ratings:

- Institutional framework – legal and practical environment of local government
- Economy – stability of trends in local income and total market value per capita
- Management – financial and operational decisions, policies and practices, leadership
- Budgetary flexibility – available fund balance, ability to raise revenues or reduce expenditures
- Budgetary performance – current fiscal balance of general fund and total governmental funds
- Liquidity – availability of cash and cash equivalents
- Debt and contingent liabilities – debt ratios, debt policies, pension obligations, long-term planning

Each of the rating agencies has their own method of assigning a rating on the ability and willingness of a borrower to repay in full and on time. Issuers must pay a fee for the opportunity to have one or more rating agencies rate existing and proposed debt issuance. The chart on the next page 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	AAA	Aaa	AAA
High quality	AA	Aa	AA
Medium quality	A	A	A
Medium grade, lower quality	BBB	Baa	BBB
Predominantly speculative	BB	Ba	BB
Speculative, low grade	B	B	B
Poor to default	CCC	Caa	CCC
Highest speculation	CC	Ca	CC
Lowest quality, no interest	C	C	C
In default, in arrears	DDD		DDD
Questionable value	DD		DD
	D		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 February 2017, Fitch Ratings affirmed the County's general obligation bond rating at 'AAA', the highest level rating possible for general obligation bonds and affirmed the 'AA+' rating for the County's Certificates of Participation, Series 2015. Citing the County's strong operating performance enabled by expenditure flexibility and strong growth prospects, Fitch Ratings views Maricopa County's rating outlook as stable. **Fitch Ratings – February 2017**

In June 2015, 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. Fitch Ratings issued its 'AA+' rating for the County's Certificates of Participation, Series 2015. Citing the County's management's strong and historically prudent fiscal practices, that include conservative revenue estimates and multiyear financial/economic forecasting as a key contributor to these results, Fitch Ratings views Maricopa County's rating outlook as stable. **S&P Ratings – June 2015**

In June 2015, Moody's Investors Service assigned its Aa1 rating to the Maricopa County, Certificates of Participation, Series 2015. At the same time, Moody's has affirmed Maricopa's previously issued lease revenue bonds Aa1 and also affirms the County's Aaa Issuer Rating. With its strong credit characteristics and well-managed financial operations, Moody's views Maricopa County's rating outlook as stable. **Moody's Investor Services – June 2015**

Additional information on Maricopa County's bond ratings and the bond rating recalibration can be viewed on the Department of Finance webpage: <https://www.maricopa.gov/902/Bond-Rating>.

The following illustrates the County's various debt ratings.

Type of Debt	Fitch	Date Rating Assigned	Moody's	Date Rating Assigned	Standard & Poor's	Date Rating Assigned
General Obligation	AAA (1)	2/2/2017	Aaa (1)	6/1/2015	AAA (1)	6/3/2015
C.O.P.	AA+ (1)	2/2/2017	Aa1	6/1/2015	AA+	6/3/2015
Lease Revenue	AA+	6/1/2015	Aa1 (1)	6/1/2015	AA+ (1)	6/3/2015
(1) Bond rating is "Affirmed"						

Ratio Analysis

Rating analysts compare direct net debt to the population in order to measure the size or magnitude of the County's debt. This ratio is referred to as the Direct Net Debt Per Capita Ratio. The same ratio is applied to all debt within the County which includes School Districts, Cities and Towns, and Special Districts. This ratio is referred to as the Overall Net Debt Per Capita Ratio. The taxable value of the County is a measure of the County's wealth. It also reflects the capacity of the County's ability to service current and future debt. The ratio of Direct Net Debt as a percentage of Full Value (FV) Property is the comparison of direct net debt to the County's taxable value. The same ratio is applied to all debt within the County and is referred to as the Overall Net Debt as a percentage of Full Value Property. The Full Value Property Per Capita ratio represents the per capita value of taxable property in the County. An explanation of how each ratio is calculated is included in the notes adjacent to the following tables.

There are an infinite number of ratios, which could be calculated to measure the County's debt burden. The following analysis focuses on commonly used ratios instead of creating customized ones. The ratios calculated are for governmental activities and do not include business-type activities. The source of repayment is from either the secondary tax levy or by appropriation from the general fund for debt service payments. Debt for which there is a source of repayment, i.e. pledged revenues for car rental service charge, has been excluded.

**DIRECT AND OVERALL NET DEBT
MARICOPA COUNTY, ARIZONA**

GOVERNMENTAL ACTIVITIES	Audited 6/30/2015	Audited 6/30/2016	Projected 6/30/2017	Projected 6/30/2018
Lease Revenue Bonds	\$ 97,135,000	\$ 54,555,000	\$ 51,095,000	\$ 42,500,000
Certificate of Participation	185,580,000	185,580,000	185,580,000	94,555,000
Capital leases	829,091	1,081,211	540,830	564,071
Direct Net Debt	\$ 291,044,091	\$ 258,162,211	\$ 245,215,830	\$ 143,769,071
Overlapping Debt (1)	780,652,172	789,891,537	793,015,673	801,340,102
Overall Net Debt	\$ 8,095,696,263	\$ 8,158,207,748	\$ 8,180,231,503	\$ 8,157,170,083
Population Estimate (2)	476,438	437,076	433,286	415,627
Full Value of Taxable Property (3)	\$ 339,536,633	\$ 403,013,955	\$ 443,207,235	\$ 475,077,340
Ratios (4)				
Direct Net Debt Per Capita	\$ 7	\$ 6	\$ 5	\$ 4
Overall Net Debt Per Capita	\$ 986	\$ 972	\$ 932	\$ 890
Direct Net Debt as % of FV Property	0.086%	0.064%	0.055%	0.030%
Overall Net Debt as % of FV Property	2.384%	2.024%	1.846%	1.717%
FV Property Per Capita	\$ 8292	\$ 9715	\$ 10,696	\$ 11,083

Notes:

- (1) Projected overlapping debt for 2017 and 2018 was based on a three year average of general obligation Bonds for Cities, Towns, School Districts and Special Assessment Districts.
Source: <http://www.aztreasury.gov/bid-reports/>
- (2) Projections for 2017 and 2018 population are based on estimates provided by the Arizona Department of Administration. Source: <https://population.az.gov/>
- (3) Full Cash Value Taxable Property Estimate was provided by Maricopa County Assessor's Office (in thousands of dollars).
- (4) Summary of Debt Ratios:
 - Direct Net Debt per capita = Direct Net Debt/Population
 - Overall Net Debt per capita = Overall Net Debt/Population
 - Direct Net Debt as a percentage of Full Value (FV) Property = Direct Net Debt/FV Property
 - Overall Net Debt as a percentage of FV Property = Overall Net Debt/FV Property
 - FV property per capita = FV Property/Population

Debt Obligations by Type

General Obligation Bonds

Long-term General Obligation Bonds shall be issued to finance significant capital improvements for purposes set forth by voters in bond elections. Interest rates on these bonds are generally the lowest of any public securities. Prior to issuance, Arizona GO Bonds must have a majority vote approval from the residents of the County.

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 and Juvenile Treatment and Detention Facilities, Law Enforcement and Public Safety, Regional Park Improvements, Environmental Protection, Sanitary Landfill, Public Health Facilities, Infrastructure, Communication Improvements, etc.

Lease Revenue Bonds

On May 23, 2007, the Maricopa County Public Finance Corporation issued \$108,100,000 of Lease Revenue Bonds to pay for the acquisition, construction, and renovation of the Durango Animal Care and Control Facility and various court facilities. Under the terms of the bond indentures, the Corporation received the proceeds to construct and purchase these assets and the County will make lease payments to extinguish the debt. Lease payments will equal the aggregate amount of principal and interest due at that date. Upon the final lease payment, the title to the assets will transfer to the County. The County's obligation to make lease payments will be subject to and dependent upon annual appropriations being made by the County. Bonds maturing on and after July 1, 2017, are subject to optional redemption in increments of \$5,000 on July 1, 2016, or any date thereafter, at par plus accrued interest to the date fixed for redemption. In the event of nonappropriation, the bonds would be subject to special redemption at par plus accrued interest to the redemption date.

On June 22, 2016, the Maricopa County Public Finance Corporation extinguished a portion of the Lease Revenue Bonds, 2007A, in the amount of \$29,910,000. The County placed the cash in an irrevocable trust to refund the bonds which were called for redemption on July 22, 2016.

The following illustrates the outstanding Maricopa County Lease Revenue Bonds.

DEBT SERVICE REQUIREMENTS TO MATURITY
Lease Revenue Bonds
Maricopa County, Arizona
As of June 30, 2016

Year Ending June 30	Principal	Interest	Total Debt Service
2017	\$ 3,660,000	\$ 3,077,399	\$ 6,737,399
2018	3,845,000	2,309,193	6,154,193
2019	4,040,000	2,112,068	6,152,068
2020	4,240,000	1,926,268	6,166,268
2021	4,410,000	1,731,218	6,141,218
2022-26	25,405,000	5,250,427	30,655,427
2027-28	9,155,000	368,080	9,523,080
Total	\$54,755,000	\$16,774,653	\$ 71,529,653

Certificates of Participation

On June 25, 2015, Maricopa County issued \$185,580,000 of Certificates of Participation to pay for the acquisition of capital equipment and various capital projects. Some of the larger projects include: Public Radio System, Technology Infrastructure Refresh, Southwest Justice Courts, Enterprise Resource Planning System, and the Enterprise Data Center. The 2015 Certificates were executed and delivered under a trust agreement, dated June 1, 2015. Certificates of participation represent proportionate interests in semiannual lease payments. The County's obligation to make lease payments is subject to annual appropriations made by the County for that purpose. The certificates have interest rates ranging from 3.0 to 5.0 percent, payable semiannually on January 1 and July 1 each year through 2018.

The following illustrates the outstanding Maricopa County Certificates of Participation.

DEBT SERVICE REQUIREMENTS TO MATURITY
Certificates of Participation
Maricopa County, Arizona
As of June 30, 2016

Year Ending June 30	Principal	Interest	Total Debt Service
2017	\$ -	\$ 8,790,000	\$ 8,790,000
2018	9,025,000	6,13,375	9,038,375
2019	9,455,000	223,875	9,078,875
Total	\$ 18,580,000	\$ 17,16,250	\$ 20,296,250

Capital Leases

The County has entered into various lease-purchase agreements, which are non-cancellable, for the acquisition of the software and accessories and vehicles totaling \$17,981,211. These lease purchase agreements require the County to pay all maintenance costs. At the time of the final principal and interest payments, title to the leased equipment transfers to the County. These leases are contingent on budgetary appropriations each fiscal year. The assets are capitalized at a total principal cost.

The following table illustrates the debt service for the outstanding County's capital leases.

DEBT SERVICE REQUIREMENTS TO MATURITY
Capital Leases - Maricopa County, Arizona
As of June 30, 2016

Year Ending June 30	Governmental Activities
2017	874,799
2018	725,295
2019	281,093
2020	322,94
Total minimum lease payments	1,804,081
Amount representing interest	522,870)
Present value of net minimum lease payments	\$ 1,281,211

Special Assessment Districts

A Special Assessment District (County Improvement District) process begins with the circulation of a petition. The petition must be signed by either a majority of the persons owning real property or by the owners of fifty-one percent or more of the real property within the limits of the proposed district. With the approval of the petition by the Board of Supervisors, a new improvement district is established. County Improvement Districts are further described in A.R.S., Title 48, Chapter 6, Article 1.

With the Board of Supervisors acting as the Board of Directors for each district, approval of an engineer, and the approval of plans, specifications and cost estimates soon follow. Each of these early phases of the improvement district process contains regulations for public notification through posting of the property, publication in the local newspaper, and the setup 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, 2016

Bond Issue	Amount
Queen Creek Water K-91	\$ 017
Plymouth Street K-109	2895
Total	\$ 2912

Housing Authority of Maricopa County Loans Payable

The Housing Authority of Maricopa County's Component Unit, Maricopa Revitalization Partnership, L.L.C., has a promissory note payable to Community Service of Arizona, Inc. The note bears an interest rate of 0.50% and is collateralized by investment in real estate. The balance on this note shall be paid at the earlier of the date of sale of the property; breach of covenant, condition or restriction; or 15 years after the date of the project completion. At June 30, 2016, the balance on this note was \$570,000.

The Housing Authority of Maricopa County's Component Unit, Rose Terrace Development Partnership Phase II, L.L.C., has a promissory note payable to Mutual of Omaha Bank. The note bears an interest rate of 5.5% and is collateralized by investment in real estate. Monthly principal and interest payments of \$2,814 will continue through February 2020, at which time a balloon payment of \$328,340 is due. At June 30, 2016, the balance on this note was \$383,398.

On December 21, 2012, the Housing Authority of Maricopa County's Component Unit, Rose Terrace Development Partnership, L.L.C., entered into a promissory note payable with First Bank. The note bears interest at 4.75% through January 1, 2018, and then increases to the greater of 6.00% or the 5-year Treasury Rate plus 3%. Monthly installments of principal and interest of \$13,793 are payable through January 1, 2018, at which point the note will be amortized for the balance through the maturity date of October 1, 2022. At June 30, 2016, the balance on this note was \$2,500,549.

On March 4, 2014, the Housing Authority of Maricopa County entered into a repayment agreement with the U.S. Department of Housing and Urban Development (HUD) totaling \$115,524 to repay misused program funds as determined by the 2010 HUD Limited Management and Financial Review. The agreement bears no interest and calls for equal annual payments of \$11,552 from non-federal resources beginning June 30, 2014, and ending June 30, 2023. At June 30, 2016, the balance on this note was \$80,865.

The Housing Authority of Maricopa County entered into a repayment agreement with the HUD totaling \$468,781 to repay misused program funds, as determined by a HUD Quality Assurance Division review, which was finalized in 2015. The agreement bears no interest and calls for equal annual payments of

\$18,751 from non-federal resources beginning January 1, 2016 and ending January 1, 2041. At June 30, 2016, the balance on this note was \$454,720.

The following table illustrates the debt service requirements to maturity for Housing Authority loans payable.

DEBT SERVICE REQUIREMENTS
Housing Authority Loans Payable
Maricopa County, Arizona
As of June 30, 2016

Year Ending June 30	Principal
2017	\$ 94,76
2018	9905
2019	65,46
2020	9002
2021	40,69
2022-26	2383,623
2027-31	9355
2032-36	9355
2037-41	7901
Total	\$ 3989,532

Housing Authority of Maricopa County Capital Leases Obligation

The Housing Authority of Maricopa County entered into a long-term lease commitment for equipment that has been accounted for as a capital lease. The lease obligation is part of a U.S. Department of Housing and Urban Development approved Energy Performance Contract (EPC) that provides for continued Public Housing funding and certain incentives for increasing energy efficiency of Public Housing Units. The assets are currently reported as Building Improvements with a carrying value of \$1,612,501. At June 30, 2016, the balance on this obligation is \$1,734,060.

Annual debt service requirements for Housing Authority capital lease obligations are as follows:

DEBT SERVICE REQUIREMENTS
Housing Authority Capital Leases
Maricopa County, Arizona
As of June 30, 2016

Year Ending June 30	Principal	Interest	Total Debt Service
2017	\$ 64,897	\$ 64,130	\$ 129,027
2018	7986	61,730	133,716
2019	7906	59,068	135,74
2020	8780	56,127	145,07
2021	9930	52,892	148,22
2022-26	624,36	204,325	829,61
2027-30	709,25	67,989	777,14
Total	\$ 1734,060	\$ 566,261	\$ 2300,321

Short-Term Borrowing

On July 1, 2015, the County maintained a \$35,000,000 municipal revolving line of credit with qualified interest rate of 61% and non-qualified interest rate of 66% of the bank's prime rate which had a maturity date of June 30, 2016. Outstanding principal and interest is due on June 30 of each year. During fiscal year 2016, the County had not borrowed against the line of credit. The municipal revolving line of credit was renewed to June 30, 2017.

On July 1, 2015, the County maintained a \$15,151,706 irrevocable standby letter of credit issued to the Industrial Commission of Arizona for unfunded workers' compensation claims. On December 31, 2015, the letter of credit was increased to \$15,705,634. The letter of credit was reserved against the municipal revolving line of credit. During fiscal year 2016, the letter of credit had not been drawn upon. The irrevocable standby letter of credit was renewed to June 30, 2017.

Debt Policies

Regularly updated debt policies can be an important tool to ensure the use of the County's resources to meet its financial commitments to provide needed services to the citizens of Maricopa County and to maintain sound financial practices.

Administration of Policy

The County Manager is the Chief Executive of the County. With the exception of those responsibilities specifically assigned by state statute to the Chief Financial Officer, the County Manager is ultimately responsible for the approval of any form of County borrowing. The Chief Financial Officer coordinates the administration and issuance of debt, as designated by the County Manager.

The Chief Financial Officer is also responsible for attestation of disclosure and other bond related documents. References to the "County Manager or his designee" in bond documents are hereinafter assumed to assign the Chief Financial Officer as the "designee" for administration of this policy.

Use of Debt Financing

Debt financing includes General Obligation Bonds, Revenue Bonds, Certificates of Participation, Lease/Purchase agreements, and other obligations permitted to be issued or incurred under Arizona law.

Method of Sale

Debt issues of the County may be sold by competitive, negotiated, or private placement sale methods unless otherwise limited by state law. The selected method of sale will be the option which is expected to result in the lowest cost and most favorable terms given the financial structure used, market conditions, and prior experience.

Competitive Sale

The County will use the competitive sale method unless there are compelling reasons which indicate that a negotiated sale or private placement would have a more favorable result due to prevailing conditions in the market, a financing structure which requires special pre-marketing efforts, or factors are present that are expected to result in an insufficient number of competitive bids. Advantages of using a competitive sale is that the issuer is getting the lowest net interest cost on that day and all parties are given an equal opportunity, but timing is very inflexible.

Negotiated Sale

When determined appropriate, the County may elect to sell its debt obligations through a negotiated sale. Such determination may be made on an issue by issue basis, for a series of issues, or for part or all of a

specific financing program. Negotiated underwriting may be considered upon recommendation of the Chief Financial Officer. Advantages of a negotiated sale is that timing is extremely flexible, the size of the issue can be easily changed at last minute and the issuer has influence over the underwriter selection and bond distribution.

Use of Bond Insurance

This is an insurance policy purchased by an issuer or an underwriter for either an entire issue or specific maturities. It will guarantee the payment of principal and interest, which in turn provides a higher credit rating and thus a lower borrowing cost for an issuer.

The present value of the estimated debt service savings from insurance should be at least equal to or greater than the insurance premium when insurance is purchased directly by the County. The bond insurance company will usually be chosen based on an estimate of the greatest net present value insurance benefit (present value of debt service savings less insurance premium).

Arbitrage Liability Management

Arbitrage is defined as the practice of simultaneously buying and selling an item in different markets in order to profit from a spread in prices or yields resulting from market conditions.

Arbitrage profits are made by selling tax-exempt bonds and investing the proceeds in higher-yielding taxable securities, when referencing municipal bonds. Municipal issuers are allowed to make arbitrage profits under certain restricted conditions. The sale of tax-exempt bonds primarily for the purpose for making arbitrage profits is prohibited by Section 103(c) of the Internal Revenue Code.

The Debt Management Division of the Department of Finance shall establish a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. This will include tracking investment earnings on bond proceeds, using outside experts to assist in calculating rebate payments, preparing returns, and making payments in a timely manner in order to preserve the tax exempt status of the County's outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants will be monitored to ensure that all covenants are met. The County will structure its financing in such a way as to reduce or eliminate future arbitrage rebate liability, wherever feasible.

Selection of Professional Services

The Chief Financial Officer shall be responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement the County's debt program. Goals of the solicitation and selection process shall include encouraging participation from qualified service providers, both local and national, and securing services at competitive prices.

Bond Counsel

Bond Counsel renders opinions on the validity, enforceability and tax exempt status of the debt and related legal matters, and to prepare the necessary resolutions, agreements and other documents.

Financial Advisor

The Financial Advisor advises on the structuring of obligations to be issued, inform the County of various options, advise the County as to how choices will impact the marketability of County obligations and provide other services as defined by contract. To ensure independence, the financial advisor will not bid on nor underwrite any County debt issues.

Competitive proposals will be taken periodically for services to be provided over a period of one year with annual renewal options.

Other professional services will be retained, when required, including managing underwriters, credit agencies, escrow agents, trustees, printers, and others. These services will be procured when in the best interest of the County by a competitive selection process.

Continuing Disclosure of County Financial Information

Annual financial statements and other pertinent credit information, including the Comprehensive Annual Financial Report (CAFR), will be provided by the County upon request. All material that has a pertinent bearing on County finances will be provided to the agencies that maintain a rating on County securities. A copy of the CAFR can be obtained from the Maricopa County web page at: <http://www.maricopa.gov/Archive.aspx?AMID=67>.

The Chief Financial Officer shall be responsible for providing ongoing disclosure information to established national information repositories and for maintaining compliance with disclosure standards dictated by state and national regulatory bodies.

Copies of official statements for are available through the following recognized municipal repository:

Electronic Municipal Market Access ("EMMA")
c/o Municipal Securities Rulemaking Board
1900 Duke Street, Suite 600
Alexandria, VA 22314
Phone: (703) 797-6600
Fax: (703) 797-6700
<http://www.dataport.emma.msrb.org>
Email: emmaonline@msrb.org

The Securities and Exchange Commission released final "continuing disclosure" rules (the "Rules") for municipal bond issues on July 1, 2009, (amended existing Rule 15c2-12). The Rules, which in general were effective on July 3, 1995, impact nearly every issuer of municipal securities. The stated purpose of the Rules is to deter fraud and manipulation in the municipal securities market by prohibiting the underwriting and subsequent recommendation of securities for which adequate information is not available. No underwriter can purchase or sell bonds in an offering of more than \$1,000,000 after July 3, 1995, unless it has reasonably determined that an issuer has undertaken to provide to the public information repositories on a continuing basis both annual financial information and notices of specified material events affecting the issuer or its securities. This is applicable unless an exemption applies. The County intends to fully comply with the "continuing disclosure" rules.

Maturity Structures

Principal payment schedules should not extend beyond the economic life of the project or equipment financed. The structure of debt issued by the County should be to provide for either level principal or level debt service. Except in select instances, deferring the repayment of principal should be avoided.

Ratings

The County's goal is to maintain or improve its bond ratings. To that end, prudent financial management policies will be adhered to in all areas. The Chief Financial Officer shall be responsible for maintaining relationships with the rating agencies that currently assign ratings to the County's various debt obligations. The County will maintain a line of communication with the rating agencies informing them of major financial events in the County as they occur. Full disclosure of operations will be made to the bond rating agencies. County staff, with the assistance of the financial advisor and bond counsel, will prepare the necessary materials for presentation to the rating agencies. A personal meeting with representatives of the rating agencies will be scheduled every few years or whenever a major project is initiated.

Modification to Policies

These policies will be reviewed annually and significant changes may be made with the approval of the County Manager. Significant policy changes will be presented to the Board of Supervisors for approval.

Attachments

Budget Guidelines and Priorities

Approved by the Board of Supervisors on January 4, 2017.

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 the County's mission and strategic goals as set forth in the Maricopa County Strategic Plan within available resources.

Property Taxes

It is anticipated the primary property tax rate will remain unchanged for FY 2018.

Other Major Revenue Source Assumptions

The base budget will assume the forecast values from the County's economic consultants for State-Shared Sales tax, State-Shared Vehicle License tax, and Jail Excise Tax revenues.

Employee Compensation

Human Resources is directed to develop a targeted employee compensation strategy which may include pay for performance, and a focus on retention and service delivery. Any compensation strategy will be contingent on an evaluation of economic conditions and funding challenges, including additional burdens or cost shifts from the State of Arizona.

Budget Requests

- 1) Base budget requests for all departments and funds should allocate resources to fulfill departmental mandates and should be prepared within baseline amounts equal to the current budget plus authorized adjustments.

The Office of Management and Budget is directed to review and/or adjust budget baselines for the following:

- a) The annualized impact of FY 2017 budget issues or mid-year adjustments.
 - b) The annualized impact of other items (including intergovernmental agreements) that were approved by the Board of Supervisors, so long as the impact was disclosed at the time of Board approval.
 - c) Items required by State law, such as judges' and elected officials' salary increases and mandated contributions to AHCCCS, ALTCS, Juvenile Corrections, the Department of Revenue and other programs.
 - d) Unique considerations as directed by the Board of Supervisors or technical adjustments as required.
- 2) All departments must submit their General Fund and Detention Fund base expenditure budget requests within their baseline budget. No funding will be available for new or expanded programs in the General or Detention Funds.

Budgeted revenue in any fund may exceed baseline amounts if justified by projections.

Special Revenue Fund budget requests may exceed baselines, provided revenue projections are sufficient to retain structural balance.

If the current revenue baseline in a Special Revenue fund cannot be met, departments must reduce both base expenditures and revenue by an amount sufficient to restore structural balance.

- 3) Departments participating in the Zero-Based Budget process will complete budget requests utilizing the instructions provided by the Office of Management and Budget. Items (1) and (2) above do not apply to ZBB requests.

- 4) All budget submissions will be analyzed by the Office of Management and Budget for budget reductions.

User Fees

Per the Budgeting and Accountability Policy, user fees are to be reviewed annually in conjunction with the budget development process. Existing user fees will be re-evaluated and necessary changes should be presented to the Board of Supervisors. New user fees should be brought forward to the Board of Supervisors for consideration.

Contingency, Reserves and Fund Balances

OMB is directed to provide a recommendation for the reserved and unreserved levels of operating contingency in the General Fund.

In accordance with the Board of Supervisors' strategic goals regarding structural balance and reserves, fund balances will first be used to maintain reserves equal to two-months of prior year operating expenditures in the General and Detention funds. A decision on reserve levels will be made prior to allocation of General or Detention fund balances for any other purpose.

No requests for new non-recurring, one-time General or Detention funds will be entertained.

In accordance with the Board of Supervisors' strategic goal regarding structural balance, requests to use Special Revenue fund balances should be limited to either building reserves or one-time, non-recurring expenditures and should not be used to offset an operating deficit. Any use of fund balances and other non-recurring sources to support an operating budget deficit must be specifically approved by the Board of Supervisors.

Expenditure Limitation

Increases to expenditures will be evaluated for their impact to the County's Expenditure Limitation as outlined in the Arizona Constitution Article 9 Section 20 and Arizona Revised Statute 41-563. To mitigate the impact of expenditure increases on the expenditure limitation, financing will be considered where there is an established, conservative repayment plan.

Capital Improvement Program

No funding will be available for new capital improvement projects until reserve decisions have been made by the Board of Supervisors. Requests for Facilities Capital Improvement or Information Technology projects will be reviewed using a process defined by the Facilities Management Department or the Office of Enterprise Technology. Projects prioritized as part of this review process will be forwarded for consideration by the Board for funding within available resources.

The Transportation Department will work with the Office of Management and Budget to develop an updated Transportation Capital Improvement Program budget for FY 2018 that, within available non-recurring resources, meets the strategic goal of developing, identifying funding, and beginning to implement a long-range plan for addressing HURF funded projects and transportation infrastructure needs.

Budgeting and Accountability Policy

Approved by the Board of Supervisors on May 4, 2016.

I. PURPOSE

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

II. AUTHORITY

A.R.S. §42-17101 requires the County to prepare a schedule of estimated expenditures and revenues each year, i.e., an annual budget. A.R.S. §42-17106 specifies that the County and its Special Districts may not incur expenditures in excess of the amounts appropriated by the Board of Supervisors (Board) in the annual budget.

III. DEFINITIONS

- A. **Appropriated Budget:** A budget adopted by the Board pursuant to statute that authorizes expending funds or incurring obligations for a specific purpose.
- B. **Appropriation Level:** The detail to which a budget is appropriated by the Board, such as department and fund, project, or activity level, etc. Appropriation levels are defined annually by the Board during budget development.
- C. **Assigned Fund Balance:** Fund balance which reflects a government's intended use of resources.
- D. **Board of Supervisors/Board of Directors (Board):** For the purpose of this Policy, "Board" refers to the Maricopa County Board of Supervisors and the Board of Directors of its respective Special Districts.
- E. **Carryforward:** Allocated funds for a specific non-recurring project not spent during the Fiscal Year in which they were approved. Carryforward is not allowed from one Fiscal Year to another without Board approval and proper reconciliation.
- F. **Central Service Cost:** The overhead cost associated with internal services that cannot readily be broken down by Departmental use (e.g., Finance, Procurement, Facilities Management services).
- G. **Central Service Costs Allocation (CSCA):** An allocation of Central Service Departments' Costs to all Funds through a consistent allocation methodology in proportion to the service or benefit received. The Department of Finance (DOF) will annually prepare the CSCA plan.
- H. **Committed Fund Balance:** Fund balance whose use is constrained by limitations imposed by the Board of Supervisors.
- I. **Department/Special Districts (Department):** For the purpose of this Policy, "Department" refers to any division of the County including elected and judicial branch offices and Special Districts.
- J. **Detailed Budget:** The Appropriated Budget calendarized by month, function, organizational unit, program/activity/service, object/source and position as defined annually by the Office of Management and Budget (OMB).

- K. **Detention Fund:** A Special Revenue Fund approved and funded by a voter initiative that can only be used for Detention related operational and capital expenses.
- L. **Discretionary Internal Service Cost:** An amount billed to one Department by another Department for internal services provided based on use.
- M. **Fiscal Year:** The budgeting period used by the County that runs from July 1 through June 30.
- N. **Fully Funded Position:** An authorized position that is fully funded by on-going operational revenues of the County, whether General Fund, Special Revenue Funds or Grant Revenues.
- O. **Function:** The classification of expenditures and revenues according to their appropriation level including whether they are recurring or non-recurring.
- P. **Fund Balance:** The difference between fund assets and fund liabilities. For the purpose of this Policy, Fund Balance refers to cash balance.
- Q. **General Contingency:** An allocation the Board may appropriate for unidentified and/or unquantified expenses that are later identified and quantified during the Fiscal Year.
- R. **General Fund:** The fund associated with County financial resources that is the primary operating fund.
- S. **Indirect Costs:** A cost to a Department for administrative overhead that is not readily assignable to the objective specifically benefited.
- T. **Internal Service Cost:** An amount associated with a specific service provided by one Department for another.
- U. **Internal Service Department:** A Department that provides services primarily to other County Departments, e.g., Equipment Services, Telecommunications, Reprographics.
- V. **Line Item Budget:** A budget appropriated at a more restrictive level such as object code, organization, program or activity. Line item budgets are monitored at the more restrictive appropriated level and may include the review of all invoices, payments and journal vouchers.
- W. **Lump Sum Budget:** A budget appropriated at the highest level (Dept, Fund and Function); departments may manage expenditures at the highest level and may move funding between activities, organizations and object codes.
- X. **Non Departmental:** A special Department code utilized for budgeting revenues and expenditures of specific Board approved items that are not related to a specific department. Non Departmental budgets will be established and maintained in the General Fund, the Detention Fund, and any other fund with applicable revenues and expenditures.
- Y. **Non-Discretionary Internal Service:** A service that costs a flat fee per Fiscal Year to deliver regardless of the number of uses or users; this is also referred to as a base level service.
- Z. **Non-General Fund:** A fund that is restricted to specifically identified uses.
- AA. **On-going Revenues:** Revenues from economic activity that are generally consistent and estimable.
- BB. **One-time Revenues:** Revenues that are derived from a singular event, such as the sale of property, or an economic anomaly.

CC. **Owning Department:** The Department that owns the asset.

DD. **Reserves:** A portion of the General Fund carried from one Fiscal Year to the next to maintain a balanced budget in case of unanticipated expenditures and/or revenue shortfalls.

EE. **Restricted Fund Balance:** A fund balance which is subject to externally enforceable legal restrictions.

FF. **Special Revenue Fund:** A fund that is used to account for the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes.

GG. **Structurally Balanced Budget:** A budget in which all recurring expenditures are fully supported by recurring sources of revenue over the economic cycle.

HH. **Unassigned Fund Balance:** Fund balance which is not restricted, committed, assigned, and/or any negative fund balance.

II. **Zero Based Budget (ZBB):** A process in which the baseline of each budget is zero until expenditures are justified.

IV. **BUDGET PRINCIPLES**

- A. Each year, the Board will establish priorities and guidelines for budget development and will adopt Appropriated Budgets for all Departments.
- B. The County determines the expected General Fund operating revenue for the upcoming Fiscal Year and the budget guidelines that ensure that operating expenditures do not exceed expected revenue over the economic cycle.
- C. A Structurally Balanced Budget is required throughout the budget development and implementation process. The County operating standard is that expected revenues will at all times equal on-going expenditures over the economic cycle.
- D. The County uses a Lump Sum Budgeting method where Departments are allocated an Appropriated Budget at the start of each Fiscal Year. Departments are expected to manage their allocated funds according to their needs for the full Fiscal Year. Revisions to Appropriated Budgets are allowed only with Board approval.
- E. The Board appropriates the budget at the Department, Fund and Function level, unless specifically noted.
- F. The Board segregates a portion of the General Fund resources for budget stabilization which will be sufficient to minimize cash flow borrowing. It may also be used for future year Capital Improvement Program (CIP) and technology expenses and/or appropriated for contingencies in the current Fiscal Year.
- G. The Board maintains the property tax levy to provide sufficient levels of service for the County's Operating Fund, Library District, Flood Control District and Debt Service Fund.
- H. The stages of budget development are as follows:
 - 1. Baseline Budget: the budget provided to Departments or a modified Zero Based Budget is the starting point for budget development.
 - 2. Requested Budget: the budget that Departments submit to OMB and the Board for review.

3. Recommended Budget: the Requested Budget adjusted based on OMB analysis and Board guidance.
4. Adopted Budget: the final budget approved by the Board prior to the start of the Fiscal Year; this is the initial Appropriated Budget.
5. Revised Budget: the Adopted Budget inclusive of approved changes during the Fiscal Year; this is also referred to as the Appropriated Budget.

V. ANNUAL BUDGET GUIDELINES

A. Departments will follow this policy, the annually published guidelines approved by the Board and the instructions provided by OMB in preparing budget requests.

B. Restricted Use Funding Sources

1. Grants and Special Revenue Funds will be used wherever possible for direct programmatic costs and appropriate indirect and Central Service Costs. Departments will report to the Board non-appropriated funding sources available to support their operations and programs. Investigatory or security issues will be addressed individually.
2. Grant, donation or intergovernmental agreement (IGA) revenues must be supported by an itemized list of each revenue source. Current Fiscal Year funding levels can be used for the next Fiscal Year budgeting for recurring grants and IGAs, but may not include an increase from the current Fiscal Year.
3. Where appropriate, services and programs will be supported by user fees. Fees should be developed based on current market conditions and on full cost recovery including Indirect Costs. Fees and fee revenue will be reviewed annually in conjunction with the budget development process. Additional revenue from proposed fee increases may not be budgeted until fees have been approved by the Board.

C. Position Funding

1. Positions must be fully funded at all times. In order to create new positions, Departments must first verify on-going, full-year funding. If a position loses funding, it shall be inactivated.
2. Departments will demonstrate that positions are fully funded during the budget development process and continue to demonstrate the funding in the forecast process throughout the year and into future Fiscal Years' operational budgets.
3. Personal service budgets shall include an allowance for salary and benefit savings based on an analysis of trends, prior years' turnover rates and recent market adjustment implementations.

D. Capital Improvement Program (CIP) Budget

1. Each year the Board will develop and approve a five-year CIP budget. Project requests for inclusion in the CIP will include the on-going operating costs associated with the project and may include a contingency allocation in the amount of 10% of the total project cost or \$1,000,000, whichever is less.
2. Capital Improvement requests are submitted utilizing the process outlined by the Facilities Management Department.

3. Capital improvements will not be budgeted unless specifically approved by the Board.
4. The Board must approve changes to project appropriations, to five-year CIP's or to other project plans.

E. Major Maintenance

1. The annual operating budget should provide for the adequate and prioritized maintenance of facilities and major equipment from current revenues.
2. Major Maintenance requests are submitted utilizing the process outlined by the Facilities Management Department.
3. Major maintenance projects for General and Detention Fund facilities will be budgeted in the Facilities Management Department budget. Major maintenance projects for Non-General Fund and Non-Detention Fund facilities will be budgeted in the Owning Department budgets.

The annual budget should provide for the adequate and prioritized replacement and maintenance of County wide technology software and hardware.

F. Non Departmental Budget

1. Non Departmental 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. Non Departmental expenditures: General expenditures that benefit the County as a whole, are not specific to a single department, are best managed outside of a specific department and are 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
 - g. Vehicle & Equipment Replacement for the General and Detention Funds

3. Non Departmental 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.
 - a. Contingency appropriations may be established within Non Departmental for the General Fund, Detention Fund, and other funds as appropriate.
 - b. Contingency appropriations may be established for Non-Recurring appropriations as well as for operating appropriation purposes.
 - c. Contingency appropriations may be undesignated for future general purposes or they may be reserved by line item for specific anticipated issues.
 - d. The Board of Supervisors must approve all transfers from contingency appropriations.
4. Administration of Non Departmental budget: 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. Procedures will be established for setting adequate appropriations for the following items:
 - a. Vehicle and Equipment Replacement
 - b. Desk Top/Lap Top Replacement
 - c. Outside Legal Counsel Billings
 - d. Economic Development Programs
 - e. Staffing Studies and Market Pay Contingencies
 - f. Capital and Technology Improvement Programs

G. Vehicle Replacement

1. Vehicle replacement for General and Detention Fund vehicles will be budgeted in the Non Departmental budget. Vehicle replacement for all non-General and non-Detention Fund vehicles will be budgeted in Owning Department budgets.
2. Equipment Services prepares a needs assessment to determine which vehicles require replacement for upcoming Fiscal Years.
3. Vehicle replacement will be funded only for the current equivalent equipment class, make, model and equipment extras. Upgrades are not funded under the vehicle replacement budget. If a Department determines upgrades are necessary, the Department has two options: (a) pay for the upgrades from the Department's current operating budget; or (b) request upgrades and additions during the development of the Department's budget.
4. If the full cost of replacement is lower than originally estimated, the savings will revert to the appropriate fund. Cost overruns will be absorbed by the appropriate vehicle replacement budget.
5. OMB must approve all charges to the vehicle replacement budget.

VI. BUDGET DEVELOPMENT BY STAGE

A. Baseline Budgets

1. Departments are required to participate in the strategic planning process. Strategic plans and performance measures, along with direction from the Board, will be the primary basis for funding decisions.
2. The Board and OMB set a baseline budget for each operating, appropriated, and non-grant funded budget.
3. Departments are either given a baseline budget or are directed to build a budget using a modified Zero Based Budget model or another alternative model.
4. Appropriated Budgets are not guaranteed from one Fiscal Year to the next.

B. Requested Budgets

1. Departments shall submit Requested Budgets for review and analysis by OMB.
2. Departments shall verify funding for all purchase requisitions, contracts and agreements. Departments shall not recommend approval of any agreements that commit the County to expenditures for which future funding is not identified.
3. All budget requests shall be submitted at a detailed level as defined in OMB's annual instructions.

C. Recommended Budgets

1. The Recommended Budget is the budget OMB submits to the Board for action after reviewing and revising Department requested budgets based on the Board and County Manager directives.

D. Adopted Budget

1. The Adopted Budget is the final budget approved by the Board prior to the start of the Fiscal Year and is the initial Appropriated Budget.

E. Appropriated Budgets

1. The Appropriated Budget is the Adopted budget plus any amendments/adjustments approved by the Board throughout the Fiscal Year.

F. Budget Development Constraints

1. Internal Service Departments will develop fees and charges based on recovery of actual costs for the services they provide. Non-discretionary internal services will be charged at the department/fund level. Discretionary Internal Service Costs are the responsibility of the requesting Department.

2. Where allowable, grant and Special Revenue Funds will pay the applicable Central Service Cost Allocation (CSCA) charges unless the Board approves a variance. CSCA charges for Non-General and Detention Fund Departments, except grant and Internal Service Departments, will be based on a full-cost allocation. Grant and Internal Service Department CSCA charges will be determined in accordance with 2 CFR Part 225 (OMB Circular A-87).

VII. BUDGET/MAINTENANCE

A. General Statements

1. Departments shall maintain detailed revenue and expenditure budgets.
2. Detailed budgets shall equal Appropriated Budgets.
3. Departments have the flexibility to incur expenditures that vary from their Detailed Budgets as long as Departments comply with their Appropriated Budget and absorb unanticipated spending increases.
4. Directors and program managers must review new, unfunded or under-funded program mandates from the state and federal government, determine the fiscal impact to their Appropriated Budgets and identify funding solutions. All non-recurring funding, e.g., CIP funding, will undergo a reconciliation process at year-end and the Carryforward budget will be adjusted by the Board.
5. Reconciliation of non-recurring expenses, including projects, will occur annually at the end of the Fiscal Year and must be adjusted and approved by the Board as soon as possible after the third close of the Fiscal Year but no later than October 31st of each calendar year.

B. Revised Budget:

1. The Board may require Departments to wait until the end of the Fiscal Year before acting on Department requests for increases or contingency transfers to Appropriated Budgets.
2. During the Fiscal Year Appropriated Budgets may only be changed with Board approval.
3. OMB will ensure that all Detailed Budgets equal the Appropriated Budget, including any revisions made to the Appropriated Budget during the Fiscal Year.
4. Departments may not exceed their annual Appropriated Budgets.
5. Any Department with a negative year-to-date expenditure, negative year-end OMB forecast, or negative revenue variance in the General Fund, Detention Fund, or any fund that requires General Fund subsidies, must provide a written explanation and corrective action plan to the Department of Finance (DOF) and OMB. OMB will help the Department refine its corrective action plan based on the Department's need and current situation.

Departments shall be required to reduce expenditures to offset any shortfall in their budgeted revenue. If there is a significant risk that a Department will exceed its annual appropriation, the Board may place the Department on a Line Item Budget.

6. If, at the end of the Fiscal Year, a Department exceeds its Appropriated Budget or creates financial liabilities for the County, the Department will prepare a corrective action plan that it will present to the Board.
 - a. DOF will prepare and submit to the Board a comprehensive report of all audited actual expenditures and expenditures relative to the Department's appropriated budgets.
 - b. OMB will review the Department's expenditures to identify the causes of the overrun.
 - i. The Department will work with OMB to present its findings and a recommended corrective action plan to the Board for action.
 - ii. The corrective action plan may include but will not be limited to placing the Department on a Line Item Budget.

C. Forecasting

1. Forecasting is a process of reviewing actual expenditures and revenue values and estimating the remaining Fiscal Year's expenditures and revenues.
2. Departments and OMB will forecast all elements of the budget based on OMB's requirements.
3. Each month a Department's expenditures and revenues shall be monitored and reported in order to determine the estimated fund balances and availability of funding for one-time needs.

D. Budget Maintenance Constraints

1. Appropriated Budgets supported by grants, donations or IGAs must be amended by the Board if expenditures are forecasted to exceed the appropriation level. Proposed amendments must be supported by an updated reconciliation of all revenue sources that demonstrates the proposed amendment is fully funded.
2. Appropriated Budgets must be reduced if revenue is forecasted to be significantly less than the current budget.

VIII. FUND BALANCE

- A. Fund Balances will be estimated and included in the annual budget. Fund Balances may be appropriated for the following specific uses:
 1. Acquisition of fixed assets
 2. Retirement of outstanding debt
 3. Fiscal stabilization by offsetting operating revenue shortfalls due to economic downturns, with adjustments to restore the structural balance of the budget over the economic cycle.
- B. One-time revenues from the sale of real property, less amounts for contingent liabilities such as environmental clean-up, will be set aside for capital improvements or to retire debt used to finance capital improvements.

- C. In cases where an expenditure can be funded by more than one component of the Fund Balance, funding will be used in the following order:
 - 1. First, expenditures will draw on unassigned Fund Balances
 - 2. Second, expenditures will draw on assigned Fund Balances (if applicable)
 - 3. Third, expenditures will draw on committed Fund Balances
 - 4. Fourth, expenditures will draw on restricted Fund Balances
- D. Fund Balances may be utilized after an expenditure limitation carry forward analysis is completed with the Department of Finance.

Managing for Results Policy

Approved by the Board of Supervisors on September 18, 2000.

A. 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.

B. 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.

C. GENERAL POLICY

All Maricopa County departments/agencies will participate in the Maricopa County Managing for Results system and shall comply with this policy.

D. 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

Latest revisions approved by the Board of Supervisors on May 6, 2009.

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) County-wide Central Services Cost Allocation Plan. The Department of Finance is responsible for preparing and negotiating the County-wide 2 CFR Part 225 (OMB Circular A-87) plan with Maricopa County's cognizant agency, United States Department of Housing and Urban Development (HUD). The Department of Health and Human Services is Maricopa County's assigned cognizant agency regarding audit issues.
- b) 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.
- c) Departmental Indirect Cost Allocation Plan(s). The County's 2 C FR Part 225 (OMB Circular A-87) indirect costs plans are used as a means of equitably recovering indirect costs from both federal and non-federal grant programs. All departments/Special Districts receiving grant funds can submit a written request to the Department of Finance to prepare a Departmental 2 CFR Part 225 (OMB Circular A-87) Indirect Cost Allocation Plan.

In some cases the grantor may limit the recovery of indirect costs to a percentage less than the combined Departmental and County-wide 2 CFR Part 225 (OMB Circular A-87) indirect rate. In these cases, the Departmental 2 CFR Part 225 (OMB Circular A-87) rate shall be satisfied first. Any remaining funds will then be applied to the County-wide 2 CFR Part 225 (OMB Circular A-87) rate.

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 County-wide 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

Additional financial policies, which do not directly impact the budget process may be found at
<http://www.maricopa.gov/Finance/policies.aspx>

Budget Calendar

10/24/2016	Budget system available to Internal Service Fund Departments.
12/14/2016	Budget system available to all Departments. Budget memo issued with layouts and submission requirements.
1/4/2017	Board of Supervisors approves Budgeting for Results Guidelines and Priorities.
1/9/2017	Department Budget Memo Issued with Internal Service Charges, Central Service and Variable Benefits Information.
1/9/2017	Elected Official and Judicial Branch budget presentations to the Board of Supervisors.
1/11/2017	Elected Official and Judicial Branch budget presentations to the Board of Supervisors.
1/18/2017	Elected Official and Judicial Branch budget presentations to the Board of Supervisors.
1/13/2017	Zero-Based Budgets due.
2/10/2017	Assessed Values and Levy Limits reported by Assessor.
February	Departments submit budget requests.
3/15/2017	Departments submit CIP budgets.
April 6-May 1	Budget Office consolidates budget recommendations; prepares budget documents.
5/22/2017	FY 2018 Recommended Budget presentation.
5/22/2017	Adoption of the FY 2018 Tentative Budget
June 1 and June 8	Publication of Tentative Budget and Truth in Taxation Notice.
6/19/2017	Final Adoption of FY 2018 Budget.
8/21/2017	Adoption of the FY 2018 Property Tax Levy

Fund Descriptions

- 100 General Fund:** The General Fund is the County's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
- 201 Adult Probation Fees:** Collects the fees assessed to persons placed on probation in the Superior Court per A.R.S. §13-901. Monies collected are used to supplement County General Fund appropriations for the compensation costs of probation officers who provide pre-sentence investigations (A.R.S. §12-267).
- 203 Sheriff Donations:** Accounts for donations made in support of programs and activities of the Sheriff's Office.
- 204 Justice Court Judicial Enhancement:** Revenues consist of fees and surcharges collected under the authority of A.R.S. §22-281; and time payment fees collected under authority of A.R.S. §12-116; and On-line access subscription fees collected under authority of A.R.S. §22-284. Expenditures are used to improve, maintain and enhance the ability to collect and manage monies assessed or received by the courts and to improve court automation projects.
- 205 Court Document Retrieval:** Accounts for the collection of an additional filing or appearance fee, not to exceed \$15, to be used to defray the cost of converting the Clerk of Superior Court's document storage and retrieval system to micrographics or computer automation as established by A.R.S. §12-284.01.
- 206 Officer Safety Equipment:** Accounts for the assessments that are received by the County for investigations or issued citations pursuant to A.R.S. §12-116.04. The monies in the fund should be used to supplement, not supplant, monies available for officer safety equipment.
- 207 Palo Verde:** Palo Verde receives an annual allocation from the State of Arizona. Expenditures are utilized for nuclear disaster training.
- 208 Judicial Enhancement:** Revenues consist of fees and surcharges collected under authority of A.R.S. §12-284.03 and time payment fees collected under authority of A.R.S. §12-116. In addition, revenues are received from the State Judicial Enhancement Fund established by A.R.S. §12-113. Expenditures are used to improve, maintain and enhance the collection and management of funds and court automation projects.
- 209 Public Defender Training:** Established by A.R.S. §12-117 to account for fees that are paid on a time payment basis as established by A.R.S. §12-116. Expenditures are utilized for Public Defender Training.
- 210 Waste Management:** Established by the Board of Supervisors to segregate this activity from the General Fund. This fund accounts for a fixed fee from Waste Management Corporation plus a percentage based on the tonnages of refuse dumped. Expenditures are used for economic development in Mobile and other unincorporated areas of the County.
- 211 Adult Probation Grants:** Revenues consist of grant funds that are used for domestic violence, women's treatment programs, gang prevention, and criminal justice records improvement.
- 212 Sheriff RICO:** This fund consists of monies received as result of participation in any investigation or prosecution, whether by final judgment, settlement, or otherwise. Monies may be used for the funding of gang prevention programs, substance abuse prevention programs substance abuse education programs and witness protection or for any purposes permitted by federal law relating to the disposition of any property that is transferred to a law enforcement agency.

- 213 County Attorney RICO:** Accounts for the funds provided by the sale of confiscated property. Operated by the County Attorney, RICO consists of all the activity of the Anti-Racketeering Program.
- 214 Sheriff Jail Enhancement:** Per A.R.S. §41-2401, the Arizona State Department of Corrections allocates criminal justice enhancement funds to County Sheriffs for the purpose of enhancing County Jail facilities and operations.
- 215 Emergency Management:** Emergency Management activity consists of disaster planning and training.
- 216 Clerk of the Court Grants:** Accounts for the grant funds that are utilized for the improvement of court automation systems, child support enforcement and the processing of criminal history dispositions.
- 217 CDBG Housing Trust:** Accounts for the grant funds that are utilized to expand the supply of low-income housing through the rehabilitation and reconstruction of single family occupancy homes.
- 218 Clerk of Court Fill the Gap:** This fund was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997 – 1998 by the counties for the processing of criminal cases in the Superior Court, including the Office of the Clerk of the Superior Court, and Justice Courts.
- 219 County Attorney Grants:** Accounts for funds that are utilized for the investigation and prosecution of child abuse and domestic violence cases and the enhancement of anti-gang enforcement efforts to deter, investigate, prosecute or adjudicate gang offenders. Victim assistance is provided to include transportation, payment of emergency expenses, education programs and training to children's advocates.
- 220 Diversion:** A.R.S. §11-361 establishes the ability of counties to offer special supervision programs for non-violent offenders in order to divert them from incarceration. Funds are used to provide alternatives to criminal prosecution to appropriate offenders so that they can receive drug rehabilitation services without the cost of prosecution.
- 221 County Attorney Fill the Gap:** County Attorney Fill the GAP was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by the counties for the processing of criminal cases by county attorneys.
- 222 Human Services Grants:** Accounts for the grant funds that are utilized for community action services designed to help the disadvantaged achieve self-sufficiency and family stability.
- 223 Transportation Grants:** Transportation Grants was set up to account for all Grant activity administered by the County Transportation Department.
- 224 Medical Examiner Grant:** Accounts for the grant funds that are utilized to support the County's anti-bioterrorism efforts.
- 225 Spur Cross Ranch Conservation:** To account for the money collected from a Town- imposed ½% transaction privilege tax for the operation of the County Park.
- 226 Planning and Development Fees:** Performs mandated community planning functions. Funding is provided mainly through license and impact fees.
- 227 Juvenile Probation Grants:** Accounts for the grant funds that are utilized for the child nutrition program, family counseling and safe schools program.

- 228 Juvenile Probation Special Fee:** This fund was established by A.R.S. §12-268 to account for juvenile probation fees collected and used for the purpose of supplementing County General Fund appropriations for the compensation of personnel of the Juvenile Court.
- 229 Juvenile Restitution:** Pursuant to A.R.S. §8-346, the fund was established for the payment of restitution in juvenile delinquency proceedings. This fund consists of state and local appropriations, gifts, devices and donations from any public or private source.
- 230 Parks and Recreation Grants:** Accounts for the grant funds that are utilized for state lake improvements, park restoration and the construction and maintenance of hiking trails.
- 232 Transportation Operations:** Plans and implements an environmentally balanced multi-model transportation system. Operations are funded primarily through highway user taxes.
- 233 Public Defender Grants:** Accounts for grant funds that are utilized for public defender training and to increase the processing of drug cases.
- 234 Transportation Capital Project:** Transportation Capital Projects was set up administratively as a capital project fund to track capital project activity of the County Transportation Department. Funding is provided by a reimbursement transfer from the Transportation Fund that derives its funding from the State Highway User's Tax.
- 235 Del Webb:** A special revenue fund to account for revenue received from the Del Webb Anthem community that is restricted to expenditure for development services (the implementation and enforcement of the development master plan) and recreational services (trail system and library) supporting that community.
- 236 Recorders Surcharge:** Accounts for the collection of a special recording surcharge, not to exceed \$4, to be used to defray the cost of converting the County Recorder's document storage and retrieval system to micrographics or computer automation as established by A.R.S. §11-475.01.
- 237 Justice Courts Photo Enforcement:** Established by the Board of Supervisors on November 4, 2009 (Agenda Item C-24-10-001-M-00) to account for Justice Courts fee revenue and operating expenditures associated with photo radar traffic enforcement.
- 238 Superior Court Grants:** Grant funds are used for drug enforcement accounting, court-appointed special advocates and case-processing assistance.
- 239 Parks Souvenir:** Accounts for sales proceeds of sundry items at the Maricopa County Parks.
- 240 Lake Pleasant Recreation Services:** Provides the public with positive leisure opportunities in a safe, accessible, and efficient manner through quality development and programming while conserving and protecting unique and environmentally sensitive areas.
- 241 Parks Enhancement Fund:** Accounts for park and recreation revenues and expenditures associated with enhancing parks and recreation programs pursuant to A.R.S. §11-941.
- 243 Parks Donations:** Accounts for donations and contributions activities provided for by citizens or groups.
- 245 Justice Courts Special Revenue:** Established for the purpose of defraying expenses of justice court services by providing improvements in court technology, operations and facilities to enable the courts to respond quickly to changing statutory and case processing needs. Operations are funded by a user's charge to be added to the Defensive Driving School Diversion Fee as of March 1, 1998.
- 248 Elections Grant:** Elections Grant was set up to account for all grant activity administered by the Elections Department.

- 249 Non Departmental Grant:** Non Departmental Grants was set up to account for all non-department specific grant activity.
- 251 Sheriff Grants:** Accounts for grant and intergovernmental funds that support and enhance Sheriff Office activities.
- 252 Inmate Services:** Accounts for the funds that are held in trust for the benefit and welfare of the inmates, established under A.R.S. §31-121. The majority of revenues are derived from sales of food and sundries to the inmates.
- 254 Inmate Health Services:** Accounts for the co-payments received from inmates for self-initiated health service pursuant to A.R.S. §31-161 and A.R.S. §31-162.
- 255 Detention Operations:** Established under the authority of proposition 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. This fund accounts for revenue received as a result of these propositions, as well as, other resources with purposes consistent with A.R.S. §42-6109.01.
- 256 Probate Fees:** Administers the monies received by the Clerk of the Superior Court pursuant to A.R.S. §14-5314 and A.R.S. §14-5414 to preserve, audit, and safeguard the estates and wards for whom the court has a fiduciary responsibility.
- 257 Conciliation Court Fees:** Accounts for monies collected under A.R.S. §25-311.01 related to the dissolution of marriages. The funds collected are used by the Domestic Violence Shelter fund and the Child Abuse Prevention and Treatment fund.
- 258 Sheriff Towing and Impound:** This is a dedicate fund for vehicle impoundment revenues and expenditures. Revenues for this fund originate from the recovery of administrative charges relating to tows and impounds that are performed by the Office.
- 259 Superior Court Special Revenue:** Accounts for monies received under an intergovernmental agreement with the Department of Economic Security to conduct Title IV-D child support enforcement enhancements.
- 261 Law Library Fees:** Established by A.R.S. §12-305 to account for a portion of the fees collected by the Clerk of the Superior Court to be used for the purchase of books for the county law library.
- 262 Public Defender Fill the Gap:** Public Defender Fill the Gap was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by counties for the processing of criminal cases by the county public defender, legal defender and contract indigent defense counsel in each county.
- 263 Legal Defender Fill the Gap:** Legal Defender Fill the Gap was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by counties for the processing of criminal cases by the county public defender, legal defender, and contract indigent defense counsel in each county.
- 264 Superior Court Fill the Gap:** Superior Court Fill the Gap was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by the counties for the processing of criminal cases in the Superior Court, including the Office of the Clerk of the Superior Court, and Justice Courts.

- 265 Public Health Fees:** Accounts for public health programs that are self-supported by Vital Health fees and pharmacy operations.
- 266 Check Enforcement Program:** Accounts for fees that are collected pursuant to A.R.S. §13-1809 and §13-1810, any investigation and prosecution costs and any monies that are obtained as a result of a forfeiture and that are recovered for the county through enforcement of A.R.S. §13-1802, §13-1807, §13-2002 or §13-2310, whether by final judgment, settlement or otherwise. The monies in the fund shall be used for the investigation, prosecution and deferred prosecution of theft, forgery and fraud.
- 267 Criminal Justice Enhancement:** The Criminal Justice Enhancement fund accounts for monies that are allocated to county attorneys from the Arizona State Criminal Justice Enhancement fund (A.R.S. §41-2401). The funds are to be used for the purpose of enhancing prosecutorial efforts.
- 268 Victim Compensation Restitution:** Established to administer funding provided from the State Victim Compensation and Assistance fund (A.R.S. §41-2407) and from prisoner supervision fees under A.R.S. §31-418. Fund is used for establishing, maintaining and supporting programs that compensate and assist victims of crime.
- 269 Victim Compensation Interest:** Established as authorized by A.R.S. §11-538 consisting of monies that are distributed pursuant to A.R.S. §12-286 (75 percent of the interest earned on restitution monies that are received in trust). The County Attorney shall use monies in the fund to assist eligible victims of crime with medical, counseling and funeral expenses and lost wages.
- 270 Child Support Enhancement:** Accounts for funds received from a federal incentive award that is utilized for the enhancement of child support collections through efficient operation of the IV-D program.
- 271 Expedited Child Support:** Accounts for the funds that are utilized to establish, maintain and enhance programs designed to expedite the processing of petitions filed and enforce the resultant court orders. Revenues collected for subsequent case filing fees for post-decree petitions in dissolution cases, pursuant to A.R.S. §25-412 and A.R.S. §12-284, fund operations.
- 273 Victim Location:** Revenues are derived from interest earned on restitution monies received in trust and are to be distributed to the County Attorney and Clerk of the Superior Court on a pro rata basis (County Attorney – 75% and Superior Court – 25%). Fund was established by A.R.S. §12-287.
- 274 Clerk of the Court EDMS:** The Clerk of the Court EDMS Fund was established to account for Electronic Document Management System (EDMS) Fees which are collected as authorized by Board Agenda C16020028, ADM1005 and State Attorney General's Opinion 195-18 (R94-63).
- 275 Juvenile Probation Diversion:** The Juvenile Probation Diversion fund was established by A.R.S. 11-537 and consists of diversion fees that are collected pursuant to section 8-321(N). The monies shall be used at the discretion of the County Attorney for administering county community based alternative programs that are established pursuant to A.R.S. 8-321.
- 276 Spousal Maintenance Enforcement Enhancement:** The Spousal Maintenance Enforcement Fund is established for the Clerk of the Superior Court consisting of monies received pursuant to A.R.S. §12-289. The Clerk will spend monies in the fund to enhance enforcement of spousal maintenance orders. In addition to the fees required by A.R.S. §12-284, the Clerk shall charge and collect a surcharge of \$5 for each filing of a petition or an answer for annulment, dissolution or marriage or legal separation. The Clerk will use the surcharge only for the purposes prescribed by this statute.

- 277 Emancipation Administrative Costs:** Emancipation Administration Fund was established by A.R.S. §12-2456. The fund consists of filing fee for a petition for emancipation of minor pursuant to A.R.S. §12-284, subsection J.
- 281 Children's Issues Education:** Accounts for the funds that are utilized for educational programs regarding the impact that divorce, the restructuring of families and judicial involvement have on children pursuant to A.R.S. §25-354. Revenues that are received from the Clerk's educational program fees supplement any state or county appropriations.
- 282 Domestic Relations Mediation Education:** Accounts for the funds that are utilized to establish, maintain and enhance programs designed to educate individuals regarding the impacts on children associated with marriage dissolution, legal separation, restructuring of families and the programs available for mediation of visitation or custody disputes, pursuant to A.R.S. §25-413. Operations are funded by revenues from a surcharge received by the Clerk for each filing of a post-adjudication petition in a domestic relation's case, pursuant to A.R.S. §12-284.
- 290 Waste Tire:** Accounts for the operations activity of the waste-tire-processing center for the removal of waste tires from the County pursuant to A.R.S. §44-1305.
- 292 Correctional Health Grant:** The Arizona Department of Health Services was awarded a grant by the Department for Health and Human Services, Centers for Disease Control and Prevention, to generate surveillance data for the Centers for Disease Control and Prevention and supplement the syphilis-screening activities at the Madison Street Jail.
- 320 County Improvement Debt:** Accounts for the debt service on the Lease Revenue Bonds, Series 2001. Funding is provided by transfers from the General Fund.
- 321 Capital Lease Debt Service:** The Capital Lease Debt Service Fund accounts for the debt service on capital leases.
- 422 Intergovernmental Capital Projects:** Intergovernmental Capital Projects account for capital project spending predominantly funded from General Fund revenues.
- 440 County Improvement COP Series 2015:** The County Improvement Fund has been established to fund capital projects through the issuance of Certificates of Participation, Series 2015.
- 441 County Improvement 441 COP Series 2016:** The County Improvement 441 Fund has been established to fund capital projects through the issuance of Certificates of Participation, Series 2016.
- 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 have been pledged for debt service.
- 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:** Accounts for Information Technology (IT) projects 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 IT projects, transferred, or appropriated by the Board of Supervisors for debt service or other purposes consistent with A.R.S. §42-6109.01. None of the funds have been pledged for debt service.

- 503 Air Quality Grant:** Air Quality Grants was set up to account for all Grant activity administered by the County Air Quality Department
- 504 Air Quality Fees:** Air Quality works to protect the environment and public health through control, preservation, and improvement of the County's air quality. Permit revenue is the funding source.
- 505 Environmental Services Grant:** Environmental Services Grants was set up to account for all Grant activity administered by the County Environmental Services Department.
- 506 Environmental Services Environmental Health:** Environmental Services – Health Fund was established to account for activities related to the protection of food and water supplies consumed by residents. Funding is provided by fees collected from Health Inspections and the sale of Health Permits.
- 532 Public Health Grants:** Protects, improves and preserves the physical, mental and social well-being and the environment of the entire population of Maricopa County, with a special responsibility to serve those most vulnerable. Federal and State grants fund operations.
- 572 Animal Control License/Shelter:** Animal Control reduces the incidences of animal-inflicted injuries and reduces the risk of exposure to rabies through enforcement of dog-licensing laws, leash laws, capture and impoundment of stray dogs, public education, adoption or humane disposal of excess animals. Licenses and fees are the primary funding source.
- 573 Animal Control Grants:** Animal Control Grants was set up to account for all Grant activity administered by Animal Control.
- 574 Animal Control Field Operation:** Animal Control Field Services was set up in FY2002-03 to segregate field services, which are an optional County service, from Animal Control Pound Activities which are required by Arizona State Statute.
- 581 Solid Waste Grants:** Solid Waste Grants accounts for all Grant activity administered to Solid Waste.
- 601 CMG Medical:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured high option HMO insurance plan.
- 604 OAP Medical:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured high option open access insurance plan.
- 606 Choice Fund H.S.A.:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured Health Savings Account insurance plan.
- 607 FI Dental PPO:** This fund collects employee and employer contributions for payment of the employees' dental insurance premiums for the fully-insured dental plan.
- 608 Coinsurance Pharmacy:** This fund collects employee and employer contributions for payment of the employees' pharmacy premiums for the self-insured coinsurance pharmacy plan.
- 611 60 Percent STD:** This fund collects employee contributions for payment of the employees' short-term disability benefits for the self-insured short-term disability plan which provides benefits at 60% of the employee's salary.

- 612 50 Percent STD:** This fund collects employee contributions for payment of the employees' short-term disability benefits for the self-insured short-term disability plan which provides benefits at 50% of the employee's salary.
- 613 40 Percent STD:** This fund collects employee contributions for payment of the employees' short-term disability benefits for the self-insured short-term disability plan which provides benefits at 40% of the employee's salary.
- 614 Behavioral Health:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured behavioral health insurance plan.
- 615 Wellness:** This fund collects employer contributions for payment of the employees' wellness program expenditures for the self-insured wellness program.
- 618 Benefit Administration:** This fund collects employer contributions for payment of the benefits administration expenditures for the self-insured benefits program.
- 619 Onsite Pharmacy Clinic:** This fund records the sales and costs of all transactions passing through the County Owned Onsite Pharmacy in the County Administration Building.
- 620 Benefits Eliminations Fund:** This fund is used in the consolidation of the Benefits Trust funds to offset transactions between funds in the Trust.
- 621 Flex Spending Health:** This fund collects employee and employer contributions for payment of expenditures for the medical flexible spending benefit program.
- 622 Flex Spending Dependent Care:** This fund collects employee and employer contributions for payment of expenditures for the dependent care flexible spending benefit program.
- 623 Vision:** This fund collects employee and employer contributions for payment of the employees' vision premiums for individuals also participating in medical benefits for the self-insured vision plan.
- 625 FI Prepaid Dental:** This fund collects employee and employer contributions for payment of the employees' dental insurance premiums for the fully insured prepaid dental plan.
- 626 FI Life and AD and D:** This fund collects employee and employer contributions for payment of the employees' life insurance premiums for the fully insured life insurance plan.
- 627 Supplemental Life:** This fund collects employee contributions for payment of the employees' supplemental life insurance premiums for the fully insured supplemental life insurance plan.
- 628 Employee Assistance (EAP):** This fund collects employer contributions for payment of the employee assistance program expenditures for the self-insured EAP program.
- 629 SI Dental:** This fund collects employee and employer contributions for payment of the employees' dental insurance premiums for the self-insured dental plan.
- 630 Dependent Life:** This fund collects employee contributions for payment of the employees' dependent life insurance premiums for the fully-insured dependent life benefit plan.
- 631 Voluntary Benefits:** This fund collects employee contributions for payment of the employees' voluntary insurance premiums for the fully-insured voluntary insurance benefit plan.
- 654 Equipment Services:** This fund provides assistance to other Maricopa County departments to ensure quality service to the citizens of Maricopa County by furnishing and maintaining the necessary County mobile equipment in an efficient manner.
- 669 Small School Service:** Established per A.R.S. §15-365 to account for service programs operated through the County School Superintendent.

- 673 Reprographics:** This fund provides the County's printing and duplicating services.
- 675 Risk Management:** This fund supports the comprehensive insurance/self-insurance program, which safeguards County assets and employees by means of a Trust Fund. Personnel skilled in loss control, claims and litigation and workers' compensation work together to avert risk and conserve the human and financial resources of Maricopa County.
- 681 Telecommunications:** This fund provides cost effective voice, data, and radio communications to County employees.
- 715 School Grant:** Accounts for all grant activity administered by the Superintendent of Schools.
- 741 Taxpayer Information:** Consist of monies collected from the public records copy surcharge imposed under A.R.S. §11-496, the tax-lien-processing fee imposed pursuant to A.R.S. §42-18116, \$50 of each judgment-deed fee collected pursuant to A.R.S. §42-18205, interest earned from the elderly assistance fund pursuant to A.R.S. §42-17401 and the community facilities district special-assessment fee imposed pursuant to A.R.S. §48-721. The County Treasurer shall administer the fund and spend monies in the fund only to defray the cost of converting or upgrading an automated public information system.
- 780 School Transportation:** Accounts for reimbursement for mileage costs to parents of special-needs students.
- 782 School Communication:** Accounts for management of centralized billings paid by Superintendent of Schools for multiple school districts.
- 790 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
6010	Property Tax
6050	Tax Penalties & Interest
6060	Jail Tax
6061	Car Rental Surcharge
6100	Licenses & Permits
6150	Grants-Federal
6151	Grants-State
6152	Grants-Other
6200	Intergovernmental-Federal
6201	Intergovernmental-State
6202	Intergovernmental-Other
6210	PILT-Salt River Project
6211	PILT-Federal
6212	PILT-City
6250	State Shared Sales Tax
6260	State Shared Highway User Revenue
6300	State Shared Vehicle License
6340	Intergov Charges For Services-Federal
6341	Intergov Charges For Services-State
6342	Intergov Charges For Services-District
6343	Intergov Charges For Services-Other
6350	Judicial Charges For Services
6351	Insurance Charges For Services
6352	Other Charges For Services
6360	Internal Service Fund Charges
6370	Fines & Forfeits
6380	Patient Services Revenue
6420	Special Assessments
6450	Interest Income
6500	Miscellaneous
6501	Building & Equipment Sales
6502	Sale of Assets
6503	Unclaimed/Abandoned Property
6504	Donations/Contributions
6505	Other Miscellaneous
6510	Gain On Fixed Assets
6520	Bond Proceeds
6530	Capital Lease Agreements
6800	Transfers In

Expenditure Object Codes

Object Code	Object Code Name	Object Code	Object Code Name
7010	Regular Pay	8120	Other Services
7050	Temporary Pay	8121	Financial & Consulting Services
7100	Overtime	8122	Real Estate & Construction Services
7500	Fringe Benefits	8123	Technology Services
7501	Taxes	8124	Personnel & Training Services
7502	Retirement	8125	Insurance Services
7503	Medical	8126	Claims Services
7504	Workers Comp	8127	Publication & Document Management Services
7505	Unemployment	8200	Rent And Operating Leases
7506	Subsidy Plan	8201	Automobile Lease/Rent
7507	Life Insurance	8202	Special Function Lease/Rent
7508	Post Employment Health Program	8203	Equipment Lease/Rent
7509	Student Loan Repayment	8210	Bank Service Fees
7900	Other Personal Services	8250	Repairs And Maintenance
7950	Personal Services Allocations	8300	Intergovernmental Payments
7951	Taxes Allocation Out	8301	Intergov Risk Payments
7952	Retirement Allocation Out	8302	Intergov CSCA Payments
7953	Medical Allocation Out	8303	Intergov Reprographics Payments
7954	Salary Allocation Out	8304	Intergov Equip Svcs Payments
7960	Personal Services Allocation In	8305	Intergov Telecom Payments
7961	Taxes Allocation In	8390	Internal Service Fund Charges
7962	Retirement Allocation In	8391	Risk Management ISF Charge
7963	Medical Allocation In	8392	CSCA
7964	Salary Allocation In	8393	Reprographics ISF Charge
8000	Supplies	8394	Equipment Services ISF Charge
8010	Supplies	8395	Internal Service Charges
8011	Auto Supplies	8410	Travel
8012	Janitorial Supplies	8411	Travel - Conference
8013	Safety Apparel & Supplies	8412	Travel - Education
8014	Food Supplies	8413	Travel - Other
8015	Environmental Supplies	8420	Education And Training
8016	Technology Supplies	8421	Conference Registration
8017	Repairs And Maintenance Supplies	8430	Postage/Freight/Shipping
8020	Health Care Supplies	8450	Support And Care Of Persons
8030	Fuel	8451	Indigent Burial
8040	Non-Capital Equipment	8500	Utilities
8050	Supplies-Allocations Out	8550	Interest Expense
8060	Supplies-Allocations In	8610	Gain/Loss on Fixed Assets
8100	Legal Services	8650	Depreciation
8101	Courtroom Services Fees	8710	Inventory
8102	Legal Examinations Fees	8711	Cost of Goods Sold
8103	Legal Reports & Depositions Fees	8720	Services Allocations Out
8104	Jury Fees	8730	Services Allocations In
8105	Investigation & Mitigation Fees	8800	Transfers Out
8110	Health Care Services	8900	Loss on Fixed Assets
8111	Dental Services	9100	Capital Land Costs
8112	Therapy Services	9150	Capital Building & Improvements
8113	Pharmacy	9200	Capital Equipment
8114	Radiology/Lab Services	9300	Capital Vehicles
8115	Transportation Services	9400	Capital Infrastructure
8116	Short-Term Disability Claims	9500	Debt Service
8117	IBNR	9510	Debt Service - Interest
8118	Veterinarian Services	9520	Debt Service - Other
8119	Bad Debt Expense	9550	Capital Allocations
		9560	Capital Allocations In

Statutory Requirements

The following sections of the Arizona Revised Statutes are relevant to Maricopa County's budget and budget process:

§42-17101. Annual county and municipal financial statement and estimate of expenses

On or before the third Monday in July each year the governing body of each county and incorporated city or town shall prepare:

1. A full and complete statement of the political subdivision's financial affairs for the preceding fiscal year.
2. An estimate of the different amounts that will be required to meet the political subdivision's public expense for the current fiscal year entered in the minutes of the governing body and containing the items prescribed by section 42-17102.
3. A summary schedule of estimated expenditures and revenues that shall be:
 - (a) Entered in the minutes of the governing body.
 - (b) Prepared according to forms supplied by the auditor general.

§42-17102. Contents of estimate of expenses

- A. The annual estimate of expenses of each county, city and town shall include:
 1. An estimate of the amount of money required for each item of expenditure necessary for county, city or town purposes.
 - (a) Beginning in fiscal year 2013-14, the estimated number of full-time employees.
 - (b) Beginning in fiscal year 2013-14, the total estimated personnel compensation which shall separately include the employee salaries and employee related expenses for retirement and health care costs.
 2. The amounts necessary to pay the interest and principal of outstanding bonds.
 3. The items and amounts of each special levy provided by law.
 4. An amount for unanticipated contingencies or emergencies.
 5. A statement of the receipts for the preceding fiscal year from sources other than direct property taxes.
 6. The amounts that are estimated to be received during the current fiscal year from sources other than direct property taxes and voluntary contributions.
 7. The amounts that were actually levied and the amounts that were actually collected for county, city or town purposes on the primary and secondary property tax rolls of the preceding fiscal year.
 8. The amounts that were collected through primary property taxes and secondary property taxes levied for the years before the preceding fiscal year.
 9. The amount that is proposed to be raised by direct property taxation for the current fiscal year for the general fund, bonds, special assessments and district levies.
 10. The separate amounts to be raised by primary property tax levies and by secondary property tax levies for the current fiscal year.
 11. The amount of voluntary contributions estimated to be received pursuant to section 48-242, based on the information transmitted to the governing body by the department of revenue.
 12. The maximum amount that can be raised by primary property tax levies by the county, city or town pursuant to article 2 of this chapter for the current fiscal year.
 13. The amount that the county, city or town proposes to raise by secondary property tax levies and the additional amounts, if any, that the county, city or town will levy pursuant to the authority given to the governing body by the voters at an election called pursuant to article 5 of this chapter.
 14. The property tax rate for county, city or town purposes for the preceding fiscal year for the primary property tax and the secondary property tax.

15. The estimated property tax rate for county, city or town purposes for the current fiscal year for the primary property tax and the secondary property tax.
 16. The expenditure limitation for the preceding fiscal year and the total amount that was proposed to be spent for the preceding fiscal year.
 17. The total expenditure limitation for the current fiscal year.
 18. The amount of monies received from primary property taxation in the preceding fiscal year in excess of the maximum allowable amount as computed pursuant to article 2 of this chapter.
- B. The estimate shall be fully itemized according to forms supplied by the auditor general showing under separate headings:
1. The amounts that are estimated as required for each department, public office or official.
 2. A complete disclosure and statement of the contemplated expenditures for the current fiscal year, showing the amount proposed to be spent from each fund and the total amount of proposed public expense.
- C. The total of amounts proposed in the estimates to be spent shall not exceed the expenditure limitation established for the county, city or town.

§42-17103. Publication of estimates of expenses and notice of public hearing and special meeting

- A. The governing body of each county, city or town shall publish the estimates of revenues and expenses, or a summary of the estimates of revenues and expenses, and a notice of a public hearing of the governing body to hear taxpayers and make tax levies at designated times and places. The summary shall set forth the total estimated revenues and expenditures by fund type, truth in taxation calculations and primary and secondary property tax levies for all districts. A complete copy of the estimates of revenues and expenses shall be made available at the city, town or county libraries and city, town or county administrative offices and shall be posted in a prominent location on the official websites, or on a website of an association of cities and towns for cities and towns that do not have official websites, no later than seven business days after the estimates of revenues and expenses are initially presented before the governing body. A complete copy of the budget finally adopted under section 42-17105 shall be posted in a prominent location on the official websites no later than seven business days after final adoption.
- B. Beginning with fiscal year 2011-2012, both the estimates of revenues and expenses initially presented before the governing body and the budget finally adopted under section 42-17105 shall be retained and accessible in a prominent location on the official websites, or on a website of an association of cities and towns for cities and towns that do not have official websites, for at least sixty months.
- C. The summary of estimates and notice, together with the library addresses and websites where the complete copy of estimates may be found, shall be published once a week for at least two consecutive weeks after the estimates are tentatively adopted in the official newspaper of the county, city or town, if there is one, and, if not, in a newspaper of general circulation in the county, city or town.
- D. If a truth in taxation notice and hearing is required under section 42-17107, the governing body may combine the notice under this section with the truth in taxation notice.

§42-17104. Hearing and special meeting on expenditures and tax levy

- A. The governing body of each county, city or town shall hold a public hearing and special meeting on or before the fourteenth day before the day on which it levies taxes as stated in the notice under section 42-17103. Any taxpayer may appear and be heard in favor of or against any proposed expenditure or tax levy.
- B. If a truth in taxation notice and hearing is required under section 42-17107, the governing body may combine the hearing under this section with the truth in taxation hearing.

§42-17105. Adoption of budget

- A. After the hearing on estimates under section 42 17104 is concluded, the governing body shall convene in a special meeting and finally determine and adopt estimates of proposed expenditures for the purposes stated in the published proposal.
- B. The adopted estimates constitute the budget of the county, city or town for the current fiscal year.
- C. The total amounts that are proposed to be spent in the budget shall not exceed the total of amounts that were proposed for expenditure in the published estimates.

§42-17106. Expenditures limited to budgeted purposes; transfer of monies

- A. Except as provided in subsection B, a county, city or town shall not:
 - 1. Spend money for a purpose that is not included in its budget.
 - 2. Spend money or incur or create a debt, obligation or liability in a fiscal year in excess of the amount stated for each purpose in the finally adopted budget for that year, except as provided by law, regardless of whether the county, city or town has received at any time, or has on hand, monies or revenue in excess of the amount required to meet expenditures, debts, obligations and liabilities that are incurred under the budget.
- B. A governing body may transfer monies between budget items if all of the following apply:
 - 1. The monies are available.
 - 2. The transfer is in the public interest and based on a demonstrated need.
 - 3. The transfer does not result in a violation of the limitations prescribed in article IX, sections 19 and 20, Constitution of Arizona.
 - 4. A majority of the members of the governing body votes affirmatively on the transfer at a public meeting.

§42-17107. Truth in taxation notice and hearing; roll call vote on tax increase; definition

- A. On or before February 10 of the tax year, the county assessor shall transmit and certify to the property tax oversight commission and to the governing body of the county, city or town the total net primary assessed values that are required to compute the levy limit prescribed by section 42-17051. If the proposed primary property tax levy, excluding amounts that are attributable to new construction, is greater than the amount levied by the county, city or town in the preceding tax year in the county, city or town:
 - 1. The governing body shall publish a notice that meets the following requirements:
 - (a) The notice shall be published twice in a newspaper of general circulation in the county, city or town. The first publication shall be at least fourteen but not more than twenty days before the date of the hearing. The second publication shall be at least seven but not more than ten days before the date of the hearing.
 - (b) The notice shall be published in a location other than the classified or legal advertising section of the newspaper in which it is published.
 - (c) The notice shall be at least one-fourth page in size and shall be surrounded by a solid black border at least one-eighth inch in width.
 - (d) The notice shall be in the following form, with the "truth in taxation hearing notice of tax increase" headline in at least eighteen point type:

Truth in Taxation Hearing
Notice of Tax Increase

In compliance with section 42-17107, Arizona Revised Statutes, _____
(name of county, city or town) is notifying its property taxpayers of _____'s
(name of county, city or town) intention to raise its primary property taxes over last

year's level. _____ (name of county, city or town) is proposing an increase in primary property taxes of \$ _____ or _____ %.

For example, the proposed tax increase will cause _____'s (name of county, city or town) primary property taxes on a \$100,000 home to increase from \$ _____ (total taxes that would be owed without the proposed tax increase) to \$ _____ (total proposed taxes including the tax increase).

This proposed increase is exclusive of increased primary property taxes received from new construction. The increase is also exclusive of any changes that may occur from property tax levies for voter approved bonded indebtedness or budget and tax overrides.

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held _____ (date and time) at _____ (location).

2. In lieu of publishing the truth in taxation notice, the governing body may mail the truth in taxation notice prescribed by paragraph 1, subdivision (d) to all registered voters in the county, city or town at least ten but not more than twenty days before the date of the hearing on the estimates pursuant to section 42-17104.
 3. In addition to publishing the truth in taxation notice under paragraph 1 or mailing the notice under paragraph 2, the governing body shall issue a press release containing the truth in taxation notice.
 4. The governing body shall consider a motion to levy the increased property taxes by roll call vote.
 5. Within three days after the hearing, the governing body shall mail a copy of the truth in taxation notice, a statement of its publication or mailing and the result of the governing body's vote under paragraph 4 to the property tax oversight commission.
 6. The governing body shall hold the truth in taxation hearing on or before the adoption of the county, city or town budget under section 42-17105.
- B. If the governing body fails to comply with the requirements of this section, the governing body shall not fix, levy or assess an amount of primary property taxes that exceeds the preceding year's amount, except for amounts attributable to new construction.
- C. For the purposes of this section, "amount attributable to new construction" means the net assessed valuation of property added to the tax roll since the previous year multiplied by a property tax rate computed by dividing the primary property tax levy of the county, city or town in the preceding year by the estimate of the total net assessed valuation of the county, city or town for the current year, excluding the net assessed valuation attributable to new construction.

§42-17151. County, municipal, community college and school tax levy

- A. On or before the third Monday in August each year the governing body of each county, city, town, community college district and school district shall:
1. Fix, levy and assess the amount to be raised from primary property taxation and secondary property taxation. This amount, plus all other sources of revenue, as estimated, and unencumbered balances from the preceding fiscal year, shall equal the total of amounts proposed to be spent in the budget for the current fiscal year.
 2. Designate the amounts to be levied for each purpose appearing in the adopted budget.
 3. Fix and determine a primary property tax rate and a secondary property tax rate, each rounded to four decimal places on each one hundred dollars of taxable property shown by the finally equalized valuations of property, less exemptions, that appear on the tax rolls for the fiscal year and that when extended on those valuations will produce, in the aggregate, the entire amount to be raised by direct taxation for that year.
- B. The governing body of a county, city, town or community college district shall not fix, levy or assess an amount of primary property taxes in excess of the amount permitted by section 42-17051, subsection A, paragraph 7 or section 42-17005 as determined by the property tax oversight commission.

- C. The governing board of a common school district, a high school district or a unified school district shall not fix, levy or assess a primary property tax rate higher than the current year's rate if the district meets both of the following criteria, as determined by the property tax oversight commission:
 - 1. The total primary property taxes levied for all taxing jurisdictions on at least one-half of the residential property of the district exceed the limitation described in section 15-972, subsection E.
 - 2. The school district primary property tax rate exceeds one hundred fifty per cent of the applicable qualifying tax rate pursuant to section 41-1276.
- D. No later than December 31, the property tax oversight commission shall notify those school districts that meet the criteria described in subsection C of this section and the county school superintendents and boards of supervisors of the counties in which the school districts are located.
- E. 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.
- F. Pursuant to section 15-465.01, subsection E, an accommodation school governing board shall not levy a primary or secondary property tax. The property tax oversight commission shall consider any amount of property tax levied by a county in support of an accommodation school to be part of the county's primary levy for the purposes of determining the county's compliance with subsection B of this section.

Auditor General Forms

MARICOPA COUNTY Summary Schedule of Estimated Revenues and Expenditures/Expenses Fiscal Year 2018								
Fiscal Year	S c h	FUNDS						
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service	Eliminations Funds Available	Total All Funds
2017 Adopted/Adjusted Budgeted Expenditures/Expenses*	E	1,066,197,917	903,417,751	142,343,083	357,119,492	248,743,798	(214,751,324)	2,503,070,717
2017 Actual Expenditures/Expenses**	E	992,459,239	811,946,980	170,294,610	179,461,199	241,290,562	(199,987,434)	2,195,465,156
2018 Fund Balance/Net Position at July 1***		134,647,118	212,651,063	29,879,388	884,814,493	29,040,951		1,291,033,013
2018 Primary Property Tax Levy****	B	531,047,908						531,047,908
2018 Secondary Property Tax Levy****	B		82,715,664					82,715,664
2018 Estimated Revenues Other than Property Taxes	C	782,682,194	652,102,906	3,703,179	22,035,729	240,225,816	(214,402,500)	1,486,347,324
2018 Other Financing Sources	D		250,000		116,765,000			117,015,000
2018 Other Financing (Uses)	D							
2018 Interfund Transfers In	D	10,309,311	215,799,653	124,766,689	336,916,368	5,223,616	(693,015,637)	
2018 Interfund Transfers (Out)	D	334,721,696	140,351,024	176,138	217,766,779		(693,015,637)	
2018 Reduction for Amounts Not Available:								
LESS: Amounts for Future Debt Retirement				23,050,514				23,050,514
2018 Total Financial Resources Available		1,123,964,835	1,023,168,262	135,122,604	1,142,764,811	274,490,383	(214,402,500)	3,485,108,395
2018 Budgeted Expenditures/Expenses	E	1,123,964,835	890,344,611	135,638,457	422,365,297	250,325,399	(214,402,500)	2,608,236,099

EXPENDITURE LIMITATION COMPARISON

- Budgeted expenditures/expenses
- Add/subtract: estimated net reconciling items
- Budgeted expenditures/expenses adjusted for reconciling items
- Less: estimated exclusions
- Amount subject to the expenditure limitation
- EEC expenditure limitation

	2017	2018
1. Budgeted expenditures/expenses	\$ 2,503,070,717	\$ 2,608,236,099
2. Add/subtract: estimated net reconciling items	(304,388,896)	(290,405,278)
3. Budgeted expenditures/expenses adjusted for reconciling items	2,198,681,821	2,317,830,821
4. Less: estimated exclusions	908,673,069	990,712,405
5. Amount subject to the expenditure limitation	\$ 1,290,008,752	\$ 1,327,118,416
6. EEC expenditure limitation	\$ 1,290,008,753	\$ 1,326,363,336

* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**** Anticipated Property Tax Collections at 99.1% of the Levy. The levy for the General Fund is \$535,870,745, Flood Control District is \$62,198,813 and Library District is \$21,268,052.

Schedule A

Auditor General Forms (Continued)

MARICOPA COUNTY Tax Levy and Tax Rate Information Fiscal Year 2018		
	2017	2018
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 655,823,089	\$ 684,096,821
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	\$ 506,222,142	\$ 535,870,745
B. Secondary property taxes		
Flood Control District	\$ 58,463,580	\$ 62,198,813
Library District	20,091,335	21,268,052
Total secondary property taxes	\$ 78,554,915	\$ 83,466,865
C. Total property tax levy amounts	\$ 584,777,057	\$ 619,337,610
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ 491,035,478	\$ 521,489,046
(2) Prior years' levies	9,111,998	9,558,862
(3) Total primary property taxes	\$ 500,147,476	\$ 531,047,908
B. Secondary property taxes		
(1) Current year's levy	\$ 76,198,268	\$ 81,226,782
(2) Prior years' levies	1,413,988	1,488,882
(3) Total secondary property taxes	\$ 77,612,256	\$ 82,715,664
C. Total property taxes collected **	\$ 577,759,732	\$ 613,763,572
5. Property tax rates		
A. County tax rate		
(1) Primary property tax rate	1.4009	1.4009
(2) Secondary property tax rate		
Flood Control District	0.1792	0.1792
Library District	0.0556	0.0556
(3) Total county tax rate	1.6357	1.6357
B. Special assessment district tax rates		
Secondary property tax rates		
* 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 2018 based on prior years' collection trends, rather than on the actual levy amount. Each year, between 2 and 3% of levied taxes go unpaid. While a portion (approximately 2%) are paid in the following tax year, approximately 1% are never paid, or are not levied due to resolutions which actually reduce assessed value amounts. Levy for the General Fund is \$535,870,745, Flood Control District is \$62,198,813 and Library District is \$21,268,052.		

Schedule B

Auditor General Forms (Continued)

MARICOPA COUNTY			
Revenues Other Than Property Taxes			
Fiscal Year 2018			
	ESTIMATED REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES
SOURCE OF REVENUES	2017	2017	2018
GENERAL FUND			
Taxes			
Tax Penalties & Interest	7,519,586	9,393,807	7,519,586
PILT-City		1,079,834	356,448
PILT-Federal		3,011,264	3,011,264
PILT-Salt River Project	13,659,917	10,235,526	10,622,182
State Shared Sales Tax	516,863,039	516,460,545	533,940,557
State Shared Vehicle License	149,955,458	151,767,415	156,707,940
Licenses and permits			
Licenses & Permits	2,329,936	1,395,908	1,342,771
Intergovernmental			
Grants-Federal	70,561		
Grants-Other		20,731	
Intergovernmental-Federal	556,820	1,250	92,999
Intergovernmental-Other		553,820	249,287
Intergovernmental-State		86,545	4,827,300
Charges for services			
Intergov Charges For Services-District	499,778	533,218	568,432
Intergov Charges For Services-Federal	3,159,024	3,194,058	3,154,774
Intergov Charges For Services-Other	17,633,056	19,282,374	17,269,953
Intergov Charges For Services-State	1,499,782	5,275,083	328,257
Judicial Charges For Services	17,582,488	16,712,975	17,123,376
Patient Services Revenue	6,988	7,478	6,988
Other Charges For Services	8,349,285	12,035,148	9,945,209
Fines and forfeits			
Fines & Forfeits	10,372,054	10,766,341	10,746,561
Investments			
Interest Income	2,400,000	3,122,266	2,400,000
Miscellaneous			
Miscellaneous	2,254,906	7,032,945	1,902,142
Other Miscellaneous	258,040	501,738	564,702
Sale of Assets	537	149,767	296
Unclaimed/Abandoned Property		544	1,170
Total General Fund	\$ 754,971,255	\$ 772,620,580	\$ 782,682,194
* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget			

Schedule C

Auditor General Forms (Continued)

	ESTIMATED REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES
SOURCE OF REVENUES	2017	2017	2018
SPECIAL REVENUE FUNDS			
List Fund:			
Transportation Operations	118,542,556	120,038,817	124,761,185
Transportation Grants	496,054	373,855	593,000
Detention Operations	176,612,798	178,277,944	180,620,532
Flood Control	3,175,422	29,997,194	765,940
Flood Control Grants	105,000	72,500	
Adult Probation Fees	12,743,611	11,799,247	12,672,199
Adult Probation Grants	2,924,101	2,672,473	2,512,292
Air Quality Fees	12,083,786	12,443,449	12,339,789
Air Quality Grants	4,139,552	4,139,552	5,403,005
Animal Control Field Operations	3,474,714	3,749,933	3,749,933
Animal Control Grants		33,247	
Animal Control License/Shelter	10,175,000	9,870,260	11,045,516
Ballpark Operations	4,831,504	5,135,500	4,900,275
Cactus League Operations	1,333,391	1,336,298	1,075,068
Check Enforcement Program	72,302	121,730	50,200
Children's Issues Education		35	
Child Support Enhancement	60,000	32,398	31,000
Clerk of Court Fill The Gap	1,939,376	1,938,551	1,905,898
Clerk of the Court EDMS	2,500,000	2,573,118	2,570,690
Clerk of the Court Grants	1,693,126	1,693,126	1,442,472
Conciliation Court Fees	1,583,362	1,519,361	1,583,362
Correctional Health Grants			339,377
County Attorney Fill the Gap	1,494,911	1,448,178	1,529,368
County Attorney Grants	7,335,355	7,335,355	6,874,498
County Attorney RICO	1,879,086	1,879,086	2,185,173
Court Document Retrieval	1,034,000	1,053,207	1,053,207
Criminal Justice Enhancement	1,256,277	1,256,277	1,294,408
Diversion	1,713,350	2,100,000	1,718,186
Domestic Relations Mediation Education	200,600	193,783	193,550
Educational Supplemental Program	566,275	498,181	495,594
Elections Grants	406,750	88,655	
Emancipation Administration		335	
Emergency Management	1,181,160	1,104,033	1,019,264
Environmental Services Environmental Health	19,383,201	20,338,287	20,227,476
Environmental Services Grants	67,198	67,198	67,198
Expedited Child Support	677,500	637,501	637,500
CDBG Housing Trust	6,231,776	6,546,324	10,343,521
Human Services Grants	51,497,289	51,074,305	40,842,630
Inmate Health Services	369,950	373,418	369,950
Inmate Services	9,596,352	9,653,977	9,596,352
Judicial Enhancement	1,399,000	1,399,000	1,399,000
Justice Court Judicial Enhancement	737,183	734,982	737,183
Justice Courts Photo Enforcement	774		
Justice Courts Special Revenue	6,664,653	6,799,386	6,798,886

Schedule C (continued)

Auditor General Forms (Continued)

SOURCE OF REVENUES	ESTIMATED REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES
	2017	2017	2018
Juvenile Probation Diversion	214,095	180,091	180,000
Juvenile Probation Grants	3,928,047	3,594,537	4,113,768
Juvenile Probation Special Fee	2,669,777	2,412,699	2,412,699
Juvenile Restitution	4,000	2,175	1,430
Lake Pleasant Recreation Services	2,742,031	2,883,726	2,848,028
Law Library Fees	1,188,774	1,223,069	1,225,447
Legal Defender Fill the Gap	66,362	66,362	66,362
Library District	6,426,211	6,374,231	7,411,669
Library District Grants	411,428	410,428	132,516
Medical Examiner Grants	19,488	49,532	50,000
Non-Departmental Grants	4,460,795	2,517,800	11,880,226
Officer Safety Equipment	52,000	49,506	52,000
Palo Verde	706,722	706,722	704,721
Parks and Recreation Grants		48,828	23,560
Parks Donations	25,404	33,307	30,293
Parks Enhancement	4,959,106	5,403,364	5,240,317
Parks Souvenir	396,183	385,681	396,183
Planning and Development Fees	8,010,200	9,385,045	9,924,115
Probate Fees	392,000	393,138	392,000
Public Defender Fill the Gap	776,508	776,508	843,871
Public Defender Grants	222,141	197,195	198,518
Public Defender Training	346,113	315,110	285,490
Public Health Fees	6,608,299	6,607,665	6,763,302
Public Health Grants	51,163,998	49,960,841	52,891,093
Recorders Surcharge	3,792,689	3,867,313	3,807,689
School Communication	521,000	557,681	667,681
School Grants	24,501,039	18,846,934	33,198,027
School Transportation	600,000	549,761	600,000
Sheriff Donations	33,969	66,774	62,014
Sheriff Grants	7,624,572	7,353,997	8,847,429
Sheriff Jail Enhancement	1,482,444	1,393,832	1,482,444
Sheriff RICO	1,750,000	1,604,167	1,750,000
Sheriff Towing and Impound	211,100	172,820	186,746
Small School Service	109,551	109,995	109,551
Spousal Maintenance Enforcement Enhancement	108,000	107,544	108,000
Spur Cross Ranch Conservation	272,132	291,111	272,132
Superior Court Building Repair		3,563	
Superior Court Fill the Gap	2,009,415	2,009,415	2,202,900
Superior Court Grants	5,159,653	5,159,653	4,082,087
Superior Court Special Revenue	4,881,783	4,932,803	4,932,280
Taxpayer Information	304,341	304,341	304,341
Victim Compensation Interest	19,756	6,579	10,500
Victim Compensation Restitution	164,759	189,277	199,800
Victim Location	2,000	2,000	2,000
Waste Management	65,000	145,073	65,000
Waste Tire	4,956,341	5,400,000	5,400,000
Total	\$ 626,537,521	\$ 649,452,249	\$ 652,102,906
Total Special Revenue Funds	\$ 626,537,521	\$ 649,452,249	\$ 652,102,906

Schedule C (continued)

Auditor General Forms (Continued)

	ESTIMATED REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES
SOURCE OF REVENUES	2017	2017	2018
DEBT SERVICE FUNDS			
County Improvement Debt		5,533	
County Improvement Debt 2		34,497	
Stadium District Debt Service	3,705,813	3,706,131	3,703,179
Total Debt Service Funds	\$ 3,705,813	\$ 3,746,161	\$ 3,703,179
CAPITAL PROJECTS FUNDS			
Transportation Capital Project	18,085,534	14,562,085	21,256,329
Detention Capital Projects		737,649	
County Improvement COP Series 2015		74,052	
Intergovernmental Capital Projects	200	303	200
Long Term Project Reserve	750,200	764,976	750,200
Library District Capital Improvement		13,874	29,000
Flood Control Capital Projects	40,938,500	40,941,212	
Total Capital Projects Funds	\$ 59,774,434	\$ 57,094,151	\$ 22,035,729
INTERNAL SERVICE			
Benefits Trust	164,540,161	162,494,795	163,210,956
Benefits Trust-Agency	14,922,290	15,178,398	15,281,010
Equipment Services	16,854,693	16,092,805	16,976,629
Reprographics	739,834	21,744	
Risk Management	20,570,789	20,720,889	21,124,204
Telecommunications	21,636,326	21,036,557	23,633,017
Total Internal Service Funds	\$ 239,264,093	\$ 235,545,188	\$ 240,225,816
ELIMINATIONS			
Eliminations	(214,751,324)	(199,987,434)	(214,402,500)
Total Eliminations Funds	\$ (214,751,324)	\$ (199,987,434)	\$ (214,402,500)
TOTAL ALL FUNDS	\$ 1,469,501,792	\$ 1,518,470,895	\$ 1,486,347,324
* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget			

Schedule C (continued)

Auditor General Forms (Continued)

MARICOPA COUNTY Other Financing Sources/Uses and Interfund Transfers Fiscal Year 2018				
FUND	OTHER FINANCING 2018		INTERFUND TRANSFERS 2018	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Assessor	\$			7,730
Education Service				6,161
Enterprise Technology				8,007
Facilities Management				10,140
Non Departmental			10,309,311	334,336,720
Public Health				30,000
Sheriff				322,938
Total General Fund	\$	\$	\$ 10,309,311	\$ 334,721,696
SPECIAL REVENUE FUNDS				
Air Quality	\$			8,450
Animal Care and Control				1,140,598
Emergency Management				845
Environmental Services				17,323
Facilities Management				
Flood Control District				58,934,891
Human Services				6,602
Library District				
Non Departmental			215,769,653	28,666,279
Parks and Recreation				
Planning and Development				5,070
Public Health			30,000	
Sheriff				
Stadium District				4,064,819
Superior Court				195,000
Transportation	250,000			47,311,147
Total Special Revenue Funds	\$ 250,000	\$	\$ 215,799,653	\$ 140,351,024
DEBT SERVICE FUNDS				
Non Departmental	\$		124,766,689	176,138
Total Debt Service Funds	\$	\$	\$ 124,766,689	\$ 176,138
CAPITAL PROJECTS FUNDS				
Flood Control District	\$		58,934,891	
Library District				
Non Departmental	116,765,000		226,639,900	217,766,779
Stadium District			4,064,819	
Transportation			47,276,758	
Total Capital Projects Funds	\$ 116,765,000	\$	\$ 336,916,368	\$ 217,766,779
INTERNAL SERVICE				
Equipment Services	\$		17,145	
Procurement Services			188,570	
Risk Management			5,017,901	
Total Internal Service Funds	\$	\$	\$ 5,223,616	\$
ELIMINATIONS				
Flood Control District	\$	\$	(58,934,891)	(58,934,891)
Library District				
Stadium District			(4,064,819)	(4,064,819)
Transportation			(47,276,758)	(47,276,758)
Eliminations County			(582,739,169)	(582,739,169)
Total Eliminations Funds	\$	\$	\$ (693,015,637)	\$ (693,015,637)
TOTAL ALL FUNDS	\$ 117,015,000	\$ -	\$ -	\$ -

Schedule D

Auditor General Forms (Continued)

MARICOPA COUNTY Expenditures/Expenses by Fund Fiscal Year 2018				
FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
GENERAL FUND				
Adult Probation	51,024,130	1,117,391	51,299,972	54,952,535
Air Quality	1,119,037		1,119,037	1,119,037
Animal Care and Control	758,954		758,954	758,954
Assessor	24,018,711	378,176	23,794,970	24,596,715
Assistant County Manager 940	295,088	6,249	189,759	693,334
Assistant County Manager 950	904,383	1,680	423,356	1,782,483
Board of Supervisors Dist 1	376,999	5,872	367,841	383,892
Board of Supervisors Dist 2	376,999	5,872	381,570	383,892
Board of Supervisors Dist 3	376,999	5,872	372,876	383,892
Board of Supervisors Dist 4	376,999	5,872	377,179	383,892
Board of Supervisors Dist 5	376,999	5,872	381,738	383,892
Budget	2,431,156	34,541	2,031,635	1,927,528
Call Center	1,719,187	25,965	1,741,034	1,585,796
Clerk of the Board	1,458,992	19,028	1,253,435	1,612,881
Clerk of the Superior Court	35,192,277	433,667	34,412,832	36,235,508
Constables	3,242,537	125,856	3,272,241	3,348,847
Contract Counsel	54,487,007	(65,397)	47,571,161	51,483,790
Correctional Health	3,522,248	19,904	3,466,240	3,720,143
County Attorney	87,639,468	1,415,979	88,887,198	88,685,407
County Manager	2,648,433	29,539	2,551,447	4,209,961
Deputy County Manager 920	1,473,270	29,904	1,317,084	
Education Service	2,976,772	24,149	2,452,091	2,729,356
Elections	21,269,588	314,372	20,507,857	6,740,707
Emergency Management	253,651	5,355	257,711	2,913,470
Employee Benefits and Health	276,946	6,816	272,840	281,799
Enterprise Technology	32,162,742	(2,153,263)	27,678,044	42,603,060
Environmental Services	4,638,045	51,436	4,554,285	4,401,376
Equipment Services				5,084,400
Facilities Management	46,105,227	279,051	45,674,703	47,135,431
Finance	2,855,401	50,943	2,812,343	3,700,879
Human Resources	4,475,633	83,826	4,475,064	8,083,137
Human Services	2,383,708		2,370,120	2,586,555
Internal Audit	1,888,018	36,471	1,901,982	2,252,016
Justice Courts	18,312,558	311,877	18,357,467	18,252,388
Juvenile Probation	17,154,428	414,584	16,501,170	17,611,596
Legal Advocate	12,046,888	202,009	12,293,154	12,565,709
Legal Defender	13,436,322	235,774	13,800,697	13,996,656
Medical Examiner	10,398,183	289,708	10,397,654	11,646,982
* Non Departmental	319,427,694	(11,430,031)	256,837,222	339,965,609
Parks and Recreation	1,274,325	(37,081)	1,187,244	974,325
Planning and Development	868,232		868,232	868,232
Procurement Services	2,438,032	44,100	2,472,154	2,503,913
Public Advocate	9,297,577	157,030	9,402,572	9,526,644
Public Defender	41,570,118	707,453	42,124,638	42,851,483
Public Fiduciary	3,857,641	47,930	3,868,560	3,929,288
Public Health	11,848,845	215,707	11,501,250	12,245,818
Recorder	2,322,447	22,890	2,115,256	4,833,614
Sheriff	109,360,459	9,077,100	115,192,684	125,532,381
Superior Court	85,692,226	1,020,861	86,522,188	89,120,801
Transportation				111,672
Treasurer	5,907,713	90,305	5,903,743	6,144,603
Waste Resources and Recycling	4,186,564	20,847	4,184,755	4,138,556
Total General Fund	\$ 1,062,505,856	\$ 3,692,061	\$ 992,459,239	\$ 1,123,964,835
* Includes Contingency of \$	39,089,107	34,376,656		39,996,423

Schedule E

Auditor General Forms (Continued)

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
SPECIAL REVENUE FUNDS				
Adult Probation	50,944,060	659,513	50,191,520	50,956,832
Air Quality	17,647,878		17,000,815	20,505,901
Animal Care and Control	14,893,914		12,840,228	14,312,163
Assistant County Manager 950	479,139	852,473	1,319,669	1,269,559
Clerk of the Superior Court	8,583,746	363,404	8,038,932	9,375,577
Correctional Health	64,480,524	841,796	62,218,371	65,377,949
County Attorney	14,149,082	1,529,874	15,244,172	15,015,574
County Manager	326,455	1,419,162	1,615,161	
Education Service	27,863,805	6,541	19,580,173	36,808,459
Elections	406,750			
Emergency Management	1,810,156	162,145	1,888,107	1,807,271
Employee Benefits and Health	7,891,088	383,415	7,602,146	7,941,302
Enterprise Technology	984,584	16,447	996,026	1,001,031
Environmental Services	20,165,433		20,107,542	21,141,932
Equipment Services				1,050,000
Facilities Management	26,139,595	37,563	25,804,676	26,112,202
Finance				200,000
Flood Control District	32,500,393	2,327,166	30,977,408	33,674,109
Human Services	57,722,463		54,194,691	51,179,549
Integrated Crim Justice Info	1,674,309	22,699	1,680,038	1,700,328
Justice Courts	7,510,836		7,149,136	7,536,069
Juvenile Probation	41,509,884	572,052	41,636,145	42,625,897
Legal Advocate	35,014		32,087	27,913
Legal Defender	135,739		125,446	174,168
Library District	26,283,450	299,285	26,492,217	28,620,825
Medical Examiner	8,851	10,637	49,488	50,000
* Non Departmental	51,494,618	5,010,535	1,271,100	23,250,210
Parks and Recreation	11,241,409	185,000	10,673,134	10,752,249
Planning and Development	8,528,751	600,000	8,373,487	9,130,252
Public Defender	1,373,421		1,243,278	1,471,292
Public Health	50,033,386	176,053	49,365,725	51,993,093
Recorder	4,567,089		4,396,048	4,743,134
Sheriff	240,611,882	(1,699,950)	236,328,709	248,195,308
Stadium District	2,876,085	500,000	3,347,310	2,583,232
Superior Court	17,090,468	2,320,354	18,533,962	16,211,126
Transportation	69,425,324	176,054	66,629,821	78,293,038
Treasurer	304,341		268,455	304,341
Waste Resources and Recycling	4,751,611	200,000	4,731,757	4,952,726
Total Special Revenue Funds \$	886,445,533	\$ 16,972,218	\$ 811,946,980	\$ 890,344,611
* Includes Contingency of \$	24,417,939	24,417,939		4,417,939

Schedule E (continued)

Auditor General Forms (Continued)

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
DEBT SERVICE FUNDS				
Non Departmental	131,781,210	6,856,060	166,588,797	131,935,278
Stadium District	3,705,813	0	3,705,813	3,703,179
Total Debt Service Funds	\$ 135,487,023	\$ 6,856,060	\$ 170,294,610	\$ 135,638,457
CAPITAL PROJECTS FUNDS				
Flood Control District	77,446,654		56,859,230	55,000,000
Non Departmental	193,417,708	(18,024,066)	64,969,860	231,606,066
Stadium District	4,058,000		4,058,000	4,003,000
Transportation	100,221,196		53,574,109	131,756,231
Total Capital Projects Funds	\$ 375,143,558	\$ (18,024,066)	\$ 179,461,199	\$ 422,365,297
INTERNAL SERVICE				
Employee Benefits and Health	173,875,451		170,675,657	173,655,660
Enterprise Technology	22,840,873		21,648,222	24,479,251
Equipment Services	17,861,193		16,322,480	17,826,129
Procurement Services	827,284		329,980	
Risk Management	33,338,997		32,314,223	34,364,359
Total Internal Service Funds	\$ 248,743,798	\$	\$ 241,290,562	\$ 250,325,399
ELIMINATIONS				
Eliminations County	(205,447,397)		(199,987,434)	(204,966,835)
Eliminations County and Dist	(9,303,927)			(9,435,665)
Total Eliminations Funds	\$ (214,751,324)	\$	\$ (199,987,434)	\$ (214,402,500)
TOTAL ALL FUNDS	\$ 2,493,574,444	\$ 9,496,273	\$ 2,195,465,156	\$ 2,608,236,099

* 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.

Schedule E (continued)

Auditor General Forms (Continued)

MARICOPA COUNTY Expenditures/Expenses by Department Fiscal Year 2018				
DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
Adult Probation				
Adult Probation Fees	\$ 13,563,611		13,159,195	13,472,199
Adult Probation Grants	2,807,783	116,318	2,672,473	2,512,292
Detention Operations	34,572,666	543,195	34,359,852	34,972,341
General	51,024,130	1,117,391	51,299,972	54,952,535
Department Total	\$ 101,968,190	\$ 1,776,904	\$ 101,491,492	\$ 105,909,367
Air Quality				
Air Quality Fees	13,519,572		13,226,727	15,102,896
Air Quality Grants	4,128,306		3,774,088	5,403,005
General	1,119,037		1,119,037	1,119,037
Department Total	\$ 18,766,915	\$	\$ 18,119,852	\$ 21,624,938
Animal Care and Control				
Animal Control Field Operations	3,951,868		3,264,606	3,968,401
Animal Control Grants				
Animal Control License/Shelter	10,942,046		9,575,622	10,343,762
General	758,954		758,954	758,954
Department Total	\$ 15,652,868	\$	\$ 13,599,182	\$ 15,071,117
Assessor				
General	24,018,711	378,176	23,794,970	24,596,715
Department Total	\$ 24,018,711	\$ 378,176	\$ 23,794,970	\$ 24,596,715
Assistant County Manager 940				
General	295,088	6,249	189,759	693,334
Department Total	\$ 295,088	\$ 6,249	\$ 189,759	\$ 693,334
Assistant County Manager 950				
Detention Operations	410,680	8,388	417,125	420,559
General	904,383	1,680	423,356	1,782,483
Non-Departmental Grants	68,459	844,085	902,544	849,000
Department Total	\$ 1,383,522	\$ 854,153	\$ 1,743,025	\$ 3,052,042
Board of Supervisors Dist 1				
General	376,999	5,872	367,841	383,892
Department Total	\$ 376,999	\$ 5,872	\$ 367,841	\$ 383,892
Board of Supervisors Dist 2				
General	376,999	5,872	381,570	383,892
Department Total	\$ 376,999	\$ 5,872	\$ 381,570	\$ 383,892
Board of Supervisors Dist 3				
General	376,999	5,872	372,876	383,892
Department Total	\$ 376,999	\$ 5,872	\$ 372,876	\$ 383,892
Board of Supervisors Dist 4				
General	376,999	5,872	377,179	383,892
Department Total	\$ 376,999	\$ 5,872	\$ 377,179	\$ 383,892

Schedule F

Auditor General Forms (Continued)

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
Board of Supervisors Dist 5				
General	376,999	5,872	381,738	383,892
Department Total	\$ 376,999	\$ 5,872	\$ 381,738	\$ 383,892
Budget				
General	2,431,156	34,541	2,031,635	1,927,528
Department Total	\$ 2,431,156	\$ 34,541	\$ 2,031,635	\$ 1,927,528
Call Center				
General	1,719,187	25,965	1,741,034	1,585,796
Department Total	\$ 1,719,187	\$ 25,965	\$ 1,741,034	\$ 1,585,796
Clerk of the Board				
General	1,458,992	19,028	1,253,435	1,612,881
Department Total	\$ 1,458,992	\$ 19,028	\$ 1,253,435	\$ 1,612,881
Clerk of the Superior Court				
Child Support Enhancement	20,000		20,000	20,000
Clerk of Court Fill The Gap	1,905,898	117,133	2,022,206	1,905,898
Clerk of the Court EDMS	2,500,000		2,345,358	2,655,000
Clerk of the Court Grants	1,446,855	246,271	1,693,126	1,442,472
Court Document Retrieval	1,193,993		700,000	1,053,207
General	35,192,277	433,667	34,412,832	36,235,508
Victim Location	15,000		10,887	49,000
Judicial Enhancement	1,502,000		1,247,355	2,250,000
Department Total	\$ 43,776,023	\$ 797,071	\$ 42,451,764	\$ 45,611,085
Constables				
General	3,242,537	125,856	3,272,241	3,348,847
Department Total	\$ 3,242,537	\$ 125,856	\$ 3,272,241	\$ 3,348,847
Contract Counsel				
General	54,487,007	(65,397)	47,571,161	51,483,790
Department Total	\$ 54,487,007	\$ (65,397)	\$ 47,571,161	\$ 51,483,790
Correctional Health				
Correctional Health Grants				339,377
Detention Operations	64,480,524	841,796	62,218,371	65,038,572
General	3,522,248	19,904	3,466,240	3,720,143
Department Total	\$ 68,002,772	\$ 861,700	\$ 65,684,611	\$ 69,098,092
County Attorney				
Check Enforcement Program	125,340		115,468	120,946
County Attorney Fill the Gap	1,494,911		1,479,078	1,529,368
County Attorney Grants	6,490,942	844,413	7,329,028	6,924,498
County Attorney RICO	1,879,086	250,000	2,096,537	2,185,173
Criminal Justice Enhancement	1,502,282	16,628	1,346,682	1,547,794
Diversion	2,472,006		2,282,232	2,485,243
General	87,639,468	1,415,979	88,887,198	88,685,407
Victim Compensation Interest	19,756		12,598	22,752
Victim Compensation Restitution	164,759	418,833	582,549	199,800
Department Total	\$ 101,788,550	\$ 2,945,853	\$ 104,131,370	\$ 103,700,981

Schedule F (continued)

Auditor General Forms (Continued)

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
County Manager				
General	2,648,433	29,539	2,551,447	4,209,961
Non-Departmental Grants	326,455	1,419,162	1,615,161	
Department Total	\$ 2,974,888	\$ 1,448,701	\$ 4,166,608	\$ 4,209,961
Deputy County Manager 920				
General	1,473,270	29,904	1,317,084	
Department Total	\$ 1,473,270	\$ 29,904	\$ 1,317,084	\$
Education Service				
Detention Operations	679,906		427,048	252,858
Educational Supplemental Program	876,785		750,865	869,653
General	2,976,772	24,149	2,452,091	2,729,356
School Communication	1,103,065		1,139,746	1,380,347
School Grants	24,494,498	6,541	16,605,162	33,596,050
School Transportation	600,000		549,791	600,000
Small School Service	109,551		107,561	109,551
Department Total	\$ 30,840,577	\$ 30,690	\$ 22,032,264	\$ 39,537,815
Elections				
Elections Grants	406,750			
General	21,269,588	314,372	20,507,857	6,740,707
Department Total	\$ 21,676,338	\$ 314,372	\$ 20,507,857	\$ 6,740,707
Emergency Management				
Detention Operations				48,941
Emergency Management	1,018,170	162,145	1,103,188	1,033,096
General	253,651	5,355	257,711	2,913,470
Palo Verde	791,986		784,919	725,234
Department Total	\$ 2,063,807	\$ 167,500	\$ 2,145,818	\$ 4,720,741
Employee Benefits and Health				
Benefits Trust	158,953,161		155,497,875	158,374,650
Benefits Trust-Agency	14,922,290		15,177,782	15,281,010
General	276,946	6,816	272,840	281,799
Public Health Grants	7,891,088	383,415	7,602,146	7,941,302
Department Total	\$ 182,043,485	\$ 390,231	\$ 178,550,643	\$ 181,878,761
Enterprise Technology				
Detention Operations	984,584	16,447	996,026	1,001,031
General	32,162,742	(2,153,263)	27,678,044	42,603,060
Telecommunications	22,840,873		21,648,222	24,479,251
Department Total	\$ 55,988,199	\$ (2,136,816)	\$ 50,322,292	\$ 68,083,342
Environmental Services				
Environmental Services Environmental Health	20,098,235		20,040,344	21,074,734
Environmental Services Grants	67,198		67,198	67,198
General	4,638,045	51,436	4,554,285	4,401,376
Department Total	\$ 24,803,478	\$ 51,436	\$ 24,661,827	\$ 25,543,308

Schedule F (continued)

Auditor General Forms (Continued)

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
Equipment Services				
Detention Operations				1,050,000
Equipment Services	17,861,193		16,322,480	17,826,129
General				5,084,400
Department Total	\$ 17,861,193	\$	\$ 16,322,480	\$ 23,960,529
Facilities Management				
Detention Operations	26,139,595	37,563	25,804,676	26,112,202
General	46,105,227	279,051	45,674,703	47,135,431
Department Total	\$ 72,244,822	\$ 316,614	\$ 71,479,379	\$ 73,247,633
Finance				
General	2,855,401	50,943	2,812,343	3,700,879
Non Departmental Grants				200,000
Department Total	\$ 2,855,401	\$ 50,943	\$ 2,812,343	\$ 3,900,879
Flood Control District				
Flood Control	32,495,393	2,219,097	30,965,865	33,674,109
Flood Control Capital Projects	77,446,654		56,859,230	55,000,000
Flood Control Grants	5,000	108,069	11,543	
Department Total	\$ 109,947,047	\$ 2,327,166	\$ 87,836,638	\$ 88,674,109
Human Resources				
General	4,475,633	83,826	4,475,064	8,083,137
Department Total	\$ 4,475,633	\$ 83,826	\$ 4,475,064	\$ 8,083,137
Human Services				
CDBG Housing Trust	6,231,776		6,131,776	10,343,521
General	2,383,708		2,370,120	2,586,555
Human Services Grants	51,490,687		48,062,915	40,836,028
Department Total	\$ 60,106,171	\$	\$ 56,564,811	\$ 53,766,104
Integrated Crim Justice Info				
Detention Operations	1,674,309	22,699	1,680,038	1,700,328
Department Total	\$ 1,674,309	\$ 22,699	\$ 1,680,038	\$ 1,700,328
Internal Audit				
General	1,888,018	36,471	1,901,982	2,252,016
Department Total	\$ 1,888,018	\$ 36,471	\$ 1,901,982	\$ 2,252,016
Justice Courts				
General	18,312,558	311,877	18,357,467	18,252,388
Justice Ct Jud Enhancement	737,183		500,310	737,183
Justice Cts Photo Enforcement	9,000			
Justice Cts Special Revenue	6,764,653		6,648,826	6,798,886
Department Total	\$ 25,823,394	\$ 311,877	\$ 25,506,603	\$ 25,788,457
Juvenile Probation				
Detention Operations	34,219,259	455,361	34,562,339	35,451,657
General	17,154,428	414,584	16,501,170	17,611,596
Juvenile Probation Diversion	388,597		388,597	383,265
Juvenile Probation Grants	3,811,356	116,691	3,594,537	4,113,768
Juvenile Probation Special Fee	3,080,665		3,080,665	2,669,777
Juvenile Restitution	10,007		10,007	7,430
Department Total	\$ 58,664,312	\$ 986,636	\$ 58,137,315	\$ 60,237,493

Schedule F (continued)

Auditor General Forms (Continued)

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
Legal Advocate				
General	12,046,888	202,009	12,293,154	12,565,709
Public Defender Training	35,014		32,087	27,913
Department Total	\$ 12,081,902	\$ 202,009	\$ 12,325,241	\$ 12,593,622
Legal Defender				
General	13,436,322	235,774	13,800,697	13,996,656
Legal Defender Fill the Gap	66,362		67,745	66,362
Public Defender Training	69,377		57,701	107,806
Department Total	\$ 13,572,061	\$ 235,774	\$ 13,926,143	\$ 14,170,824
Library District				
Library District	26,276,450		26,200,129	28,488,309
Library District Grants	7,000	299,285	292,088	132,516
Department Total	\$ 26,283,450	\$ 299,285	\$ 26,492,217	\$ 28,620,825
Medical Examiner				
General	10,398,183	289,708	10,397,654	11,646,982
Medical Examiner Grants	8,851	10,637	49,488	50,000
Department Total	\$ 10,407,034	\$ 300,345	\$ 10,447,142	\$ 11,696,982
Non Departmental				
Co Improve 441 COP 2016	17,600,000		1,800,000	37,000,000
Co Improve COP 2015	97,388,194	(10,567,263)	33,010,975	58,269,899
County Improvement Debt	119,968,480	6,687,000	159,115,512	124,294,130
County Improvement Debt 2	11,812,730	169,060	7,473,285	7,641,148
Detention Capital Projects	31,000,000	(7,075,459)	4,927,801	82,291,000
Detention Operations	34,784,881	(4,686,247)	1,190,750	11,924,632
Detention Tech Capital Improve	1,050,061	1,173,060	1,849,010	374,111
General	319,427,694	(11,430,031)	256,837,222	339,965,609
General Fund Co Improve	19,307,847	(1,048,603)	4,425,057	30,666,165
Intergov Capital Projects	123,300	535	15,744	108,091
Non-Departmental Grants	16,020,975	9,890,912		10,831,226
Technology Capital Improve	26,948,306	(506,336)	18,941,273	22,896,800
Waste Management	688,762	(194,130)	80,350	494,352
Department Total	\$ 696,121,230	\$ (17,587,502)	\$ 489,666,979	\$ 726,757,163
Parks and Recreation				
Env Services Env Health				
General	1,274,325	(37,081)	1,187,244	974,325
Lake Pleasant Rec Services	3,520,026		3,276,581	3,543,151
Parks and Recreation Grants	34,696		28,990	23,560
Parks Donations	493,570	185,000	364,702	323,570
Parks Enhancement	6,392,966		6,255,519	6,068,654
Parks Souvenir	396,182		385,681	396,182
Spur Cross Ranch Conservation	403,969		361,661	397,132
Department Total	\$ 12,515,734	\$ 147,919	\$ 11,860,378	\$ 11,726,574
Planning and Development				
Del Webb				
General	868,232		868,232	868,232
Planning and Development Fees	8,528,751	600,000	8,373,487	9,130,252
Department Total	\$ 9,396,983	\$ 600,000	\$ 9,241,719	\$ 9,998,484

Schedule F (continued)

Auditor General Forms (Continued)

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
Procurement Services				
General	2,438,032	44,100	2,472,154	2,503,913
Reprographics	827,284		329,980	
Department Total	\$ 3,265,316	\$ 44,100	\$ 2,802,134	\$ 2,503,913
Public Advocate				
General	9,297,577	157,030	9,402,572	9,526,644
Department Total	\$ 9,297,577	\$ 157,030	\$ 9,402,572	\$ 9,526,644
Public Defender				
General	41,570,118	707,453	42,124,638	42,851,483
Public Defender Fill the Gap	813,470		746,310	936,465
Public Defender Grants	222,141		199,192	198,518
Public Defender Training	337,810		297,776	336,309
Department Total	\$ 42,943,539	\$ 707,453	\$ 43,367,916	\$ 44,322,775
Public Fiduciary				
General	3,857,641	47,930	3,868,560	3,929,288
Department Total	\$ 3,857,641	\$ 47,930	\$ 3,868,560	\$ 3,929,288
Public Health				
General	11,848,845	215,707	11,501,250	12,245,818
Public Health Fees	7,148,891	61,616	7,007,030	7,043,302
Public Health Grants	42,884,495	114,437	42,358,695	44,949,791
Department Total	\$ 61,882,231	\$ 391,760	\$ 60,866,975	\$ 64,238,911
Recorder				
General	2,322,447	22,890	2,115,256	4,833,614
Recorders Surcharge	4,567,089		4,396,048	4,743,134
Department Total	\$ 6,889,536	\$ 22,890	\$ 6,511,304	\$ 9,576,748
Risk Management				
Risk Management	33,338,997		32,314,223	34,364,359
Department Total	\$ 33,338,997	\$	\$ 32,314,223	\$ 34,364,359
Sheriff				
Detention Operations	218,619,446	(1,944,569)	215,017,342	223,054,449
General	109,360,459	9,077,100	115,192,684	125,532,381
Inmate Health Services	476,570		441,295	585,888
Inmate Services	9,596,352		9,596,352	9,596,352
Officer Safety Equipment	352,000		249,506	302,000
Sheriff Donations	33,969		33,969	220,000
Sheriff Grants	7,624,572		7,353,997	8,847,429
Sheriff Jail Enhancement	1,932,444	244,619	1,843,832	3,482,444
Sheriff RICO	1,750,000		1,604,167	1,750,000
Sheriff Towing and Impound	226,529		188,249	356,746
Department Total	\$ 349,972,341	\$ 7,377,150	\$ 351,521,393	\$ 373,727,689
Stadium District				
Ballpark Operations	1,578,826	500,000	2,055,034	1,544,068
Cactus League Operations	1,297,259		1,292,276	1,039,164
Long Term Project Reserve	4,058,000		4,058,000	4,003,000
Stadium District Debt Service	3,705,813		3,705,813	3,703,179
Department Total	\$ 10,639,898	\$ 500,000	\$ 11,111,123	\$ 10,289,411

Schedule F (continued)

Auditor General Forms (Continued)

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
Superior Court				
Conciliation Court Fees	1,583,362		1,560,510	1,583,362
Domestic Rel Mediation Education	200,600		200,598	193,550
Expedited Child Support	677,500		670,916	677,500
General	85,692,226	1,020,861	86,522,188	89,120,801
Judicial Enhancement	499,000		499,000	499,000
Law Library Fees	1,165,971		703,695	1,225,447
Probate Fees	442,000		442,000	467,000
Spousal Maint Enforce Enhance	108,000		107,996	108,000
Superior Court Building Repair	1,650,474	755,938	2,211,459	
Superior Court Fill the Gap	2,202,900	(162,730)	2,040,170	2,202,900
Superior Court Grants	3,432,507	1,727,146	5,159,653	4,082,087
Superior Court Special Revenue	5,128,154		4,937,965	5,172,280
Department Total	\$ 102,782,694	\$ 3,341,215	\$ 105,056,150	\$ 105,331,927
Transportation				
General				111,672
Transportation Capital Project	100,221,196		53,574,109	131,756,231
Transportation Grants	320,000	176,054	219,971	593,000
Transportation Operations	69,105,324		66,409,850	77,700,038
Department Total	\$ 169,646,520	\$ 176,054	\$ 120,203,930	\$ 210,160,941
Treasurer				
General	5,907,713	90,305	5,903,743	6,144,603
Taxpayer Information	304,341		268,455	304,341
Department Total	\$ 6,212,054	\$ 90,305	\$ 6,172,198	\$ 6,448,944
Waste Resources and Recycling				
General	4,186,564	20,847	4,184,755	4,138,556
Waste Tire	4,751,611	200,000	4,731,757	4,952,726
Department Total	\$ 8,938,175	\$ 220,847	\$ 8,916,512	\$ 9,091,282
Eliminations County				
Eliminations	(205,447,397)		(199,987,434)	(204,966,835)
Department Total	\$ (205,447,397)	\$	\$ (199,987,434)	\$ (204,966,835)
Eliminations County and Dist				
Eliminations	(9,303,927)			(9,435,665)
Department Total	\$ (9,303,927)	\$	\$	\$ (9,435,665)
TOTAL ALL DEPARTMENTS	2,493,574,444	9,496,273	2,195,465,156	2,608,236,099
* 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.				

Schedule F (continued)

Auditor General Forms (Continued)

MARICOPA COUNTY Full-Time Employees and Personnel Compensation Fiscal Year 2018						
FUND	Full-Time Equivalent (FTE) 2018	Employee Salaries and Hourly Costs 2018	Retirement Costs 2018	Healthcare Costs 2018	Other Benefit Costs 2018	Total Estimated Personnel Compensation 2018
GENERAL FUND	7,950.63	\$ 391,732,112	\$ 89,697,727	\$ 77,254,059	\$ 30,941,096	\$ 589,624,994
Regular Staff	7,587.99	389,383,580	89,697,727	77,254,059	30,761,433	587,096,799
Temporary Staff	362.64	2,348,532	-	-	179,663	2,528,195
SPECIAL REVENUE FUNDS						
Regular Staff						
201 - Adult Probation Fees	1.50	\$ 8,521,679	\$ 1,777,004	\$ 980,879	\$ 651,912	\$ 11,931,474
204 - Justice Court Judicial Enhancement	3.00	187,337	21,546	34,197	17,811	260,891
205 - Court Document Retrieval	22.00	673,575	77,465	219,443	52,741	1,023,224
207 - Palo Verde	6.00	342,815	51,027	123,463	31,844	549,149
208 - Judicial Enhancement	14.00	673,870	77,167	159,586	53,457	964,080
209 - Public Defender Training	3.00	142,968	16,440	34,202	10,943	204,553
211 - Adult Probation Grants	24.00	1,087,554	144,048	213,788	86,512	1,531,902
215 - Emergency Management	8.00	501,527	56,494	87,808	36,860	682,689
216 - Clerk of the Court Grants	-	1,105,027	126,857	125,973	84,535	1,442,392
217 - CDBG Housing Trust	6.00	429,339	49,374	68,405	37,193	584,311
218 - Clerk of Court Fill The Gap	46.50	1,179,122	135,695	442,558	100,112	1,857,487
219 - County Attorney Grants	62.00	2,556,694	330,998	596,756	195,308	3,679,756
220 - Diversion	29.00	1,641,411	214,545	322,282	129,575	2,307,813
221 - County Attorney Fill the Gap	24.00	1,022,911	117,648	273,576	86,378	1,500,513
222 - Human Services Grants	337.00	13,752,936	1,572,047	3,375,759	1,143,222	19,843,964
225 - Spur Cross Ranch Conservation	1.00	136,955	37,590	25,392	13,130	213,067
226 - Planning and Development Fees	102.60	4,332,756	479,786	988,192	303,704	6,104,438
227 - Juvenile Probation Grants	39.00	1,971,862	408,052	389,120	150,891	2,919,925
228 - Juvenile Probation Special Revenue Fee	-	1,735,989	405,180	395,805	132,803	2,669,777
232 - Transportation Operations	423.00	21,707,774	2,386,426	4,650,404	1,939,358	30,683,962
233 - Public Defender Grants	2.80	149,684	17,225	18,599	13,010	198,518
236 - Records Surcharge	26.00	1,928,247	220,804	292,324	148,548	2,589,923
238 - Superior Court Grants	32.00	2,291,388	261,485	466,867	188,509	3,208,249
239 - Parks Souvenir	-	30,757	3,535	7,750	2,484	44,526
240 - Lake Pleasant Recreation Services	22.00	1,122,446	115,133	288,985	99,866	1,626,430
241 - Parks Enhancement	58.50	2,191,301	251,750	544,055	224,761	3,211,867
242 - Library District Grants	1.00	47,098	5,415	11,399	3,604	67,516
244 - Library District	166.73	7,998,178	907,999	1,852,393	661,957	11,420,527
245 - Justice Courts Special Revenue	-	4,115,473	467,381	883,411	314,821	5,781,086
249 - Non Departmental Grants	1.00	34,826	3,808	8,776	2,530	49,940
250 - Cactus League Operations	-	10,894	1,249	1,140	755	14,038
251 - Sheriff Grants	24.00	2,392,971	1,165,130	194,179	207,279	3,959,559
252 - Inmate Services	108.00	4,127,679	578,227	1,046,428	380,922	6,133,256
253 - Ballpark Operation	4.50	302,436	34,749	44,878	22,239	404,302
254 - Inmate Health Services	-	171,363	19,704	34,200	13,104	238,371
255 - Detention Operations	3,710.55	211,588,327	36,845,847	41,622,377	18,300,521	308,357,072
256 - Probate Fees	-	300,298	34,474	34,234	22,972	391,978
257 - Conciliation Court Fees	-	1,051,068	120,662	119,821	80,406	1,371,957
258 - Sheriff Towing and Impound	2.00	91,499	37,786	22,798	8,054	160,137
259 - Superior Court Special Revenue	-	3,442,883	395,239	392,487	263,376	4,493,985
261 - Law Library Fees	3.00	166,539	19,146	34,197	12,738	232,620
262 - Public Defender Fill the Gap	9.00	563,272	64,781	101,565	44,077	773,695
263 - Legal Defender Fill the Gap	-	50,838	5,839	5,796	3,889	66,362
264 - Superior Court Fill the Gap	32.00	1,512,498	237,759	364,768	86,796	2,201,821
265 - Public Health Fees	62.00	3,002,524	345,355	753,515	230,759	4,332,153
266 - Check Enforcement Program	2.00	79,273	9,111	22,798	6,064	117,246
267 - Criminal Justice Enhancement	19.00	1,081,133	160,381	221,853	84,427	1,547,794
271 - Expedited Child Support	-	458,561	52,642	52,275	35,079	598,557
273 - Victim Location	-	37,539	4,310	4,279	2,872	49,000
274 - Clerk of the Court EDMS	45.00	1,564,105	179,887	447,848	133,511	2,325,351
275 - Juvenile Probation Diversion	4.00	258,525	60,343	43,616	19,780	382,264
276 - Spousal Maintenance Enforcement Enhancement	-	82,739	9,498	9,432	6,329	107,998
282 - Domestic Relations Mediation Education	-	148,280	17,023	16,904	11,343	193,550
290 - Waste Tire	2.00	57,883	6,649	22,798	4,427	91,757
503 - Air Quality Grants	14.75	2,432,466	279,182	354,715	191,495	3,257,858
504 - Air Quality Fees	127.90	5,476,361	637,954	1,263,464	450,278	7,828,057
505 - Environmental Services Grants	-	21,624	2,482	11,427	1,660	37,193
506 - Environmental Services Environmental Health	234.00	11,484,275	1,328,582	2,448,716	954,779	16,216,352
532 - Public Health Grants	422.00	18,791,090	2,369,789	4,631,131	1,581,982	27,373,992
572 - Animal Control License/Shelter	137.00	4,586,807	475,481	1,403,721	382,140	6,848,149
574 - Animal Control Field Operations	48.00	1,551,610	151,291	492,016	152,837	2,347,754
669 - Small School Service	1.00	67,933	7,772	11,399	5,370	92,474
715 - School Grants	69.49	5,302,898	609,800	813,362	406,808	7,132,868
782 - School Communication	12.00	686,744	79,034	114,606	55,053	935,437
790 - Educational Supplemental Program	8.00	540,907	62,188	82,985	41,135	727,215
991 - Flood Control	188.00	11,360,346	1,196,881	2,048,392	849,006	15,454,625

Schedule G

Auditor General Forms (Continued)

FUND	Full-Time Equivalent (FTE) 2018	Employee Salaries and Hourly Costs 2018	Retirement Costs 2018	Healthcare Costs 2018	Other Benefit Costs 2018	Total Estimated Personnel Compensation 2018
Temporary Staff						
204 - Justice Court Judicial Enhancement	10.00	150,259			8,052	158,311
208 - Judicial Enhancement	6.00	159,726			12,219	171,945
211 - Adult Probation Grants	5.50	262,677			20,095	282,772
218 - Clerk of Court Fill The Gap	0.50	19,836			1,517	21,353
221 - County Attorney Fill the Gap	1.00	26,619			2,036	28,655
225 - Spur Cross Ranch Conservation	-	97			7	104
232 - Transportation Operations	2.50	74,753			5,719	80,472
238 - Superior Court Grants	1.38	155,377			11,886	167,263
239 - Parks Souvenir	1.36	30,450			2,329	32,779
240 - Lake Pleasant Recreation Services	1.36	39,051			2,987	42,038
241 - Parks Enhancement	4.87	26,258			2,009	28,267
244 - Library District	55.72	1,276,262			97,634	1,373,896
253 - Ballpark Operation	0.60	-	-	-	-	-
255 - Detention Operations	7.50	329,252			25,188	354,440
265 - Public Health Fees	1.00	27,980			2,140	30,120
503 - Air Quality Grants	0.50	14,162			1,083	15,245
504 - Air Quality Fees	4.00	120,269			9,201	129,470
505 - Environmental Services Grants	0.98	6,428			492	6,920
532 - Public Health Grants	31.40	1,463,542			111,961	1,575,503
715 - School Grants	1.00	25,857			1,978	27,835
782 - School Communication	0.50	12,530			959	13,489
991 - Flood Control	2.95	74,046			5,665	79,711
Total Special Revenue Funds	6,891.44	\$ 382,755,118	\$ 58,346,151	\$ 77,172,267	\$ 32,297,798	\$ 550,571,334
		4,295,431	-	-	325,157	4,620,588
DEBT SERVICE FUNDS		378,459,687	58,346,151	77,172,267	31,972,641	545,950,746
Total Debt Service Funds	-	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL PROJECTS FUNDS						
234 - Transportation Capital Project	-	\$ 2,051,448	\$ 235,493	\$ 233,864	\$ 156,926	\$ 2,677,731
440 - County Improvement	-	877,292	108,452	111,606	65,664	1,163,014
445 - General Fund County Improvements	-	105,674	12,131	17,100	8,085	142,990
460 - Technology Capital Improvement	-	264,336	30,346	30,134	20,222	345,038
990 - Flood Control Capital Projects	-	1,250,460	206,640	205,200	137,700	1,800,000
Total Capital Projects Funds	-	\$ 4,549,210	\$ 593,062	\$ 597,904	\$ 388,597	\$ 6,128,773
PERMANENT FUNDS						
Total Permanent Funds	-	\$ -	\$ -	\$ -	\$ -	\$ -
ENTERPRISE FUNDS						
Total Enterprise Funds	-	\$ -	\$ -	\$ -	\$ -	\$ -
INTERNAL SERVICE FUND						
Regular Staff						
615 - Wellness	6.00	\$ 347,474	\$ 39,955	\$ 64,973	\$ 26,971	\$ 479,373
618 - Benefits Administration	16.00	1,035,321	119,029	194,896	80,335	1,429,581
654 - Equipment Services	54.00	3,011,682	327,216	612,559	314,835	4,266,292
675 - Risk Management	32.75	2,176,459	250,186	384,543	163,491	2,974,679
681 - Technology Infrastructure	65.00	4,987,625	579,371	788,284	357,487	6,712,767
Temporary Staff						
618 - Benefit Administration	2.00	21,114			1,615	22,729
681 - Technology Infrastructure	0.49	18,932			1,448	20,380
Total Internal Service Fund	176.24	\$ 11,598,607	\$ 1,315,757	\$ 2,045,255	\$ 946,182	\$ 15,905,801
TOTAL ALL FUNDS	15,018.31	\$ 790,635,047	\$ 149,952,697	\$ 157,069,485	\$ 64,573,673	\$ 1,162,230,902
Regular Staff	14,512.56	783,951,038	149,952,697	157,069,485	64,065,790	1,155,039,010
Temporary Staff	505.75	6,684,009	-	-	507,883	7,191,892
Salaries/Hourly includes OT and are net of budgeted vacancy savings						
Retirement Costs include ASRS LTC						
Regular FTE count is exclusive of positions that expire before the end of FY 2018						
Retirement is net of budgeted vacancy savings						
Healthcare is net of budgeted vacancy savings						
Other Benefits includes FICA/Medicare/Workers Comp/Unemployment Comp and is net of budgeted vacancy savings						

Schedule G (continued)

Glossary

Activity: A set of services with a common purpose that produces Outputs and Results for customers.

Accrual: Expense or revenue record for anticipated cash expenditure or receipt in a future reporting period.

Adopted: The Adopted budget (plan) scenario is the budget as formally adopted by Board of Supervisors for each Fiscal Year (July 1st through June 30th).

AHCCCS: Arizona Health Care Cost Containment System. AHCCCS is Arizona's Medicaid program.

ALTCS: The Arizona Long Term Care System (ALTCS) offers an array of services including: acute medical, nursing facility, behavioral health, in-home, assisted living facility and case management services to residents of Arizona in need of ongoing services at a nursing facility level of care.

Appropriation: The dollar amount set by the Board pursuant to statute that authorizes expending funds or incurring obligations for a specific purpose.

Arbitrage: 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.

Assigned Fund Balance: The portion of fund balance that reflects a government's intended use of resources.

Balanced Budget: An annual budget in which expenditures or uses do not exceed available resources. Current year spending as well as future spending obligations must be taken into account.

Base Level Internal Service Charge: A base-level, fixed charge that is required by all agencies for normal business operations that cannot be controlled directly by department management. As an example, Telecommunications provides base-level services that include phone line administration, 506 and 372 exchange, voice mail, transmission systems, etc.

Base Level Request: An initial fiscal year's budget amount, with adjustments for program changes, grants, and departmental realignments, which are approved by the Maricopa County Board of Supervisors and annualized costs for previously funded budget issues (initiatives). A department's base budget request must be within the budget threshold provided.

Baseline: An established level of previous or current performance that could be used to set improvement goals and provide a comparison for assessing future progress.

Baseline Budget: A dollar amount used as a starting point for a department's budget.

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.

Bond: A fixed obligation to pay that is issued by a government entity to investors. Bonds are used to raise cash for operational or infrastructure projects.

Budget: A set of interlinked plans that quantitatively describe an entity's projected future operations.

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 2018 to pay for an expenditure budgeted for FY 2017 for which an obligation has been incurred that cannot be paid by June 30, 2017. Note: Carryover items should be identified in the base budget submission.

Central Services Cost Allocation Plan: An allocation of General Fund Central Service department's costs (i.e., human resources, internal audit) to all non-General Fund departments through a consistent, logical methodology in proportion to the service or benefit received.

COPs (Certificates of Participation): A method of structuring and securitizing lease payments to investors by dividing the lease payments into fractionalized interests or shares for individual sale to investors. A formal certificate represents each share, much like a bond. However, unlike bonds, COPs are typically subject to annual appropriation and do not represent a "debt" of the issuer or other lessor, but rather a proportionate interest in a flow of lease payments that are pledged to a trust.

Committed Fund Balance: Resources whose use is constrained by limitations that the government imposes upon itself at its highest level of decision making and that remain binding unless removed in the same manner.

Debt Service Fund: A fund used to account for the accumulation of resources for and payment of general long-term debt principal and interest such as that associated with general obligation, special assessment, and stadium district bonds.

Demand Measure: The number of total units of Service requested/required/demanded by the customer; expressed as a number. Examples include, number of residents requesting job training or number of building inspection applications received.

Department: An organizational unit headed by a director or elected official. In terms of financial structure, departments can have multiple funding sources, (i.e., general fund, special revenue, etc.) that are based on specified uses. The combinations of the various funds are consolidated at the department level.

Depreciation: The systematic reduction in the recorded cost of a fixed asset. The net effect of depreciation is the gradual decline in the reported carrying amount of fixed assets on the balance sheet.

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.

Efficiency Measure: A performance measure that measures the average activity expenditure per output or result expressed in dollars. Examples include cost per participant served (output efficiency) or cost per building inspection completed within seventy-two hours (result efficiency).

Eliminations: Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in another fund. For example, interdepartmental charges are made to various County departments from the Reprographics (print shop) fund. Departments pay the print shop for services, and these costs are included in departments' budgeted expenditures, supported by revenues from sources external to the County. The print shop, in turn, budgets these payments as revenue, along with expenditures related to the cost of providing printing services.

Environmental Assessment: An analysis of the internal and external trends and issues that will have a major impact on the department and its customers over the next two to five years. The environmental assessment is based on data-based information and reasoned professional judgment that describes changes anticipated both from inside and outside the department.

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

Financial Accounting Standards Board (FASB): This private, non-profit organization is responsible for determining uniform standards for treatment of accounting items, referred to commonly as the Generally Accepted Accounting Principles (GAAP).

Forecast: The Forecast scenario is an estimate of actual revenues, expenditures and performance through the end of the current fiscal year, which may be different from the Revised Budget (plan). The Forecast scenario includes actual revenues, expenditures, and performance for the current fiscal year to date, plus a projection for the remainder of the Fiscal Year.

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

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

Fund Transfers: Transferring monies between funds is a tool for maintaining a structurally balanced budget.

Fund Balance/Equity: An amount composed of accumulated excess or deficiency of revenues less expenditures in a fund. This is measured at the beginning or end of a fiscal year.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Fund: A fund accounting for all financial resources of the County, except those required to be accounted for in other funds, that serves as the County's primary operating fund.

General Obligation (GO) Bond: General Obligation Bonds are sold to raise funding for capital expenditures. General Obligation Bonds must be approved by a majority of Maricopa County residents. Funding for repayment would be provided by the County's secondary debt service property tax levy.

Governmental Fund: The funds used to account for most typical governmental functions. The acquisition, use, and balances of the governmental entity's expendable financial resources and the related current liabilities are accounted for through the five types of governmental funds: General, Special Revenue, Debt Service, Capital Projects and Permanent Funds.

Governmental Accounting Standards Board (GASB): An independent not-for-profit organization formed in 1984 that is responsible for issuing accounting standards for state and local governments.

Indirect Cost: A cost that is necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service. The central service cost allocation is an example of the allocation of indirect costs.

Input: A volume of resources used to provide an activity. Inputs are typically stated in terms of dollars or hours, but are sometimes stated in terms of people or material resources.

Internal Service Charge: A cost billed to one County department by another County department for base level or discretionary services provided.

Internal Service Fund (ISF): A proprietary fund that may be used to report any activity that provides goods or services to other departments on a cost-reimbursement basis.

Issue Statement: A summary statement of an issue and trend that will have a major impact on the department's customers over the subsequent two to five years. Issue statements include what that impact will be to the customers. They are the products of the environmental assessment phase in strategic planning.

Key Result Measure: Key Result Measures for each Program comprise at least one Result Measure from each of the Activities within the Program so that a set of result measures is created that relates to the results portion of the Program Purpose Statement.

Major Fund: Fund whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds. In the FY 2018 Budget, the General Fund and Detention Funds are considered *Major Funds*.

Major Maintenance: The periodic need to repair and rework building and infrastructure systems or components to maintain the original condition of the asset. This repair work does not usually make the building more useful or add to the estimated useful life of the building as a structure. Maintenance costs are normal costs that allow a capital asset to be used in a normal manner over its originally expected economic life. Examples of major maintenance include, but are not limited to: re-roofing, disassembling and rebuilding air-conditioning systems and water chillers, replacement of worn-out heating systems, and other major components.

Mandate: A program that meets constitutional, statutory or court-ordered requirements from either Federal or State entities.

MFR (Managing for Results): Managing for Results is a comprehensive and integrated management system that focuses on achieving results for the customer. MFR provides a common framework under which strategic planning, budgeting, and performance measurement are aligned in a unified, cyclical process with five components that support the process: Planning for Results, Budgeting for Results, Delivering Services, Analyzing and Reporting Results, and Evaluating and Improving Results.

Mission: A clear, concise statement of purpose for the entire County or department. The mission focuses on the broad, yet distinct, results the County or department will achieve for its customers.

Nonmajor Fund: Funds which are not major funds.

Object Code: Identifies the expenditure type (e.g., fuel, maintenance, rent, and supplies).

Output Measure: A performance measure that measures the number of units produced or delivered to the customer. Examples include number of participants enrolled in job training courses or number of building inspections completed.

Position Control Number (PCN): A position control number is assigned to a position once the Budget Office has verified that it has been budgeted appropriately and that there is adequate funding to support the budget as a whole.

Performance Measure: An on-going, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate directly to objectives and allow for measurement of the same thing over a period of time. (See Family of Measures)

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

Personal Services Allocation – Out/In: An object code (795 or 796) used to record payroll expenditures that will be charged/credited to a department for work performed on a special assignment basis. The department providing the personal services will record the expenditure as a credit, and the receiving department will record the expenditure as a debit.

Personnel Savings: A savings normally realized when positions are vacant or employees are paid at a lower rate than was budgeted.

Position: A single specific instance of a job class, whether occupied or vacant, involving duties requiring the services of one person. A position may be full or part-time as reflected in the FTE value.

Program: A set of activities that have a common purpose that produces results for customers. Programs are described in clear, results-oriented terms in a Program Purpose Statement and are aligned with the department's Mission and Goals.

Restatement: An adjustment in historical revenue or expenditure information to present it in the current format. An example would be to restate revenue and expenditure information following reorganization.

Restricted Fund Balance: Resources that are subject to externally enforceable legal restrictions.

Result Measure: A performance measure that measures the impact or benefit that customers experience as a consequence of receiving a department's services, stated as a percentage or rate. Examples include percentage of job trainees who had jobs for six months or longer, or percentage of building inspections completed within seventy-two hours.

Results Initiative: A request for funding above the budget base to support a program, activity and strategic goal identified in the strategic planning process. Results initiatives address mandates, demands for service caused by demographic changes, new programs, or expansion of existing programs. Results initiatives must clearly relate to the department's mission and be supported by relevant performance measures.

Revised: The Revised budget is the Adopted budget for a Fiscal Year plus any approved adjustments. Adjustments that include changes to appropriated budgets must be approved by the Board of Supervisors.

Services: A service is the deliverable or product that the customer receives from a department. Services are described as nouns, not verbs, thus defining services in terms of what the customer actually receives rather than in terms of what the department does. They should also be countable.

Special Revenue Fund: A fund that accounts for the proceeds of specific revenue sources (other than major capital projects) that is legally restricted to specific-purpose expenditures.

Strategic Goal: A strategic goal translates resources into significant results to be achieved over the next two to five years, providing the basis for evaluating the department as a whole.

Strategic Business Plan: A strategic business plan sets forth the purpose, strategic goals, operational organization, and performance expectations for a department. The strategic plan provides information

to department staff, corporate decision makers, the Maricopa County Board of Supervisors, and the public about how the department is organized to deliver results to its customers and what results the department is accountable for achieving. The plan provides the opportunity for all department staff to see how they contribute at all levels in the organization.

Structurally Balanced Budget: A budget in which all recurring expenditures are fully supported by recurring sources of funding over the economic cycle.

Supplies: A category of expenditures within the budget for all standard costs of daily operations, including such items as office supplies, rent, contractual services, and travel.

Trend: A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing or even staying the same. The size of the number of occurrences often determines whether the recurrences constitute a trend. If the number of recurrences is very small, such as number of floods in a year, it may take a number of years to document a trend in one direction or another. Conversely, a large number of events or occurrences, such as the number of court cases of a particular type, may reveal a trend within months or a few years.

Truth-in-Taxation (TNT): As real estate values rise year over year, so does the taxable value of the property. Unless there is a commensurate reduction in the tax rate, the amount of property taxes will also increase. The purpose of truth-in-taxation (TNT) is to prevent this type of tax increase. It also serves to make elected officials aware of such a tax increase and allows the public to be notified of the increase and communicate with their elected leaders.

Unassigned Fund Balance: Net resources in excess of what is classified as restricted, committed or assigned fund balance.

Zero-Based Budgeting (ZBB): A process used for detailing an overall budget and individual budgeted items rather than dealing only with proposed changes from a previous budget.

Acronyms

ADP: Average Daily Population
APD: Adult Probation Department
AHCCCS: Arizona Health Care Cost Containment System
ALTCS: Arizona Long Term Care System
A.R.S.: Arizona Revised Statutes
ASRS: Arizona State Retirement System
BLM: Bureau of Land Management
BOS: (Maricopa County) Board of Supervisors
CAFR: Comprehensive Annual Financial Report
CAMA: Computer Aided Mass Appraisal
CHS: Correctional Health Services
CIP: Capital Improvement Program
COPs: Certificates of Participation
C2C: Cradle to Crayons
DPS: Department of Public Safety
EHR: Electronic Health Record
FASB: Financial Accounting Standards Board
FCV: Full Cash Value
FEMA: Federal Emergency Management Administration
FHWA: Federal Highway Administration
FTE: Full Time Equivalent
FY: Fiscal Year
GAAP: Generally Accepted Accounting Principles
GASB: Governmental Accounting Standards Board
GDP: Gross Domestic Product
GFOA: Government Finance Officers Association
GO: General Obligation
HURF: Highway User Revenue Fund
IBNR: Incurred But Not Reported
ICR: Issuer Credit Rating
IGA: Intergovernmental Agreement
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
MCSO: Maricopa County Sheriff's Office
MfR: Managing for Results
MMC: Maricopa Medical Center
MMCS: Maricopa Managed Care System
MVD: Motor Vehicle Department
OET: Office of Enterprise Technology
PCR: Post-Conviction Relief
PDS: Public Defense System
PCN: Position Control Number
SMI: Seriously Mentally Ill
SRP: Salt River Project
STD: Short-Term Disability
SVP: Sexually Violent Persons
S&P: Standard & Poor's
RPTA: Regional Public Transit Authority
RTP: Regional Transportation Plan
TIP: Transportation Improvement Program
TNT: Truth-in-Taxation
TPT: Transaction Privilege Tax
VLT: Vehicle License Taxes
ZBB: Zero-Based Budgeting

Acknowledgements

The Fiscal Year 2018 Maricopa County Budget Document was made possible with the help of many dedicated individuals. Most importantly, we thank the Board of Supervisors and the County Manager for providing the policy guidance and leadership that is the backbone of the budget process. Thanks must also be given to the Elected Officials, the Deputy County Manager, Assistant County Managers and Department Directors for their cooperation during this past year. This document could not have been produced without the conscientious and creative efforts of the budget staff of the Budget Office whose members include: Tina Allen, Samantha Carter, Kirstin Chernin, Lauren Cochran, Jordan Dale, Ida Flaherty, Ron Forster, Cindy Goelz, Bridgette Hernandez, Brian Hushek, Alice Kirk, Mitch Kolf, Gerald Lehr, Kimberly Tolbert, Jon Vandervoort and Jeff Wickman.

In addition, thank you to the following Enterprise Resource Planning team members who were instrumental in providing the system support and reports needed to produce this document: Angie Flick, Zachary Wolfe and Amanda Zibell.



Flood Control District

Motion

Approve the Flood Control District Fiscal Year 2018 Budget in the amount of \$88,674,109 by total appropriation for each fund and appropriation unit group for the Flood Control District.



Flood Control District Transmittal Letter

To: Denny Barney, Chairman, District 1
Steve Chucri, District 2
Steve Gallardo, District 5
Bill Gates, District 3
Clint Hickman, District 4

The FY 2018 expenditure budget for the Flood Control District is \$88,674,109, a decrease of \$21,272,938 over the FY 2017 Revised Budget. Based on the Five-Year Capital plan, the FY 2018 capital project expenditures are budgeted at \$55,000,000. Two major dam rehabilitation projects, in which the District partnered with the Natural Resource Conservation Service (NRCS), are expected to be completed in early FY 2018.

The FY 2018 budget has been developed with a tax rate that will remain flat at a rate of \$0.1792 per \$100 dollars of net assessed value. The Flood Control District Tax Levy will be \$62,198,813 for FY 2018. In FY 2018, the Flood Control District has budgeted revenue of \$62,404,964, which is \$39,475,975 (39%) less than FY 2017, due to the reduction in NRCS and partnership revenue.

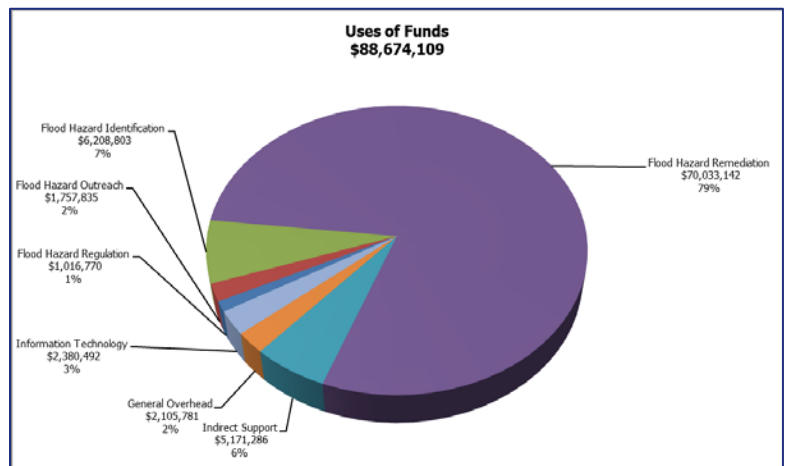
The Flood Control District Capital Improvement Program budget reflects strong activity in the construction phase of major infrastructure projects, which are geographically distributed to benefit all five County Supervisory Districts. In all, the Flood Control District has 39 scheduled projects totaling \$256.5 million in the five-year Capital Improvement Program. This includes \$15.4 million in the Small Projects Assistance Program.

I wish to offer my appreciation to the Board of Directors for their support and guidance during the budget development process. I believe this budget is sustainable, responsible, and aligns with the District's mission.

Sincerely,



Joy Rich
Maricopa County Manager



On June 19, 2017, the Maricopa County Flood Control District Board of Directors adopted the FY 2018 Budget totaling \$88,674,109. This amount represents an increase of \$163,167 from the Tentative Adopted Budget.

On August 21, 2017, the Maricopa County Board of Supervisors approved the FY 2018 Tax Levy and Rate.



New River Rechannelization



Cave Creek at Sweetwater

Flood Control District

Analysis by Jon Vandervoort, Budget Analyst

Mission

The mission of the Maricopa County Flood Control District (FCD) is to provide regional flood hazard identification, regulation, remediation and education to Maricopa County residents so they can reduce the risk of injury, death, and property damage from flooding, while still enjoying the natural and beneficial values served by floodplains.

Vision

The Flood Control District vision is for the residents of Maricopa County and future generations to have the maximum level of protection from the effects of flooding through fiscally responsible flood control actions and multi-use facilities that complement and enhance the beauty of our desert environment.

Strategic Goals

Department Specific

By 2022, the District will evaluate all new structures and 50% of the 83 existing District structures for potential water conservation measures and implement such water conservation measures on at least 5 of the new or existing structures.

Status: Currently incorporating water conservation techniques on several new projects currently in design.

Government Operations

By 2022, the District will achieve a 50% reduction in water usage on FCD landscaping from 7,500,000 gallons of water in 2014, thus reducing the overall water usage.

Status: Coordinating with facilities to understand current irrigation water use, maintenance costs and roof runoff capture opportunities.

Regional Services

By 2022, The District will have reduced the risk of loss of life or property due to storm water flooding for 94% of the 2030 projected population of the County, an increase from 84% of the projected population.

Status: Multiple inspections set for FY 2018 to identify repair work on non-dam structures. Meetings held with NRCS, FEMA and local communities to discuss partnerships.

Summary

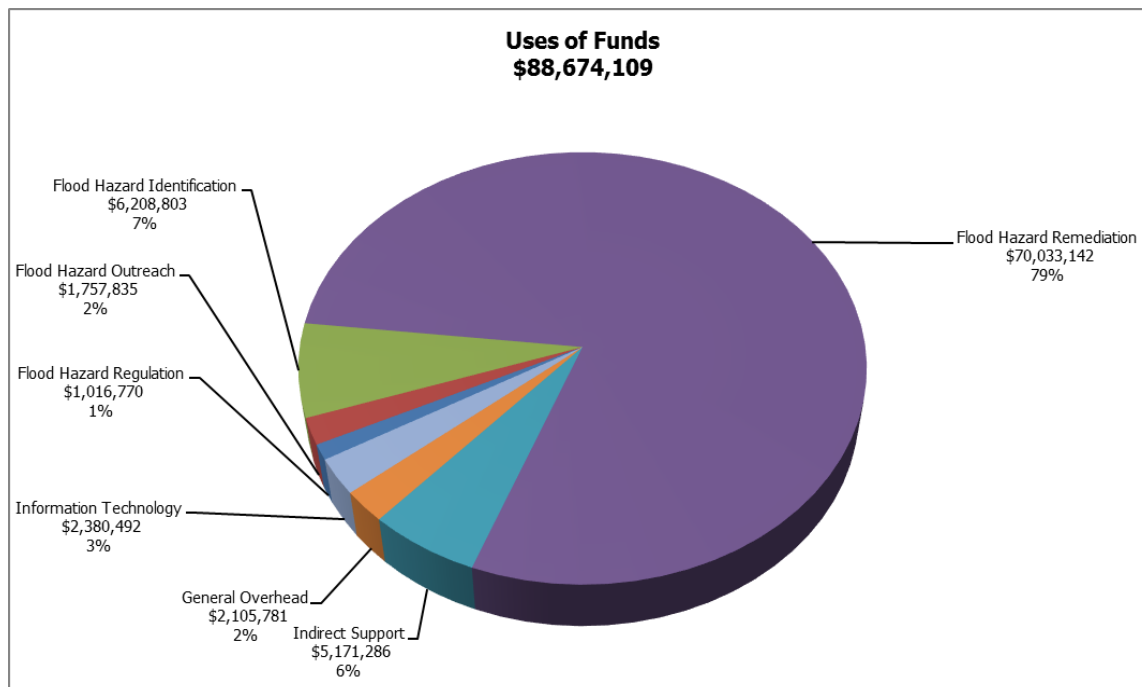
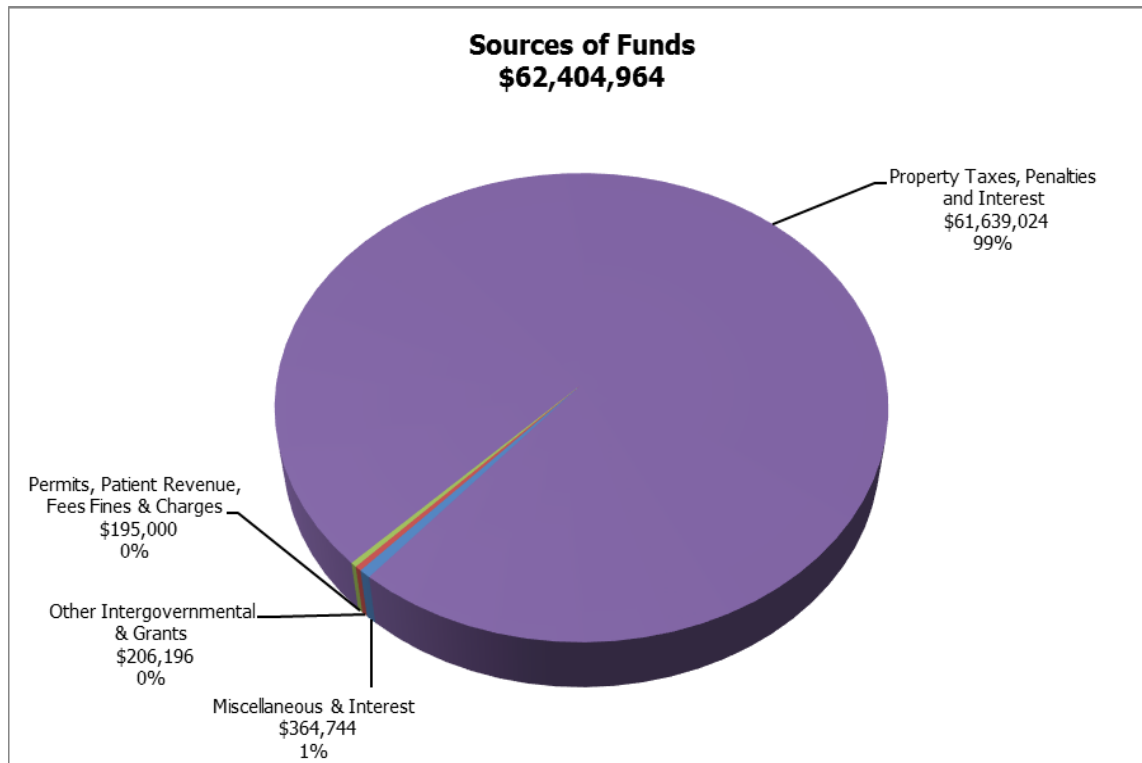
Consolidated Sources, Uses and Fund Balance by Fund Type

	Special Revenue Fund	Capital Projects Fund	Subtotal	Eliminations	Total
Beginning Fund Balance	\$ 36,630,366	\$ 33,165,334	\$ 69,795,700	\$ -	\$ 69,795,700
Sources of Funds					
Operating					
Taxes	\$ 61,639,024	\$ -	\$ 61,639,024	\$ -	\$ 61,639,024
Licenses & Permits	195,000	-	195,000	-	195,000
Intergovernmental	206,196	-	206,196	-	206,196
Miscellaneous	364,744	-	364,744	-	364,744
Total Operating Sources	\$ 62,404,964	\$ -	\$ 62,404,964	\$ -	\$ 62,404,964
Non Recurring					
Other Financing Sources	\$ -	\$ 58,934,891	\$ 58,934,891	\$ (58,934,891)	\$ -
Total Non Recurring Sources	\$ -	\$ 58,934,891	\$ 58,934,891	\$ (58,934,891)	\$ -
Total Sources	\$ 62,404,964	\$ 58,934,891	\$ 121,339,855	\$ (58,934,891)	\$ 62,404,964
Uses of Funds					
Operating					
Personal Services	\$ 15,534,336	\$ -	\$ 15,534,336	\$ -	\$ 15,534,336
Supplies	1,357,605	-	1,357,605	-	1,357,605
Services	13,896,047	-	13,896,047	-	13,896,047
Capital Outlay	1,469,000	-	1,469,000	-	1,469,000
Total Operating Uses	\$ 32,256,988	\$ -	\$ 32,256,988	\$ -	\$ 32,256,988
Non Recurring					
Personal Services	\$ -	\$ 1,800,000	\$ 1,800,000	\$ -	\$ 1,800,000
Services	1,417,121	-	1,417,121	-	1,417,121
Other Financing Uses	58,934,891	-	58,934,891	(58,934,891)	-
Capital Outlay	-	53,200,000	53,200,000	-	53,200,000
Total Non Recurring Uses	\$ 60,352,012	\$ 55,000,000	\$ 115,352,012	\$ (58,934,891)	\$ 56,417,121
Total Uses	\$ 92,609,000	\$ 55,000,000	\$ 147,609,000	\$ (58,934,891)	\$ 88,674,109
Structural Balance	\$ 30,147,976	\$ -	\$ 30,147,976	\$ -	\$ 30,147,976
Ending Fund Balance					
Restricted	\$ 6,426,330	\$ 37,100,225	\$ 43,526,555	\$ -	\$ 43,526,555

Appropriated Expenditures and Other Uses by Fund and Appropriation Group

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
FLOOD CONTROL DISTRICT				
D690 FLOOD CONTROL DISTRICT				
900 ELIMINATIONS				
Non Recurring Non Project	\$ (25,408,677)	\$ (25,408,677)	\$ (58,934,891)	\$ (33,526,214)
All Appropriations	\$ (25,408,677)	\$ (25,408,677)	\$ (58,934,891)	\$ (33,526,214)
989 FLOOD CONTROL GRANTS				
Non Recurring Non Project	\$ 5,000	\$ 113,069	\$ -	\$ (113,069)
All Appropriations	\$ 5,000	\$ 113,069	\$ -	\$ (113,069)
990 FLOOD CONTROL CAPITAL PROJECTS				
Flood Control CIP	\$ 75,664,404	\$ 75,664,404	\$ 51,744,000	\$ (23,920,404)
Small Project Assistance Prgm	1,782,250	1,782,250	3,256,000	1,473,750
All Appropriations	\$ 77,446,654	\$ 77,446,654	\$ 55,000,000	\$ (22,446,654)
991 FLOOD CONTROL				
Non Recurring Non Project	\$ 25,408,677	\$ 26,704,821	\$ 60,352,012	\$ 33,647,191
Operating	32,495,393	33,418,346	32,256,988	(1,161,358)
All Appropriations	\$ 57,904,070	\$ 60,123,167	\$ 92,609,000	\$ 32,485,833
D690 Total	\$ 109,947,047	\$ 112,274,213	\$ 88,674,109	\$ (23,600,104)
Total Flood Control District	\$ 109,947,047	\$ 112,274,213	\$ 88,674,109	\$ (23,600,104)

Sources and Uses of Funds



Sources and Uses by Activity

Activity	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted	
					Variance	Variance %
FCMP - Floodplain Regulation Complnce	-	3,000	3,000	-	(3,000)	-100.0%
FLDP - Floodplain Delineation	30,477	-	-	-	-	0.0
FREV - Floodplain Permitting	199,480	154,600	226,209	165,000	10,400	6.7%
FWRN - Flood Warning	141,943	97,618	73,975	-	(97,618)	-100.0%
GGOV - General Government	49,377,595	58,029,113	53,123,435	61,970,220	3,941,107	6.8%
GISA - GIS Application Dev and Supp	-	15,000	34,937	-	(15,000)	-100.0%
HAZD - Flood Control Capital Projects	28,234,929	40,938,500	40,941,212	-	(40,938,500)	-100.0%
MAIN - Flood Ctrl Structure Maint	337,037	2,044,097	1,321,144	-	(2,044,097)	-100.0%
PLNG - Flood Hazard Planning	526,351	214,382	176,830	-	(214,382)	-100.0%
RECO - Records Management	25,983	-	-	-	-	0.0%
RWAY - Real Estate Services	1,433,739	383,629	27,790,730	265,744	(117,885)	-30.7%
SPPT - Operations Support	196,728	101,000	137,808	4,000	(97,000)	-96.0%
Total Sources	\$ 80,504,262	\$ 101,980,939	\$ 123,829,280	\$ 62,404,964	\$ (39,575,975)	-38.8%
BDFS - Budget and Financial Services	518,336	785,747	616,634	442,440	(343,307)	-43.7%
BUAS - Business Application Dev Supp	849,610	1,034,318	882,985	817,393	(216,925)	-21.0%
CSCA - Central Service Cost Alloc	1,667,648	1,340,900	1,378,582	1,476,127	135,227	10.1%
EDAY - Flood Cntrl Public Information	1,745	22,362	49,300	91,267	68,905	308.1%
FACI - Facilities Management	637,711	794,748	600,832	566,272	(228,476)	-28.7%
FCMP - Floodplain Regulation Complnce	237,187	422,299	315,265	317,076	(105,223)	-24.9%
FCSR - Flood Customer Service	470,745	186,629	194,093	183,281	(3,348)	-1.8%
FLDP - Floodplain Delineation	1,780,757	2,321,066	1,610,412	1,302,519	(1,018,547)	-43.9%
FREV - Floodplain Permitting	988,181	1,029,383	979,827	699,694	(329,689)	-32.0%
FWRN - Flood Warning	1,157,614	1,345,841	1,348,351	1,147,797	(198,044)	-14.7%
GISA - GIS Application Dev and Supp	891,219	1,252,368	1,046,643	1,213,906	(38,462)	-3.1%
HAZD - Flood Control Capital Projects	52,917,878	78,649,277	58,041,770	56,309,903	(22,339,374)	-28.4%
HRAC - Human Resources	102,333	83,652	34,894	118,622	34,970	41.8%
INFR - Infrastructure	247,790	325,444	363,932	367,818	42,374	13.0%
MAIN - Flood Ctrl Structure Maint	10,638,062	13,094,258	11,473,007	13,723,239	628,981	4.8%
MASM - Flood Safety Education	120,932	318,740	197,217	335,490	16,750	5.3%
ODIR - Executive Management	1,332,972	1,216,865	1,337,500	1,656,483	439,618	36.1%
PLNG - Flood Hazard Planning	4,413,615	5,142,797	4,450,329	4,906,284	(236,513)	-4.6%
PROC - Procurement	211,178	229,807	225,051	230,913	1,106	0.5%
RCOM - Regulation Compliance	102,862	603,009	504,975	645,485	42,476	7.0%
RECO - Records Management	162,751	135,655	122,471	135,761	106	0.1%
RISK - Risk Premiums	226,932	242,181	248,355	261,836	19,655	8.1%
RMGT - Risk Management	12,792	16,720	15,679	6,000	(10,720)	-64.1%
RWAY - Real Estate Services	461,544	629,181	1,035,507	743,536	114,355	18.2%
SPPT - Operations Support	578,280	730,656	569,633	625,774	(104,882)	-14.4%
TSPT - Technology Support	403,347	320,310	193,394	349,193	28,883	9.0%
Total Uses	\$ 81,134,021	\$ 112,274,213	\$ 87,836,638	\$ 88,674,109	\$ (23,600,104)	-21.0%

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted	
					Variance	Variance %
Taxes	48,988,131	57,762,017	52,818,374	61,639,024	3,877,007	6.7%
Licenses & Permits	269,856	184,600	284,427	195,000	10,400	5.6%
Intergovernmental	29,297,645	43,464,693	42,686,859	206,196	(43,258,497)	-99.5%
Interest Income	209,108	65,000	99,363	125,000	60,000	92.3%
Miscellaneous	1,739,522	504,629	27,940,257	239,744	(264,885)	-52.5%
Transfers In	-	-	-	-	-	0.0%
Total Sources	\$ 80,504,262	\$ 101,980,939	\$ 123,829,280	\$ 62,404,964	\$ (39,575,975)	-38.8%
Personal Services	15,929,503	16,895,384	16,780,983	17,334,336	438,952	2.6%
Supplies	1,313,974	1,747,440	1,347,145	1,357,605	(389,835)	-22.3%
Other Services	10,143,684	14,122,504	10,735,660	12,168,146	(1,954,358)	-13.8%
Leases and Rentals	1,900,206	2,129,895	1,338,208	2,633,306	503,411	23.6%
Travel and Transportation	73,842	193,440	128,178	186,516	(6,924)	-3.6%
Utilities	312,451	205,200	290,255	325,200	120,000	58.5%
Transfers Out	-	-	-	-	-	0.0%
Capital Outlay	51,460,361	76,980,350	57,216,209	54,669,000	(22,311,350)	-29.0%
Total Uses	\$ 81,134,021	\$ 112,274,213	\$ 87,836,638	\$ 88,674,109	\$ (23,600,104)	-21.0%

Sources and Uses by Fund and Appropriation Unit Group

Fund / Appropriation Unit Group	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted	
					Variance	Variance %
900 - Eliminations						
NRNP - Non Recurring Non Project	(34,195,616)	(25,408,677)	(25,408,677)	(58,934,891)	(33,526,214)	131.9%
Fund 900 Total Sources	(34,195,616)	(25,408,677)	(25,408,677)	(58,934,891)	(33,526,214)	131.9%
989 - Flood Control Grants						
OPER - Operating	(8,068)	-	-	-	-	0.0%
NRNP - Non Recurring Non Project	521,291	105,000	72,500	-	(105,000)	-100.0%
Fund 989 Total Sources	513,223	105,000	72,500	-	(105,000)	-100.0%
990 - Flood Control Capital Projects						
NRNP - Non Recurring Non Project	34,195,616	25,408,677	25,408,677	58,934,891	33,526,214	131.9%
F CIP - Flood Control CIP	28,234,929	40,938,500	40,941,212	-	(40,938,500)	-100.0%
Fund 990 Total Sources	62,430,545	66,347,177	66,349,889	58,934,891	(7,412,286)	-11.2%
991 - Flood Control						
OPER - Operating	51,756,110	59,641,295	81,519,424	62,404,964	2,763,669	4.63%
NRNP - Non Recurring Non Project	-	1,296,144	1,296,144	-	(1,296,144)	-100.00%
Fund 991 Total Sources	51,756,110	60,937,439	82,815,568	62,404,964	1,467,525	2.4%
Total Sources \$	80,504,262	\$ 101,980,939	\$ 123,829,280	\$ 62,404,964	\$ (39,575,975)	-38.8%
900 - Eliminations						
NRNP - Non Recurring Non Project	(34,195,616)	(25,408,677)	(25,408,677)	(58,934,891)	(33,526,214)	131.9%
Fund 900 Total Uses	(34,195,616)	(25,408,677)	(25,408,677)	(58,934,891)	(33,526,214)	131.9%
989 - Flood Control Grants						
OPER - Operating	-	-	-	-	-	0.0%
NRNP - Non Recurring Non Project	598,124	113,069	11,543	-	(113,069)	-100.0%
Fund 989 Total Uses	598,124	113,069	11,543	-	(113,069)	-100.0%
990 - Flood Control Capital Projects						
OPER - Operating	-	-	-	-	-	0.0%
F 699 - Small Project Assistance Prgm	2,968,265	1,782,250	1,742,953	3,256,000	1,473,750	82.7%
F CIP - Flood Control CIP	48,320,028	75,309,404	54,758,517	51,744,000	(23,565,404)	-31.3%
F 700 - Flood Control CIP	836,173	355,000	357,760	-	(355,000)	-100.0%
Fund 990 Total Uses	52,124,466	77,446,654	56,859,230	55,000,000	(22,446,654)	-29.0%
991 - Flood Control						
OPER - Operating	28,411,431	33,418,346	29,669,721	32,256,988	(1,161,358)	-3.5%
NRNP - Non Recurring Non Project	34,195,616	26,704,821	26,704,821	60,352,012	33,647,191	126.0%
Fund 991 Total Uses	62,607,047	60,123,167	56,374,542	92,609,000	32,485,833	54.0%
Total Uses \$	81,134,021	\$ 112,274,213	\$ 87,836,638	\$ 88,674,109	\$ (23,600,104)	-21.0%

Fund Transfers In

Fund / Appropriation Unit / Transfer	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Capital Projects	\$ 25,408,677	\$ 25,408,677	\$ 25,408,677	\$ 58,934,891
<u>Non-Recurring</u>	\$ 25,408,677	\$ 25,408,677	\$ 25,408,677	\$ 58,934,891
990 - Flood Control Capital Projects	\$ 25,408,677	\$ 25,408,677	\$ 25,408,677	\$ 58,934,891
Total Before Eliminations	\$ 25,408,677	\$ 25,408,677	\$ 25,408,677	\$ 58,934,891
<u>Non-Recurring</u>	\$ 25,408,677	\$ 25,408,677	\$ 25,408,677	\$ 58,934,891
Eliminations	\$ (25,408,677)	\$ (25,408,677)	\$ (25,408,677)	\$ (58,934,891)
<u>Non-Recurring</u>	\$ (25,408,677)	\$ (25,408,677)	\$ (25,408,677)	\$ (58,934,891)
All Funds	\$ -	\$ -	\$ -	\$ -

Fund Transfers Out

Fund / Appropriation Unit / Transfer	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Special Revenue	\$ 25,408,677	\$ 25,408,677	\$ 25,408,677	\$ 58,934,891
<u>Non-Recurring</u>	\$ 25,408,677	\$ 25,408,677	\$ 25,408,677	\$ 58,934,891
991 - Flood Control	\$ 25,408,677	\$ 25,408,677	\$ 25,408,677	\$ 58,934,891
Total Before Eliminations	\$ 25,408,677	\$ 25,408,677	\$ 25,408,677	\$ 58,934,891
<u>Non-Recurring</u>	\$ 25,408,677	\$ 25,408,677	\$ 25,408,677	\$ 58,934,891
Eliminations	\$ (25,408,677)	\$ (25,408,677)	\$ (25,408,677)	\$ (58,934,891)
<u>Non-Recurring</u>	\$ (25,408,677)	\$ (25,408,677)	\$ (25,408,677)	\$ (58,934,891)
All Funds	\$ -	\$ -	\$ -	\$ -

Staffing by Activity

Activity	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted	
					Variance	Var %
Budget and Financial Services	7. 00	7. 00	7. 00	7. 00	-	0.0%
Executive Management	6. 00	6. 50	5. 50	5. 50	(1.00)	-15.4%
Facilities Management	1. 00	1. 00	1. 00	1. 00	-	0.0%
Flood Cntrl Public Information	1. 00	1. 00	1. 00	1. 00	-	0.0%
Flood Control Capital Projects	17. 00	17. 00	17. 00	18. 00	1. 00	5.9%
Flood Cntrl Structure Maint	86. 50	89. 00	89. 00	89. 00	-	0.0%
Flood Customer Service	8. 00	3. 00	3. 00	3. 00	-	0.0%
Flood Hazard Planning	15. 00	16. 00	16. 50	16. 50	0. 50	3.1%
Flood Safety Education	1. 00	1. 00	1. 00	1. 00	-	0.0%
Flood Warning	9. 00	9. 00	9. 00	9. 00	-	0.0%
Floodplain Delineation	11. 00	8. 00	8. 00	8. 00	-	0.0%
Floodplain Permitting	7. 00	8. 00	8. 00	7. 00	(1.00)	-12.5%
Floodplain Regulation Compliance	4. 00	4. 00	4. 00	4. 00	-	0.0%
Operations Support	6. 00	5. 00	6. 00	7. 00	2. 00	40.0%
Procurement	4. 00	3. 00	3. 00	3. 00	-	0.0%
Records Management	2. 00	2. 00	2. 00	2. 00	-	0.0%
Regulation Compliance	1. 00	6. 00	5. 00	6. 00	-	0.0%
Department Total	186.50	186.50	186.00	188.00	1.50	0.8%

Staffing by Market Range Title

Market Range	FY 2016	FY 2017	FY 2017	FY 2018	Revised vs Adopted	
	Adopted	Revised	Forecast	Adopted	Variance	Var %
Accountant	2. 00	2. 00	2. 00	2. 00	-	0.0%
Accounting Specialist	2. 00	3. 00	2. 00	2. 00	(1.00)	-33.3%
Admin/Operations Specialist	5. 00	6. 00	7. 00	7. 00	1. 00	16.7%
Administrative Staff Supv	1. 00	-	-	-	-	N/A
Administrative Supervisor	1. 00	1. 00	1. 00	1. 00	-	0.0%
Atmospheric Science Pro	1. 00	1. 00	1. 00	1. 00	-	0.0%
Chemical Applications Tech	-	5. 00	5. 00	5. 00	-	0.0%
Communications Department Ofcr	-	1. 00	1. 00	1. 00	-	0.0%
Communicatn Ofcr/Govt Liaison	2. 00	-	-	-	-	N/A
Construction Maintenance Supv	1. 00	-	-	-	-	N/A
Crew Leader	5. 00	5. 00	5. 00	5. 00	-	0.0%
Deputy Director - Flood Cntrl	1. 00	1. 00	1. 00	1. 00	-	0.0%
Development Services Supervisor	1. 00	-	-	-	-	N/A
Development Svcs Technician	-	3. 00	3. 00	3. 00	-	0.0%
Development Svcs Technician Ld	-	2. 00	2. 00	2. 00	-	0.0%
Development Svcs Technician Sr	-	1. 00	1. 00	1. 00	-	0.0%
Director - Flood Control Dist	1. 00	1. 00	1. 00	1. 00	-	0.0%
Engineer	30. 50	29. 00	30. 50	30. 50	1. 50	5.2%
Engineer Associate Senior	-	3. 00	2. 00	2. 00	(1.00)	-33.3%
Engineer Senior	-	4. 00	4. 00	4. 00	-	0.0%
Engineering Associate	16. 00	7. 00	8. 00	8. 00	1. 00	14.3%
Engineering Manager	4. 00	2. 50	3. 50	3. 50	1. 00	40.0%
Engineering Specialist	1. 00	1. 00	1. 00	1. 00	-	0.0%
Engineering Supervisor	8. 00	8. 00	8. 00	8. 00	-	0.0%
Engineering Support Branch Mgr	1. 00	2. 00	2. 00	2. 00	-	0.0%
Engineering Technician	4. 00	3. 00	3. 00	4. 00	1. 00	33.3%
Equipment Operator	4. 00	4. 00	4. 00	4. 00	-	0.0%
Exec Assistant to Director	1. 00	1. 00	1. 00	1. 00	-	0.0%
Field Operations Supervisor	7. 00	6. 00	6. 00	6. 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	-	0.0%
Finance/Business Analyst	1. 00	1. 00	1. 00	1. 00	-	0.0%
Fleet Automotive Technician	1. 00	-	-	-	-	N/A
General Maintenance Worker	10. 00	10. 00	10. 00	10. 00	-	0.0%
GIS Programmer/Analyst	1. 00	-	-	-	-	N/A
Heavy Equipment Operator	7. 00	7. 00	7. 00	7. 00	-	0.0%
Heavy Equipment Operator Sr	4. 00	4. 00	4. 00	4. 00	-	0.0%
Highway/Flood Operations Supt	-	1. 00	1. 00	1. 00	-	0.0%
Inspection Supervisor	2. 00	2. 00	2. 00	2. 00	-	0.0%
Inspector	12. 00	12. 00	12. 00	12. 00	-	0.0%
Instrumentation Tech-Water	4. 00	-	-	-	-	N/A
Landscape Architect	-	1. 00	1. 00	1. 00	-	0.0%
Management Analyst	3. 00	1. 00	1. 00	1. 00	-	0.0%
Management Assistant	1. 00	1. 00	1. 00	1. 00	-	0.0%
Mechanic - Automotive	-	1. 00	1. 00	1. 00	-	0.0%
Media Specialist	1. 00	1. 00	1. 00	1. 00	-	0.0%
Office Assistant	5. 00	3. 00	3. 00	4. 00	1. 00	33.3%
Office Assistant Specialized	1. 00	1. 00	1. 00	1. 00	-	0.0%
Operations Supervisor - PW	1. 00	1. 00	1. 00	1. 00	-	0.0%
Operations/Program Manager	1. 00	1. 00	1. 00	1. 00	-	0.0%
Planner	-	3. 00	3. 00	3. 00	-	0.0%
Planner Associate	-	1. 00	-	-	(1.00)	-100.0%
Planner Senior	-	2. 00	-	-	(2.00)	-100.0%
Planning Supervisor	1. 00	2. 00	2. 00	2. 00	-	0.0%
Procurement Officer - Dept	-	1. 00	1. 00	1. 00	-	0.0%
Procurement Specialist	3. 00	2. 00	2. 00	2. 00	-	0.0%
Reprographic Technician	-	1. 00	1. 00	1. 00	-	0.0%
Software Sys Engineer	1. 00	2. 00	2. 00	2. 00	-	0.0%
Special Projects Manager	-	2. 00	2. 00	2. 00	-	0.0%
Survey Technician	2. 00	1. 00	1. 00	1. 00	-	0.0%
Technical Program Supv	1. 00	-	-	-	-	N/A
Title Examiner	5. 00	-	-	-	-	N/A
Trades Generalist	10. 00	11. 00	11. 00	11. 00	-	0.0%
Vector Control Supervisor	5. 00	1. 00	1. 00	1. 00	-	0.0%

Staffing by Market Range Title (continued)

Market Range	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised to Adopted	
					Variance	Var %
Water Instrument Tech Supv	1. 00	1. 00	1. 00	1. 00	-	0.0%
Water Instrument Technician	-	4. 00	4. 00	4. 00	-	0.0%
Department Total	186.50	186.50	186.00	188.00	1.50	0.8%

Staffing by Fund

Fund	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted	
					Variance	Var %
991 Flood Control	186. 50	186. 50	186. 00	188. 00	1. 50	0.8%
Department Total	186.50	186.50	186.00	188.00	1.50	0.8%

Budget Highlights

Flood Control Capital Projects Fund (990)

- Increase of \$3,256,000 in expenditures for a Capital Improvement adjustment in Small Project Assistance Program.
- Increase of \$51,744,000 in expenditures for a Capital Improvement Program adjustment.
- A transfer of \$58,934,891 into the Capital Projects fund.

Flood Control Fund (991) Operating

- Increase of \$28,344 in expenditures for base telecommunications.
- Increase of \$181,393 in expenditures for Central Service Cost Allocation.
- Increase of \$4,100 in expenditures for other supplies and services.
- Increase of \$14,030 in expenditures for radio charges.
- Increase of \$19,655 in expenditures for risk management.
- Increase Personnel Savings by \$473,293.
- Decrease of \$12,634 in expenditures for net changes to other personnel.
- Decrease of \$194,485 in revenue for other charges for services.
- Increase of \$4,100 in revenue for payments in lieu.
- Increase of \$3,877,007 in revenue for property taxes.

Flood Control Fund (991) Non Recurring Non Project

- Increase of \$1,253,954 in expenditures for delayed maintenance projects.
- Transfer of \$58,934,891 to Capital Projects Fund.
- Increase of \$163,167 in expenditures for other non recurring.

Programs and Activities

Flood Hazard Regulation Program

The purpose of the Flood Hazard Regulation Program is to provide advisory information and enforcement services to the public with property within floodplains so they can avoid causing adverse impacts to surrounding property, and use their property safely and in compliance with applicable state and federal laws

Activities that comprise this program include:

- Floodplain Permitting
- Floodplain Regulation Compliance

Floodplain Permitting Activity

The purpose of the Floodplain Permitting Activity is to provide clearance and permitting services to the permit applicant so they can make changes needed to their plans or pick up their approved permits.

Mandates: A.R.S. §48-3608 establishes that the director is designated as the state coordinator of the national flood insurance program to assist local jurisdictions in complying with the requirements of such program and state law; 48-3609 establishes assistance and rules for floodplain delineations and flood regulations; 48-3613, 3614, and 3615 requires authorization for development in watercourses and outlines violations and penalties; 44CFR 59-78 (Code of Federal Regulations) establishes guidelines for emergency management assistance by the Federal Emergency Management Agency (FEMA) related to flood hazards and flood insurance.

Measure Type	Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Rev vs Adopted Variance	Var %
Result	Percent of floodplain use permits completed within 90 days of submittal to the District.	94.8%	94.8%	94.8%	94.8%	-	0.0%
Result	Percent of map change first reviews completed within 90 days of submittal to the District.	88.2%	88.2%	88.2%	88.2%	-	0.0%
Output	Number of floodplain use permit applications reviewed.	517	517	517	517	-	0.0%
Output	Number of map change reviews completed.	17	17	17	17	-	0.0%
Demand	Number of floodplain use permit applications submitted.	517	517	517	517	-	0.0%
Demand	Number of map change reviews requested.	17	17	17	17	-	0.0%
Expenditure Ratio	Total expenditure per map change review.	\$ 58, 128.29	\$ 60, 551.94	\$ 57, 636.88	\$ 41, 158.47	\$ (19,393.47)	-32.0%
Revenue							
	TOTAL SOURCES	\$ 199, 480	\$ 154, 600	\$ 226, 209	\$ 165, 000	\$ 10, 400	6.7%
Expenditure							
	TOTAL USES	\$ 988, 181	\$ 1, 029,383	\$ 979, 827	\$ 699, 694	\$ (329,689)	-32.0%

Activity Narrative: The Flood Control District now serves 14 communities with floodplain management. Two of which have been acquired in the last couple of years. Additionally, the communities have rebounded quicker from the recession due to increased development. The decrease in expenditures in FY 2018 is due to the consolidation of the Engineering Division and Floodplain Division.

Floodplain Regulation Compliance Activity

The purpose of the Floodplain Regulation Compliance Activity is to provide inspection and enforcement services to property owners so they can develop their property without adversely affecting surrounding property.

Mandates: A.R.S. §48-3608 establishes that the director is designated as the state coordinator of the national flood insurance program to assist local jurisdictions in complying with the requirements of such program and state law; 48-3609 establishes assistance and rules for floodplain delineations and flood regulations; 48-3613, 3614, and 3615 requires authorization for development in watercourses and outlines violations and penalties; 44CFR 59-78 (Code of Federal Regulations) establishes guidelines for emergency management assistance by the Federal Emergency Management Agency (FEMA) related to flood hazards and flood insurance.

Measure Type	Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Rev vs Adopted Variance	Var %
Result	Percent of floodplain complaints investigated within 30 days of receipt.	100.0%	100.0%	100.0%	95.1%	(4.9%)	(4.9%)
Result	Percent of floodplain use permit inspections completed within one day of request.	98.2%	98.2%	98.2%	95.1%	(3.1%)	(3.2%)
Output	Number of floodplain complaints investigated.	53	53	53	58	5	9.4%
Output	Number of floodplain use permit inspections completed.	53	53	53	61	8	15.1%
Demand	Number of floodplain complaints.	53	53	53	58	5	9.4%
Demand	Number of floodplain use permits requiring inspection.	55	55	55	61	6	10.9%
Expenditure Ratio	Total expenditure per floodplain use permit inspection completed.	\$ 4, 475.23	\$ 7, 967.91	\$ 5, 948.40	\$ 5, 197.97	\$ (2,769.94)	(34.8%)
Revenue							
	TOTAL SOURCES	\$ -	\$ 3, 000	\$ 3, 000	\$ -	\$ (3,000)	(100.0%)
Expenditure							
	TOTAL USES	\$ 237, 187	\$ 422, 299	\$ 315, 265	\$ 317, 076	\$ (105,223)	(24.9%)

Activity Narrative: The demand and output in FY 2018 is higher due to anticipated increases in construction activity.

Flood Hazard Outreach Program

The purpose of the Flood Hazard Outreach Program is to provide information services to the public and other agencies so they can take appropriate steps to protect themselves from injury and loss of property from flooding.

Activities that comprise the program include:

- Flood Control Customer Service
- Flood Control Public Information
- Flood Safety Education
- Flood Warning

Flood Control Customer Service Activity

The purpose of the Flood Control Customer Service Activity is to provide responsive flood hazard and mitigation advisory information services to the general public, government agencies and other entities so they can make informed development decisions and be protected from loss of life and property damage due to flooding.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Rev vs Adopted Variance	Var %
Result	Percent of floodplain management & services customers surveyed who were satisfied with the service/information that they received.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of floodplain management & services customer information requests completed.	89	89	89	97	8	9.0%
Demand	Number of floodplain management & services customer information requests received.	89	89	89	97	8	9.0%
Expenditure Ratio	Total activity expenditure per citizen information request response provided.	\$ 5, 289.27	\$ 2, 096.96	\$ 2, 180.82	\$ 1, 889.49	\$ (207.46)	-9.9%
Expenditure							
	TOTAL USES	\$ 470, 745	\$ 186, 629	\$ 194, 093	\$ 183, 281	\$ (3,348)	-1.8%

Activity Narrative: The District is no longer conducting surveys therefore the result measure for FY 2018 is not applicable.

Flood Control Public Information Activity

The purpose of the Flood Control Public Information Activity is to provide project and study information services to affected Maricopa County residents and property owners so they can understand how their flooding risk is being mitigated in order to preclude injury, loss of life, and property damage.

Mandates: A.R.S. §48-3609E requires counties to have floodplain regulations adopted at a public meeting; 48-3616 requires the chief engineer and his staff to prepare a comprehensive program of flood hazard mitigation reported at a public hearing; 44CFR 59-78 (Code of Federal Regulations) establishes guidelines for emergency management assistance by the Federal Emergency Management Agency (FEMA) related to flood hazards and flood insurance.

Measure Type	Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Rev vs Adopted Variance	Var %
Result	Percent of affected residents surveyed who report that the printed or electronic materials they received were useful to understand the subject project or study.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of public meetings held.	19	19	19	19	-	0.0%
Output	Number of printed materials produced.	22	22	22	22	-	0.0%
Output	Number of website hits received.	157,597	157,597	157,597	157,597	-	0.0%
Demand	Number of public meetings required.	19	6	6	6	-	0.0%
Demand	Number of printed materials (including brochures, advertisements and newsletters) needed.	22	50	50	50	-	0.0%
Expenditure Ratio	Total activity expenditure per affected resident that utilized the District website.	\$ 0.01	\$ 0.14	\$ 0.31	\$ 0.58	\$ 0.44	308.1%
<i>Expenditure</i>							
	TOTAL USES	\$ 1,745	\$ 22,362	\$ 49,300	\$ 91,267	\$ 68,905	308.1%

Activity Narrative: Current Administration has discontinued all surveys. The District has begun an advertising campaign engaging various methods including social media to increase traffic to their website. Expenditures will increase as a result. A second Public Information position is budgeted in this activity which accounts for increased expenditures.

Flood Safety Education Activity

The purpose of the Flood Safety Education Activity is to provide flood and storm water safety education services to residents of and visitors to Maricopa County so they can be aware of flood hazards and understand how to avoid injury and loss of life due to flooding.

Mandates: Administrative mandate

Measure Type	Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Rev vs Adopted Variance	Var %
Result	Percent of residents and visitors surveyed that understand media messages and/or civic presentations about the risks of floods and flood hazards.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of school and civic presentations completed.	5	5	5	5	-	0.0%
Demand	Number of school and civic presentations requested.	5	5	5	5	-	0.0%
Expenditure Ratio	Total expenditure per school and civic presentation.	\$ 24,186.40	\$ 63,748.00	\$ 39,443.40	\$ 67,098.00	\$ 3,350.00	5.3%
<i>Expenditure</i>							
	TOTAL USES	\$ 120,932	\$ 318,740	\$ 197,217	\$ 335,490	\$ 16,750	5.3%

Activity Narrative: The Flood Control District no longer conducts the survey, but continues to present at schools and at civic events.

Flood Warning Activity

The purpose of the Flood Warning Activity is to provide reliable weather, water level and stream flow information and flood response planning services to public safety managers so they can make public safety decisions in a timely and effective manner.

Mandates: A.R.S. §45-1423 requires the District to operate in accordance with Federal guidance that is normally issued in the form of structure Operating and Maintenance Manuals. The manuals federally direct the District to operate and maintain the structure and other equipment installed during construction in accordance with the standard in that manual. National Flood Insurance Act of 1968 and related laws require entities such as the District to protect those in a floodplain. In order to fulfill this requirement, monitoring is required to provide sufficient lead-time to allow evacuation of those in danger.

Measure Type	Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Rev vs Adopted Variance	Rev vs Adopted Var %
Result	Percent of days during which reliable weather, water level and stream flow information was available.	98.7%	98.6%	98.6%	98.6%	-	0.0%
Result	Percent of needed flood response plans that were completed or updated and distributed to agencies.	N/A	100.0%	100.0%	100.0%	-	0.0%
Output	Number of sensor-days during which District ALERT system sensors are operational.	259,557	270,100	270,100	276,853	6,753	2.5%
Output	Number of flood response plans completed.	-	1	1	1	-	0.0%
Demand	Number of sensor-days during which ALERT system sensors are needed.	1	1	1	1	-	0.0%
Demand	Number of flood response plans requested.	1	1	1	1	-	0.0%
Expenditure Ratio	Total activity expenditure per operational ALERT sensor-day.	\$ 4. 46	\$ 4. 98	\$ 4. 99	\$ 4. 15	\$ (0.84)	-16.8%
<i>Revenue</i>							
	TOTAL SOURCES	\$ 141, 943	\$ 97, 618	\$ 73, 975	\$ -	\$ (97,618)	-100.0%
<i>Expenditure</i>							
	TOTAL USES	\$ 1, 157,614	\$ 1, 345,841	\$ 1, 348,351	\$ 1, 147,797	\$ (198,044)	-14.7%

Activity Narrative: The decrease in expenditures is due to an increase in efficiencies with new weather stations.

Flood Hazard Identification Program

The purpose of the Flood Hazard Identification Program is to provide flood hazard information and solution services to government entities so they can utilize knowledge of flood hazards to protect the public and infrastructure

Activities that comprise this program include:

- Flood Hazard Planning
- Floodplain Delineation

Flood Hazard Planning Activity

The purpose of the Flood Hazard Planning Activity is to provide flood and erosion hazard identification and flood mitigation services to municipalities and public agencies so they can have the information necessary to mitigate identified flood and erosion hazards.

Mandates: A.R.S. §11-821 requires the County to establish a comprehensive long-term county plan for the development; 48-3609 establishes rules for floodplain delineations and flood regulations including planning; 48-3616 establishes the requirement for a survey and report of flood control problems and facilities.

Measure Type	Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Rev vs Adopted Variance	Var %
Result	Percent of watershed square miles studied that provide residents with the information necessary to mitigate flood and erosion hazards.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of population in areas where Area Drainage Master Studies or Plans were completed this fiscal year.	364,344	364,344	364,344	656,273	291,929	80.1%
Output	Cumulative square miles of Area Drainage Master Studies or Plans completed through the end of this fiscal year.	3,678	3,678	3,678	3,879	201	5.5%
Output	Number of linear miles of watercourse where Watercourse Master Plans were completed this fiscal year.	-	-	-	-	-	0.0%
Output	Number of square miles of new Area Drainage Master Studies or Plans completed this fiscal year.	85	85	85	201	116	136.5%
Output	Number of square miles of updated Area Drainage Master Studies or Plans completed this fiscal year.	17	17	17	47	30	176.5%
Demand	Number of population in areas identified for Area Drainage Master Studies or Plans.	3,917,447	3,917,447	3,917,447	3,917,447	-	0.0%
Demand	Total number of square miles identified for Area Drainage Master Studies or Plans.	8,271	8,271	8,271	7,870	(401)	-4.8%
Demand	Number of linear miles of watercourse identified for Watercourse Master Plans.	211	211	211	211	-	0.0%
Expenditure Ratio	Total activity expenditure per number of population in areas where Area Drainage Master Studies or Plans were completed this fiscal year.	\$ 12. 11	\$ 14. 12	\$ 12. 21	\$ 7. 48	\$ (6.64)	-47.0%
Revenue							
	TOTAL SOURCES	\$ 526, 351	\$ 214, 382	\$ 176, 830	\$ -	\$ (214,382)	-100.0%
Expenditure							
	TOTAL USES	\$ 4, 413,615	\$ 5, 142,797	\$ 4, 450,329	\$ 4, 906,284	\$ (236,513)	-4.6%

Activity Narrative: Demand and Output is driven by changes in population, land development, emergent flooding issues, and technological improvements. Population density varies with each project, causing fluctuations in the number of residents that will benefit. These variable parameters in combination with the duration of individual studies can vary and typically require multiple years to complete which will then cause fluctuations in the Output from year to year. Population density varies with each project causing fluctuations in the number of residents and associated benefits. The District will not complete any Watercourse Master Plans in FY 2018. The Area Drainage Master Studies (ADMS's) that are currently underway and scheduled for the next year are within the more urban areas of Ahwatukee Foothills, Lower Indian Bend Wash, Middle Indian Bend Wash, East Fork Cave Creek, Paradise Valley/Scottsdale/Phoenix Shea Corridor, North Mesa, South Phoenix/Laveen, Tempe and various Design Concept Reports (DCR's). The decrease in revenue is a result of a decrease in anticipated grant activity.

Floodplain Delineation Activity

The purpose of the Floodplain Delineation Activity is to provide National Floodplain Insurance Program-based flood hazard identification services to floodplain administrators so they can have the necessary information available to regulate floodplains.

Mandates: A.R.S. §11-821 requires the County to establish a comprehensive long-term county plan for the development; 48-3605, 48-3606, 48-3609 establishes assistance and rules for floodplain delineations and flood regulations; 48-3616 establishes the requirement for a survey and report of flood control problems and facilities.

Measure Type	Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Rev vs Adopted Variance	Var %
Result	Percent of linear miles of floodplains delineated.	1.0%	1.0%	1.0%	0.3%	(0.8%)	(75.8%)
Output	Linear miles of floodplains currently under delineation study.	198	198	198	15	(183)	-92.4%
Output	Linear miles of floodplain delineated this fiscal year.	62	62	62	15	(47)	-75.8%
Output	Number of cumulative linear miles of floodplains delineated through the end of the fiscal year.	4,109	4,109	4,109	4,112	3	0.1%
Demand	Total number of linear miles of floodplains requiring delineation.	5,985	5,985	5,985	5,985	-	0.0%
Expenditure Ratio	Total activity expenditure per linear mile of floodplain delineated this fiscal year.	\$ 28,908.39	\$ 37,436.55	\$ 25,974.39	\$ 86,834.60	\$ 49,398.05	132.0%
Revenue							
	TOTAL SOURCES	\$ 30,477	\$ -	\$ -	\$ -	\$ -	0.0%
Expenditure							
	TOTAL USES	\$ 1,780,757	\$ 2,321,066	\$ 1,610,412	\$ 1,302,519	\$ (1,018,547)	-43.9%

Activity Narrative: The number of new linear miles to be completed in FY 2018 has been reduced. Due to the size and complexity of the delineations there will be less linear miles completed.

Flood Hazard Remediation Program

The purpose of the Flood Hazard Remediation Program is to provide structural and non-structural flood hazard protection services to the public so they can live with minimal risk of loss of life or property damage due to flooding.

Activities that comprise this program include:

- Flood Control Capital Projects
- Flood Control Structure Maintenance

Flood Control Capital Projects Activity

The purpose of the Flood Control Capital Projects Activity is to provide structural and non-structural flood protection services to residents of and visitors to Maricopa County so they can have increased physical protection from injury, loss of life, and property damage due to flooding.

Mandates: A.R.S. §45-1423 and 45-1424 gives power to Maricopa County to cooperate with the federal government in flood control projects; 48-3616 establishes that the chief engineer develop a survey and report of flood control problems and facilities.

Measure Type	Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Rev vs Adopted Variance	Var %
Result	Percent of square miles of area that receive physical protection benefits from projects in the five-year Capital Improvement Program that are completed in this fiscal year.	100.0%	100.0%	100.0%	0.3%	(99.7%)	(99.7%)
Result	Percent of capital projects completed this fiscal year having multi-purpose features.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of qualifying Small Project Assistance Program projects approved for District funding this fiscal year.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of District dams identified by the Arizona Department of Water Resources with no dam safety deficiencies.	77.3%	77.3%	77.3%	81.8%	4.5%	5.9%
Output	Number of capital projects completed this fiscal year.	1	1	1	1	-	0.0%
Output	Number of Small Project Assistance Program projects approved for District funding this fiscal year.	16	16	16	13	(3)	-18.8%
Output	Number of dam rehabilitation project milestones completed this fiscal year to ensure physical protection from flooding.	3	7	7	5	(2)	-28.6%
Demand	Number of qualifying Small Project Assistance Program projects requested this fiscal year.	16	16	16	13	(3)	-18.8%
Demand	Number of dam rehabilitation project milestones identified for completion this fiscal year to ensure physical protection from flooding.	6	3	3	5	2	66.7%
Demand	Number of square miles of area benefited by projects in current five-year Capital Improvement Program.	592	592	592	579	(13)	-2.2%
Expenditure Ratio	Total activity expenditure per capital project completed this fiscal year.	\$ 52,917,878	\$ 78,649,277	\$ 58,041,770	\$ 56,309,903	\$ (22,339,374)	-28.4%
Revenue							
	TOTAL SOURCES	\$ 28,234,929	\$ 40,938,500	\$ 40,941,212	\$ -	\$ (40,938,500)	-100.0%
Expenditure							
	TOTAL USES	\$ 52,917,878	\$ 78,649,277	\$ 58,041,770	\$ 56,309,903	\$ (22,339,374)	-28.4%

Activity Narrative: The number of projects completed varies from year to year, depending on budget, schedule, partner interest and other factors. The number of projects approved varies from year to year depending on customer demand and available funding. The number of Small Project Assistance projects requested is dependent on community needs and those projects requested. The variability of the expenditure ratio is directly related to the ultimate overall cost of projects in the benefited areas.

Flood Control Structure Maintenance Activity

The purpose of the Flood Control Structure Maintenance Activity is to provide flood control infrastructure maintenance services that meet federal, state and local safety and operational standards for residents and visitors of Maricopa County so they can experience protection from flooding as a consequence of safe and well maintained flood control structures.

Mandates: A.R.S. §45-1212 provides that the State's director of water resources issue rules and orders necessary to secure maintenance and operation of dams which will safeguard life and property; 45-1423 gives power to Maricopa County to cooperate with the federal government in flood control projects; 48-3608 establishes that the director is designated as the state coordinator of the national flood insurance program to assist local jurisdictions in complying with the requirements of such program and state law; 48-3609 establishes assistance and rules for floodplain delineations and flood regulations.

Measure Type	Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Rev vs Adopted Variance	Var %
Result	Percent of critical maintenance Priority 1 (P1) work orders completed within 14 calendar days.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Priority 1 (P1A) work orders completed within 90 calendar days.	100.0%	103.2%	103.2%	106.7%	3.4%	3.3%
Result	Percent of District dams for which assessments were completed this fiscal year.	100.0%	100.0%	100.0%	N/A	N/A	N/A
Output	Number of critical maintenance Priority 1 (P1) Work Orders completed.	39	34	34	32	(2)	-5.9%
Output	Number of work orders completed.	982	873	873	872	(1)	-0.1%
Output	Number of Priority 1 (P1A) work orders completed.	76	62	62	60	(2)	-3.2%
Demand	Number of work order requests submitted.	934	928	928	928	-	-
Expenditure Ratio	Total activity expenditure per work order completed.	\$ 10,833.06	\$ 14,999.15	\$ 13,142.05	\$ 15,737.66	\$ 738.51	4.9%
Revenue							
	TOTAL SOURCES	\$ 337,037	\$ 2,044,097	\$ 1,321,144	\$ -	\$ (2,044,097)	-100.0%
Expenditure							
	TOTAL USES	\$ 10,638,062	\$ 13,094,258	\$ 11,473,007	\$ 13,723,239	\$ 628,981	4.8%

Activity Narrative: The District owns, operates and maintains 83 flood control structures including 22 dams/flood retarding structures totaling 64 miles in length, 150 miles of channels and levees, 250 acres of basins, and 40 acres of general flood hazard mitigation property. Flood control structures require regular inspections and maintenance to function as designed and provide the maximum flood protection. This maintenance is performed by the staff of the District's Operations & Maintenance (O&M) Division. This year the District is adding the Loop 303 project to the maintenance program. This structure is 4.5 miles in length. The District's most significant structures are approaching their design life and maintenance costs will continue to increase on a long-term basis to extend the life of these structures.

Revenue Sources and Variance Commentary

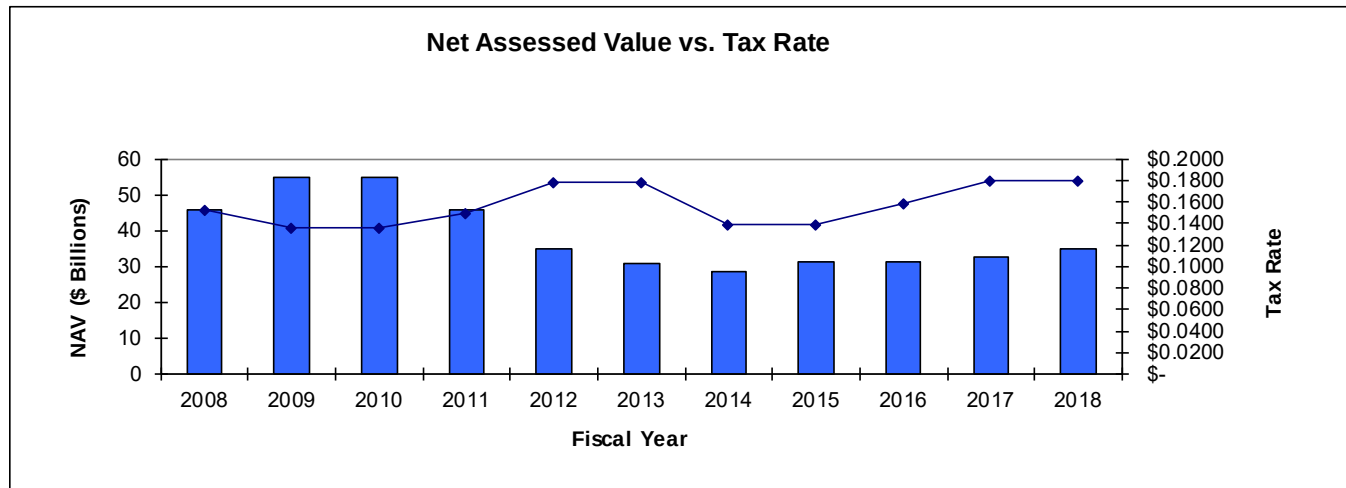
Property Taxes

Beginning in FY 2016 for Tax Year 2015, the Flood Control District secondary property tax no longer assesses property valuation based on full cash value, but instead on limited property value and has a growth cap of 5% on property taxed in the prior year. This change in property tax collections is due to a voter approved Proposition 117 that was approved in 2012. Previously, secondary net assessed values of real and personal property had no constitutional limitation on growth. The Flood Control District Board of Directors chose to impose growth limitations similar to those imposed on the primary levy resulting in a 2% cap annual growth on property taxed in the prior year.

The Board of Supervisors must adopt the Flood Control District's property tax levy on or before the third Monday in August for the fiscal year that begins on the previous July 1. Real property taxes are paid in arrears in two installments, due October 1 and March 1.

The schedule at right lists the District's secondary net assessed values, tax rates, and secondary property tax levies for the last nine fiscal years, plus the assessed values and the tax rates for FY 2018. The Flood Control District's property tax rate for FY 2018 will remain flat at \$0.1792 per \$100 net assessed value.

Flood Control District Tax Levy			
Fiscal Year	Net Assessed Value (Thousands)	Tax Rate (per \$100 N.A.V.)	Tax Levy
2009	54,751,263	0.1367	74,674,333
2010	54,862,329	0.1367	74,996,804
2011	45,681,391	0.1489	68,019,592
2012	35,056,838	0.1780	62,401,172
2013	30,665,493	0.1780	54,584,578
2014	28,622,833	0.1392	39,842,985
2015	31,339,191	0.1392	43,660,332
2016	31,100,587	0.1592	49,512,136
2017	32,624,765	0.1792	58,463,580
2018	34,709,159	0.1792	62,198,813



The FY 2018 budget includes a secondary property tax levy (excluding Salt River Project) of \$62,198,813, an increase of \$3,735,233 from the FY 2017 Adopted Levy.

FY 2018 PRELIMINARY ESTIMATES OF PROPERTY TAX LEVIES AND RATES									
MARICOPA COUNTY, FLOOD CONTROL DISTRICT DISTRICT									
Description	Net Assessed Value	SRP Eff. Ass. Val.	Total w/SRP	Additional Levy of 1-cent Rate	Tax Rate	Tax Levy	SRP PILT	Total Levy & SRP PILT	
FY 2017-18 Preliminary	\$ 34,709,158,781	\$ 115,064,647	\$ 34,824,223,428	\$ 3,482,422	\$ 0.1792	\$ 62,198,813	\$ 206,196	\$ 62,405,009	
FY 2016-17 Adopted	32,624,765,419	112,776,850	32,737,542,269	3,273,754	0.1792	58,463,580	202,096	58,665,676	
FY 2017-18 Preliminary Variance	\$ 2,084,393,362	\$ 2,287,797	\$ 2,086,681,159	\$ 208,668	\$ -	\$ 3,735,233	\$ 4,100	\$ 3,739,333	

Levy Limit

FY 2018 FLOOD CONTROL DISTRICT SECONDARY PROPERTY TAX LEVY vs. SELF-IMPOSED LEVY LIMIT			
FY 2018 Adjusted Allowable Levy Limit	\$ 100,344,178		
Maximum Tax Rate (per \$100 Assessed Value)	0.2891		
FY 2018 Secondary Levy (excluding SRP)	\$ 62,198,813		
Secondary Tax Rate (per \$100 Assessed Value)	0.1792		
Amount Under Limit:	\$ 38,145,365	38.0%	
	0.1099		

FY 2018 FLOOD CONTROL DISTRICT SECONDARY PROPERTY TAX LEVY vs. "TRUTH-IN-TAXATION" TOTAL LEVY			
FY 2018 "Truth-in-Taxation" Secondary Levy	\$	59,283,243	
"Truth-in-Taxation" Tax Rate (per \$100 Assessed Value)		0.1708	
FY 2018 Secondary Levy	\$	62,198,813	
Secondary Tax Rate (per \$100 Assessed Value)		0.1792	
Amount Under/(Over) "Truth-in-Taxation" Levy	\$	(2,915,570)	-4.9%
		(0.0084)	
FY 2018 Median Residential Limited Property Value	\$	129,376	
"Truth-in-Taxation" Tax Bill on Median-Valued Home	\$	22.10	
Property Tax Bill on Median-Valued Home		23.18	
Tax Bill Savings/(Increase)	\$	(1.08)	-4.9%

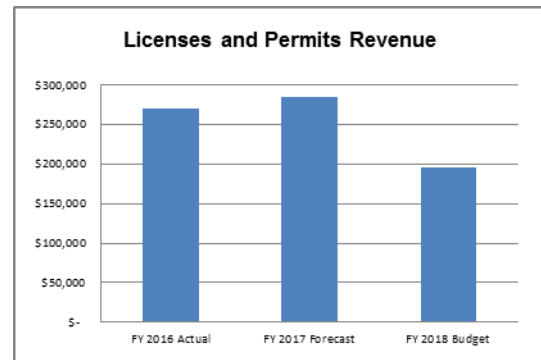
FLOOD CONTROL DISTRICT SECONDARY PROPERTY TAX LEVY FY 2018 vs. FY 2017 TAX BILL IMPACT ON MEDIAN HOME			
FY 2017:			
Median Residential Full Cash Property Value	\$	121,100	
Secondary Tax Rate (per \$100 Assessed Value)		0.1792	
Property Tax Bill	\$	21.70	
FY 2018:			
Median Residential Limited Property Value	\$	129,376	
Secondary Tax Rate (per \$100 Assessed Value)		0.1792	
Property Tax Bill	\$	23.18	
Tax Bill Savings/(Increase)	\$	(1.48)	-6.8%

Property tax revenue is budgeted in FY 2018 based on prior years' collection trends, rather than on the actual levy amount. The chart below illustrates the estimated collection for FY 2018.

Property Tax Collection Analysis Flood Control District				
FY	Levy Amount	Estimated Collections	Rate	
2018	\$ 62,198,813	\$ 61,639,024	99.1%	

Licenses and Permits

The Flood Control District collects revenue from customers for drainage plans, plan site reviews, and licenses. Rates for licenses and permits are approved by the Board of Directors, unless otherwise set forth in statute. The revenue generated from licenses and permits is used to offset the cost of issuing the permits. The chart to the right shows the FY 2016 actual, the FY 2017 forecast and the FY 2018 budget revenue for this category. FY 2017 revenue was higher than the FY 2018 forecasted budget because the complexity of the requested permits has dropped.



Intergovernmental Revenues

Intergovernmental revenues are received by the Flood Control District from other government or public entities, and include payments in lieu of taxes, grants, and 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.

Payments in Lieu of Taxes

Payments in lieu of taxes are collected from the Salt River Project (SRP) and the federal government. Although it is a public entity, SRP estimates its net assessed value and makes payments in lieu of property taxes to each taxing jurisdiction based on its property tax rates. The table to the right reflects historical payments and the projected FY 2018 payments in lieu of taxes. The increase in revenue is reflective of SRP's increase in estimated net assessed value.

Fiscal Year	SRP Payments in Lieu of Taxes
2009	135,796
2010	144,249
2011	156,110
2012	186,613
2013	192,535
2014	151,252
2015	152,712
2016	183,856
2017*	205,698
2018**	206,196

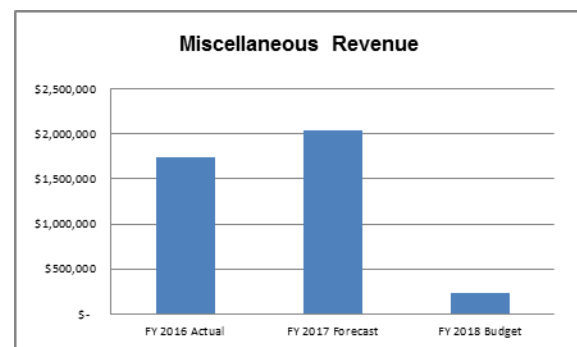
* Forecast
** Budget

Other Intergovernmental Revenue

Other Intergovernmental Revenue includes a variety of payments from other jurisdictions, usually as required by IGA's with the District. The District's FY 2018 budget includes \$206,196.

Miscellaneous Revenue

The Flood Control District classifies miscellaneous revenues as any revenues that do not fall within a more specific revenue category. Examples of miscellaneous revenues include sale of copies, interest earnings, building rental, insurance recoveries, land sales, map sales and equipment rental as well as sales of fixed assets, and bond proceeds. FY 2017 forecasted revenues were higher than budgeted due to land sales. The FY 2018 budget does not account for any land sales.



Other Financing Sources

In the Flood Control District, Other Financing Sources are comprised solely of Fund Transfers In.

Fund Transfers In

The Flood Control District transfers fund balances from the operating to the capital fund throughout the year in order to support the District's Capital Improvement Program.

Flood Control Grants Fund (989) Fund Balance Summary

	Actual FY 2016	Adopted FY 2017	Revised FY 2017	Forecast FY 2017	Adopted FY 2018
Beginning Spendable Fund Balance	\$ 84,901	\$ 2,418	\$ 2,418	\$ -	\$ 60,957
Sources					
Operating	(8,068)	-	-	-	-
Non-Recurring	521,291	5,000	105,000	72,500	-
Total Sources:	\$ 513,223	\$ 5,000	\$ 105,000	\$ 72,500	\$ -
Uses					
Operating	-	-	-	-	-
Non-Recurring	598,124	5,000	113,069	11,543	-
Total Uses:	\$ 598,124	\$ 5,000	\$ 113,069	\$ 11,543	\$ -
Structural Balance	\$ (8,068)	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 2,418	\$ (5,651)	\$ 60,957	\$ 60,957
Committed	-	-	-	-	-
Assigned	-	-	-	-	-
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	\$ -	\$ 2,418	\$ (5,651)	\$ 60,957	\$ 60,957

Flood Control Capital Projects Fund (990) Fund Balance Summary

	Actual FY 2016	Adopted FY 2017	Revised FY 2017	Forecast FY 2017	Adopted FY 2018
Beginning Spendable Fund Balance	\$ 13,233,234	\$ 18,246,085	\$ 18,246,085	\$ 23,539,311	\$ 33,029,970
Sources					
Operating	-	-	-	-	-
Non-Recurring	62,430,545	66,347,177	66,347,177	66,349,889	58,934,891
Total Sources:	\$ 62,430,545	\$ 66,347,177	\$ 66,347,177	\$ 66,349,889	\$ 58,934,891
Uses					
Operating	-	-	-	-	-
Non-Recurring	52,124,466	77,446,654	77,446,654	56,859,230	55,000,000
Total Uses:	\$ 52,124,466	\$ 77,446,654	\$ 77,446,654	\$ 56,859,230	\$ 55,000,000
Structural Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ (2)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 23,539,311	\$ 7,146,608	\$ 7,146,608	\$ 33,029,970	\$ 36,964,861
Committed	-	-	-	-	-
Assigned	-	-	-	-	-
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	\$ 23,539,311	\$ 7,146,608	\$ 7,146,608	\$ 33,029,970	\$ 36,964,861

Flood Control Fund (991) Fund Balance Summary

	Actual FY 2016	Adopted FY 2017	Revised FY 2017	Forecast FY 2017	Adopted FY 2018
Beginning Spendable Fund Balance	\$ 20,979,321	\$ 6,347,003	\$ 6,347,003	\$ 10,128,383	\$ 36,569,409
Sources					
Operating	51,756,110	58,718,342	59,641,295	81,519,424	62,404,964
Non-Recurring	-	-	1,296,144	1,296,144	-
Total Sources:	\$ 51,756,110	\$ 58,718,342	\$ 60,937,439	\$ 82,815,568	\$ 62,404,964
Uses					
Operating	28,411,431	32,495,393	33,418,346	29,669,721	32,256,988
Non-Recurring	34,195,616	25,408,677	26,704,821	26,704,821	60,352,012
Total Uses:	\$ 62,607,047	\$ 57,904,070	\$ 60,123,167	\$ 56,374,542	\$ 92,609,000
Structural Balance	\$ 23,344,679	\$ 26,222,949	\$ 26,222,949	\$ 51,849,703	\$ 30,147,976
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 10,128,383	\$ 7,161,275	\$ 7,161,275	\$ 36,569,409	\$ 6,365,373
Committed	-	-	-	-	-
Assigned	-	-	-	-	-
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	\$ 10,128,383	\$ 7,161,275	\$ 7,161,275	\$ 36,569,409	\$ 6,365,373

Appropriated Budget Reconciliations

Flood Control Capital Projects Fund (990)

Flood Control CIP	Expenditure	Revenue
FY 2017 Adopted Budget	\$75,344,404	\$40,938,500
Capital Improvement Program:		
Capital Improvement Program:		
Adjustment to FY17 Capital Improvement Program Budget	(\$35,000)	
Capital Improvement Program Total	(\$35,000)	
Capital Improvement Program Total	(\$35,000)	
FY 2017 Revised Budget	\$75,309,404	\$40,938,500
Capital Improvement Program:		
Capital Improvement Program:		
Adjustment to FY17 Capital Improvement Program Budget	\$35,000	
Capital Improvement Program Adjustment	(\$75,344,404)	(\$40,938,500)
Capital Improvement Program Total	(\$75,309,404)	(\$40,938,500)
Capital Improvement Program Total	(\$75,309,404)	(\$40,938,500)
FY 2018 Baseline Budget	\$0	\$0
Capital Improvement Program:		
Capital Improvement Program:		
Capital Improvement Program Adjustment	\$51,744,000	
Capital Improvement Program Total	\$51,744,000	
Capital Improvement Program Total	\$51,744,000	
FY 2018 Adopted Budget	\$51,744,000	\$0
<i>Percent Change From Baseline</i>	<i>NA</i>	<i>NA</i>

Flood Control Capital Projects Fund (990) (continued)

Small Project Assistance Prgm	Expenditure	Revenue
FY 2017 Adopted Budget	\$1,782,250	\$0
FY 2017 Revised Budget	\$1,782,250	\$0
Capital Improvement Program:		
Capital Improvement Program:		
Capital Improvement Program Adjustment	(\$1,782,250)	
Capital Improvement Program Total	(\$1,782,250)	
Capital Improvement Program Total	(\$1,782,250)	
FY 2018 Baseline Budget	\$0	\$0
Capital Improvement Program:		
Capital Improvement Program:		
Capital Improvement Program Adjustment	\$3,256,000	
Capital Improvement Program Total	\$3,256,000	
Capital Improvement Program Total	\$3,256,000	
FY 2018 Adopted Budget	\$3,256,000	\$0
<i>Percent Change From Baseline</i>	NA	NA
Non Recurring Non Project	Expenditure	Revenue
FY 2017 Adopted Budget	\$0	\$25,408,677
FY 2017 Revised Budget	\$0	\$25,408,677
Capital Improvement Program:		
Capital Improvement Program:		
Transfer to Capital Projects Fund		(\$25,408,677)
Capital Improvement Program Total		(\$25,408,677)
Capital Improvement Program Total		(\$25,408,677)
FY 2018 Baseline Budget	\$0	\$0
Capital Improvement Program:		
Capital Improvement Program:		
Transfer to Capital Projects Fund		\$58,934,891
Capital Improvement Program Total		\$58,934,891
Capital Improvement Program Total		\$58,934,891
FY 2018 Adopted Budget	\$0	\$58,934,891
<i>Percent Change From Baseline</i>	NA	NA

Flood Control Fund (991)

Operating	Expenditure	Revenue
FY 2017 Adopted Budget	\$32,495,393	\$58,718,342
Non Recurring:		
Non Recurring:	Agenda Item	
DEMA Disaster Assistance Award	C-69-17-009-G-00	\$922,953
Non Recurring Total		\$922,953
Non Recurring Total		\$922,953
FY 2017 Revised Budget	\$33,418,346	\$59,641,295
Non Recurring:		
Non Recurring:	Agenda Item	
DEMA Disaster Assistance Award	C-69-17-009-G-00	(\$922,953)
Non Recurring Total		(\$922,953)
Non Recurring Total		(\$922,953)
FY 2018 Baseline Budget	\$32,495,393	\$58,718,342
Base Adjustments:		
Base Adjustments:		
Base Telecom Adjustment		\$28,344
Central Service Cost Allocation		\$181,393
Other Supplies and Services		\$4,100
Radio Charges Adjustment		\$14,030
Risk Management Adjustment		\$19,655
Base Adjustments Total		\$247,522
Base Adjustments Total		\$247,522
Employee Compensation and Benefits:		
Employee Salary Adjustments:		
Net Change to Other Personnel		(\$12,634)
Personnel Savings		(\$473,293)
Employee Salary Adjustments Total		(\$485,927)
Employee Compensation and Benefits Total		(\$485,927)
General Revenues:		
General Revenues:		
Other Charges for Services		(\$194,485)
Payments in Lieu		\$4,100
Property Taxes		\$3,877,007
General Revenues Total		\$3,686,622
General Revenues Total		\$3,686,622
FY 2018 Adopted Budget	\$32,256,988	\$62,404,964
Percent Change From Baseline	-0.73%	6.28%

Flood Control Fund (991) (continued)

Non Recurring Non Project	Expenditure	Revenue
FY 2017 Adopted Budget	\$25,408,677	\$0
Non Recurring:		
Non Recurring:	Agenda Item	
DEMA Disaster Assistance Award	C-69-17-009-G-00	
	\$1,296,144	\$1,296,144
Non Recurring Total	\$1,296,144	\$1,296,144
Non Recurring Total	\$1,296,144	\$1,296,144
FY 2017 Revised Budget	\$26,704,821	\$1,296,144
Capital Improvement Program:		
Capital Improvement Program:		
Transfer to Capital Projects Fund	(\$25,408,677)	
Capital Improvement Program Total	(\$25,408,677)	
Capital Improvement Program Total	(\$25,408,677)	
Non Recurring:		
Non Recurring:	Agenda Item	
DEMA Disaster Assistance Award	C-69-17-009-G-00	
	(\$1,296,144)	(\$1,296,144)
Non Recurring Total	(\$1,296,144)	(\$1,296,144)
Non Recurring Total	(\$1,296,144)	(\$1,296,144)
FY 2018 Baseline Budget	\$0	\$0
Capital Improvement Program:		
Capital Improvement Program:		
Delayed Maintenance Projects	\$1,253,954	
Transfer to Capital Projects Fund	\$58,934,891	
Capital Improvement Program Total	\$60,188,845	
Capital Improvement Program Total	\$60,188,845	
FY 2018 Tentative Budget	\$60,188,845	\$0
Percent Change From Baseline	NA	NA
Non Recurring:		
Non Recurring:		
Other Non Recurring	\$163,167	
Non Recurring Total	\$163,167	
Non Recurring Total	\$163,167	
FY 2018 Adopted Budget	\$60,352,012	\$0
Percent Change From Baseline	NA	NA

Capital Improvement Program

Summary

The Flood Control District primarily mitigates existing regional flood hazards through its five-year Capital Improvement Program (CIP) – the revolving five-year plan for accomplishing capital projects.

The CIP drives design and construction of new infrastructure in concert with the District's planning activities and also addresses modification and replacement of existing infrastructure. The District maintains its five-year CIP as mandated by A.R.S. Title 48 in accordance with District Resolution 2010R008, which specifies the Board's financial management directives for the District.

Since 1993, proposed capital projects have been reviewed for merit by the District's annual CIP Prioritization Procedure, although project recommendations resulting from this process are contingent upon ultimate project adoption through Resolutions by the District's Board of Directors. The CIP Prioritization Procedure solicits and evaluates project requests from the District's client communities and other local agencies, generally resulting from completed drainage planning studies.

The evaluation procedure allocates points based on:

- Project Description
- Funding Commitment and Agency Priority
- Flood Control/Drainage Master Plan Element
- Flooding Threat
- Level of Protection
- Area Protected
- Ancillary Benefits
- Level of Partnership Participation
- Operations and Maintenance Costs to the District

The process promotes a balanced approach to the evaluation of proposed projects, identifying and supporting flood control and regional drainage projects that not only provide long-term protection to individuals and property from flash floods and seasonal flooding, but that also promotes community development, protects natural habitats and maintains watercourse flow paths. The procedure favors projects that involve cost-sharing partnerships, allowing the District to best leverage limited financial resources, and allows the District to limit future structural maintenance responsibilities to projects that are multi-jurisdictional, regional or involve main watercourses.



Project Detail

A total of 2 capital project bins are budgeted for FY 2018, and recommended to the Board by the Flood Control District. The projects are as follows:

990 - Flood Control Capital Projects	Previous Actuals	Projected FY 2017	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5-Year Total	Total Project
Flood Control CIP	\$421,292,043	\$ 55,694,507	\$ 51,744,000	\$ 36,430,000	\$ 42,960,000	\$ 45,970,000	\$ 63,970,000	\$241,074,000	\$718,060,550
Small Project Assistance Prgm	5,536,296	1,742,953	3,256,000	3,070,000	3,040,000	3,030,000	3,030,000	15,426,000	22,705,249
Total CIP Program	\$426,828,339	\$57,437,460	\$55,000,000	\$39,500,000	\$46,000,000	\$49,000,000	\$67,000,000	\$256,500,000	\$740,765,799

Sources and Uses by Project

990 - Flood Control Capital Projects	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5 - Year Total	Total Project
Revenues							
022A - 0220132 Central Chandler Drng	\$ -	\$ -	\$ -	\$ 735,000	\$ -	\$ 735,000	\$ 735,000
420D - 4200431 Oak St Basin and St Dr	-	-	685,000	1,814,500	-	2,499,500	2,499,500
450G - 4500731 115th Union Hills Dr	-	474,000	474,000	2,369,000	899,000	4,216,000	4,216,000
470L - 4701630 Luke AFB Flood Mitig	-	-	-	4,175,000	1,525,000	5,700,000	5,700,000
620G - 6200334 Bethany 79th To 59th	-	-	-	1,816,500	3,233,500	5,050,000	5,050,000
FCIP - Flood Control CIP	-	-	-	250,000	7,544,500	7,794,500	7,794,500
Revenues Total:	\$ -	\$ 474,000	\$ 1,159,000	\$ 11,160,000	\$ 13,202,000	\$ 25,995,000	\$ 25,995,000

Sources and Uses by Project (continued)

990 - Flood Control Capital Projects	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	5 - Year Total	Total Project
Expenditures							
022A - 0220132 Central Chandler Drng	\$ -	\$ 20,000	\$ 20,000	\$ 1,580,000	\$ 12,000	\$ 1,632,000	\$ 1,632,000
109A - 109 02 30 Agua Fria Levee imp	-	6,000	20,000	12,000	12,000	\$50,000	\$50,000
121B - 1210333 Chandler Heights Basin	-	4,000	4,000	6,000	6,000	\$20,000	\$20,000
201A - 2010131 White Tanks 4 Outlet	365,000	6,514,000	6,414,000	2,000	-	\$13,295,000	\$13,295,000
201B - 2010231 White Tanks 4 Rehab	517,000	22,000	5,000	-	-	\$544,000	\$544,000
202B - 2020231 McMicken Dam Project	1,955,000	18,662,000	20,740,000	4,890,000	13,508,000	\$59,755,000	\$59,755,000
204A - 2040130 McMicken Dam Out Impr	10,000	20,000	1,120,000	1,240,000	10,690,000	\$13,080,000	\$13,080,000
205A - 2050130 Guadalupe FRS Rehab	-	50,000	820,000	2,300,000	10,000	\$3,180,000	\$3,180,000
207A - 2070131 Buckeye 1 Rehab	1,822,000	10,000	-	7,550,000	2,530,000	\$11,912,000	\$11,912,000
208A - 2080130 BUCKEYE FRS NO 2 MANHOLE IMPROVEMENTS	85,000	-	-	-	-	\$85,000	\$85,000
211A - 2110331 Downtown Buckeye	-	10,000	10,000	2,000	2,000	\$24,000	\$24,000
211B - 2110530 Buckeye Watson System	-	2,000	2,000	2,000	2,000	\$8,000	\$8,000
265A - 2650130 Granite Reef Wash	1,825,000	525,000	2,613,000	22,000	-	\$4,985,000	\$4,985,000
310A - 3100130 PVR Rehabilitation	12,646,000	125,000	30,000	30,000	-	\$12,831,000	\$12,831,000
310C - POWERLINE FROM VINEYARD	14,442,000	245,000	10,000	-	-	\$14,697,000	\$14,697,000
330A - 3300130 Harquahala Erosion	-	30,000	50,000	2,100,000	-	\$2,180,000	\$2,180,000
331A - 3310130 Saddleback FRS Mod	-	20,000	20,000	20,000	2,780,000	\$2,840,000	\$2,840,000
341A - 3410130 SUNNYCOVE FRS COLLECTION SYSTEM IMPROVEMENTS	70,000	-	-	-	-	\$70,000	\$70,000
350B - 3500130 Cave Buttes Dam Mod	700,000	833,000	7,183,000	10,000	-	\$8,726,000	\$8,726,000
361A - 3610130 Skunk Creek at I17	-	10,000	215,000	10,000	-	\$235,000	\$235,000
370A - 3700130 New River Dam Outlet	-	10,000	20,000	1,140,000	-	\$1,170,000	\$1,170,000
420D - 4200431 Oak St Basin and St Dr	-	10,000	1,471,000	3,829,000	-	\$5,310,000	\$5,310,000
420E - 4200531 Ellsworth McKellips	-	2,000	2,000	2,000	2,000	\$8,000	\$8,000
450G - 4500731 115th Union Hills Dr	5,026,000	20,000	10,000	10,000	2,739,000	\$7,805,000	\$7,805,000
470D - 4701331 Bullard Wash Ph II	-	10,000	20,000	2,000	2,000	\$34,000	\$34,000
470H - 4701531 Northern Pkwy Ph I	-	5,100,000	10,000	2,000	-	\$5,112,000	\$5,112,000
470L - 4701630 Luke AFB Flood Mitig	-	85,000	40,000	8,650,000	3,156,000	\$11,931,000	\$11,931,000
565B - 5650432 DRCC Avondale	-	20,000	20,000	5,000	-	\$45,000	\$45,000
565C - 5650433 DRCC Elwood 75 To 107	8,592,000	1,939,000	5,000	5,000	-	\$10,541,000	\$10,541,000
565D - 5650435 VnBrn Chnl 99th to AFR	-	2,000	2,000	4,000	4,000	\$12,000	\$12,000
620G - 6200334 Bethany 79th To 59th	-	40,000	30,000	3,791,000	6,677,000	\$10,538,000	\$10,538,000
625L - 6250232 Arcadia Dr Strm Dran	-	2,000	2,000	2,000	2,000	\$8,000	\$8,000
698A - 6981030 EMF Maint Rd Imp	-	2,000	2,000	2,000	2,000	\$8,000	\$8,000
69D1 - 6991730 9054 S. CALLE SAHUARO	122,000	-	-	-	-	\$122,000	\$122,000
69D8 - 6991637 SHERWOOD HGTS DB	173,000	-	-	-	-	\$173,000	\$173,000
F699 - Small Project Assistance Prgm	2,961,000	3,070,000	3,040,000	3,030,000	3,030,000	\$15,131,000	\$15,131,000
FCIP - Flood Control CIP	1,774,000	80,000	50,000	6,750,000	19,834,000	\$28,488,000	\$28,488,000
FCPR - Project Reserves Flood	1,915,000	2,000,000	2,000,000	2,000,000	2,000,000	\$9,915,000	\$9,915,000
Expenditures Total:	\$ 55,000,000	\$ 39,500,000	\$ 46,000,000	\$ 49,000,000	\$ 67,000,000	\$ 256,500,000	\$ 256,500,000

Strategic Business Planning (SBP) for All Projects

Purpose Statement:

The purpose of the Flood Hazard Remediation program is to provide flood hazard protection through structural and non-structural solutions to the public so that they can live with minimal risk of loss of life or property due to flooding.

Strategic Goals:

By June 30, 2018, the District will address realized local structural flooding issues by participating in 100% of qualifying Small Projects Program submittals.

Strategic Plan Program Supported:

- Flood Hazard Remediation

Strategic Activities Supported:

- Flood Control Capital Projects

Common Flood Control CIP Acronyms

ACDC – Arizona Canal Diversion Channel

ADMP – Area Drainage Master Plan

ADMS – Area Drainage Master Study

ADOT – Arizona Department of Transportation

ADWR – Arizona Department of Water Resources

SPAP – Small Projects Assistance Program

CFS – Cubic Feet per Second

FPAP – Floodprone Property Assistance Program

FRS – Flood Retarding Structure

IGA – Intergovernmental Agreement

MCDOT – Maricopa County Department of Transportation

NRCS – Natural Resource Conservation Service



Buckeye Wash

Flood Control District Primary Capital Improvement Program

Managing Department: Flood Control District
Project Partners: See Project Descriptions
Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Central Chandler Storm Drain Improvements	1	FY 2022
Loma Vista Corridor Drainage Improvements	1	FY 2023
Western Highline Canal Drainage	1	FY 2023
Agua Fria River Levee Safety Mitigation	4	FY 2028
South Phoenix/Laveen Drainage Improvement Project	5	FY 2033
Berneil Channel Modifications	2	FY 2025
Chandler Heights Detention Basin	1	FY 2033
East Maricopa Floodway Low Flow Channel	1,2	FY 2033
Reata Pass Drainage	2	FY 2022
Rawhide Wash Drainage	2	FY 2024
White Tanks FRS No.4 Outlet	4	FY 2021
White Tanks FRS No.4 Rehabilitation	4	FY 2020
McMicken Dam Rehabilitation	4	FY 2026
McMicken Dam Outlet Channel	4	FY 2022
Guadalupe FRS Rehabilitation	1,5	FY 2021
Buckeye FRS No.1 Rehabilitation	4	FY 2022
Buckeye FRS No. 2 Manhole	4	FY 2018
Downtown Buckeye Regional Basin and Storm Drain	4	FY 2033
Watson Drainage System	4	FY 2033
Granite Reef Wash Drainage Mitigation Project	2	FY 2021
PVR Rehabilitation/Replacement	1	FY 2026
Powerline Channel and FRS Decommission	1	FY 2026
Harquahala FRS Erosion Mitigation	4	FY 2021
Saddleback FRS Modifications	5	FY 2025
Sunnycove FRS Seepage Collection System Improvements	4	FY 2018
Cave Buttes Dam Modifications	3	FY 2023
I-17/Skunk Creek Land Rights Acquisition and Access Improvements	3	FY 2021
New River Dam Outlet Improvements	4	FY 2021
Oak Street Detention Basin and Storm Drain	2	FY 2021
Ellsworth Road & McKellips Road Drainage Improvements	2	FY 2033
Pecos Road Drainage Improvements	2	FY 2026
115 th Avenue/Union Hills Drive Drainage Improvements	4	FY 2022
Bullard Wash Phase II	4	FY 2033

Improvement	District	Scheduled Completion
Northern Parkway Drainage	4	FY 2020
Luke Air Force Base Flood Mitigation Improvements	4	FY 2022
Sonoqui Wash Channelization Phase II (Chandler Heights to Riggs)	1	FY 2027
Durango Regional Conveyance Channel (Broadway Rd./Southern Ave.)	5	FY 2024
Durango Regional Conveyance Channel (75 th Avenue/107 th Avenue)	5	FY 2019
Van Buren Street Channel - 99 th Avenue to Agua Fria River	5	FY 2033
Bethany Home Road Storm Drain (79 th Avenue to 67 th Avenue)	5	FY 2022
Downtown Phoenix Drainage System	5	FY 2018
Arcadia Drainage Improvements Phase III	2	FY 2033
Circle K Park Detention Basin	5	FY 2024
Ashbrook Wash Improvements	2	FY 2017
East Maricopa Floodway Maintenance Road Paving	1, 2	FY 2025

Purpose Statement:

The Primary Capital Improvement Program typically funds projects that have been recommended by the District's Capital Improvement Program Prioritization Procedure, reducing flooding hazards to Maricopa County residents through construction of new facilities and improvements to existing flood control facilities.

Project Descriptions:

Central Chandler Storm Drain Improvements (022A)

Project Partner: City of Chandler

Project involves installation of 15 catch basins, Ivanhoe Drain slope realignment, and new storm drain construction to eliminate all discharges into Chandler Drain. Project corrects flooding problem in flat downtown area, removes connection to SRP tailwater drainage system and improves measures associated with MS4 Phase II permit.

Loma Vista Corridor Drainage Improvements (TBD)

Project Partner: City of Tempe

Mitigate flooding of 21 homes in the area during the 100-year storm event by constructing a series of storm drains in Loma Vista, Alameda and Los Feliz Drives with an outfall into an expanded detention basin at the NW corner of McClintock High school.

Western Highline Canal Drainage (TBD)

Project Partner: City of Tempe

Construct box culverts, storm drains, and nine existing structure rehabilitations to convey storm water from street flooding areas to Ken McDonald Golf Course. Provides protection to 70 homes, 12 multi-family structures and two commercial structures. Project also provides protection to the transportation corridor.

Agua Fria River Levee Safety Mitigation (109A)

Project Partner: City of Avondale

Provide safety and fall protection by installing pipe rail along Agua Fria levees between Buckeye Road and McDowell Road.

South Phoenix/Laveen Drainage Improvement Project (TBD)

Project Partner: City of Phoenix

Project includes constructing multiple regional detention basins and storm drains, which are generally bound by 7th Avenue, Olney Avenue, 19th Avenue and South Mountain Avenue. Study update is underway.

Berneil Channel Modifications (TBD)

Project Partner: Town of Paradise Valley

Channel improvements are needed to increase channel capacity to convey a 10-year to 100-year rain event.

Rittenhouse Basin (121A)

Project Partner: Town of Gilbert

Construction of the basin and flood control features is complete, and the project is operated and maintained by the Town of Gilbert. The project remains active as the District will contribute limited funding to aesthetically-enhance the site in the future.

Chandler Heights Detention Basin (121B)

Project Partner: Town of Gilbert

Construction of the detention basin is being accomplished in phases. The first two phases of construction have been completed. Future phases of construction will involve excavation of an additional 3 million cubic yards of material, and will be accomplished as District funding becomes available. Material may also be removed through the dirt auction process.

East Maricopa Floodway Low Flow Channel (TBD)

Project Partner: N/A

Due to the topography of the area, the East Mesa Floodway (EMF) has a particularly shallow slope. Combined with the EMF's earthen bottom, this causes nuisance ponding along much of the structure. In addition to causing mosquito control issues, this creates maintenance difficulties, as maintenance equipment is unable to function in the saturated channel bottom. The District is attempting to address these issues through comparatively minor maintenance modifications.

Reata Pass Drainage (TBD)

Project Partners: City of Scottsdale

The City of Scottsdale is the lead for this project and the project is a high priority for the City. It is anticipated that the project will consist of some kind of channelization of Reata Pass Wash. The City will coordinate their design with the District, and the City has indicated that they will request cost share funding for construction of the project.

Rawhide Wash Drainage (TBD)

Project Partners: City of Scottsdale

This project is to reduce the Rawhide Wash flood risk by directing storm water flows to stay within the wash by either a conveyance alternative or a conveyance with basin alternative. Rawhide Wash was

identified in the Pinnacle Peak West ADMS as a high-priority area for potential flood mitigation measures. Currently there are more than 800 homes, businesses and other structures in this area.

White Tanks FRS No. 4 Outlet (201A)

Project Partner: N/A

Construction will involve an outlet pipe from the White Tanks FRS No.4 to the Loop 303 Outfall channel that ultimately discharges to the Gila River.

White Tanks FRS No. 4 Rehabilitation (201B)

Project Partner: Natural Resources Conservation Service

Rehabilitation will mitigate existing dam deficiencies and extend the functional life of the structure. Construction will be completed in two phases, the first of which is complete. Phase two of the work began construction in FY 2016 which includes removing the left auxiliary spillway by extending the left abutment of the dam to the north, widening the right auxiliary spillway to accommodate the removal of the left spillway and re-grading the flood pool.

McMicken Dam Rehabilitation (202B)

Project Partner: U.S. Army Corps of Engineers

The ability of the McMicken Dam Project to maintain the current level of flood protection for the benefit of the public in an increasingly urbanized environment is in question due to significant concerns regarding aging infrastructure, land subsidence, earth fissuring, urbanization encroachment and current dam safety standards. These dam safety issues have led the District to determine that an overall rehabilitation or replacement of the dam is required. Alternatives include a modified dam section, floodways, outlet and spillways which will provide a minimum of 100-year flood protection. Project is being completed through five (5) separate construction phases.

McMicken Dam Outlet Channel (204A)

Project Partner: N/A

The primary goal of the project is to reconstruct the Outlet Channel so as to mitigate current deficiencies, lower risk, and meet District requirements for flood protection, for the 100-year flood.

Guadalupe FRS Rehabilitation (205A)

Project Partner: Natural Resources Conservation Service

Dam rehabilitation work will include the replacement of the intake structure, installation of filter diaphragm around principal spillway, slip line existing principal spillway through dam and slip line the existing principal spillway downstream of the dam.

Buckeye FRS No. 1 Rehabilitation (207A)

Project Partner: Natural Resources Conservation Service

The dam has experienced considerable transverse cracking since being constructed in the 70's. Arizona Department of Water Resources (ADWR) has identified the transverse cracking in Buckeye FRS No.1 as a dam safety deficiency requiring corrective action. The District completed Phase I Assessments of the dam, and has requested NRCS federal cost share assistance under Public Law 106-472 for a rehabilitation project to address dam safety concerns and to maintain flood control benefits to downstream properties for the next 100 years. The selected alternative consists of dam rehabilitation. Construction will be accomplished in two phases and Phase 2A is currently in construction.

Buckeye FRS No. 2 Manhole (208A)

Project Partner: N/A

The manhole will be constructed at the location of a known pipe defect. The pipe defect will be removed during installation of the manhole, thereby improving dam safety, reducing long term pipe degradation, and reducing the risk of a potential pipe failure. During a 5-year periodic video inspection of the Buckeye FRS #2 principal outlet pipe, a pipe defect (exposed rebar) was observed near the approximate midpoint of the pipe. The Buckeye FRS #2 principal outlet is over 2,200 feet long and drains the FRS into Buckeye Floodway #2. The original design did not include any manholes along this extended length of pipe. This project will improve maintenance and inspection access.

Downtown Buckeye Regional Basin and Storm Drain Project (211A)

Project Partner: City of Buckeye

The project will relieve historic downtown Buckeye of frequent flooding by implementing storm drains, channels, retention basins, and an outlet infrastructure that will mitigate flood damages to residential, commercial, and industrial properties, government buildings, and schools, while increasing traffic safety and improving the community's flood insurance program rating.

Watson Drainage System (211B)

Project Partner: City of Buckeye

Project includes several branches of channels, culverts and detention basins spanning more than 10 miles, draining from the Roosevelt Irrigation District canal on the north to the Gila River on the south. The project will be implemented in phases. The District will be responsible for final design and construction of the downstream portion that provides the outfall from the north side of the Union Pacific Railroad to the Gila River. Buckeye will implement the upstream portions through future development and capital projects.

Granite Reef Wash Drainage Mitigation Project (265A)

Project Partner: City of Scottsdale

The project will construct infrastructure to intercept storm water flows from the Granite Reef Watershed and convey them to the Salt River. Project also eliminates a 100-year flood hazard affecting at least 1,200 property owners within Scottsdale alone. In addition to mitigating flooding in the immediate residential area, the project would reduce flood flows to the Salt River Pima-Maricopa Indian Community's (SRPMIC's) undeveloped Section Twelve, at the junction of State Route 101 Loop and State Route 202.

PVR FRS Rehabilitation/Replacement (310A)

Project Partner: Natural Resources Conservation Service

The ADWR recently reclassified the PVR FRS's as high hazard potential, medium size structures. The District prepared a Final Failure Mode Analysis (FFMA) Report for the Structures Assessment Program Phase I in July 2002 that identified defects in the structures due to the age of the structures, proximity to fissures, subsidence of the area and cracking caused by drying shrinkage. Project pre-design is complete. Powerline FRS and Vineyard FRS Phase 2 and 3 are under design. The selected alternative involves rehabilitating Vineyard Road FRS, converting Rittenhouse FRS to a levee and replacing the Powerline FRS with a system of channels. Phase I of Vineyard is currently under construction. Total project completion including Rittenhouse is scheduled for 2026.

Powerline Channel and FRS Decommissioning (310C)

Project Partner: Natural Resources Conservation Service

The ADWR recently reclassified the PVR FRSs as high hazard potential, medium size structures. The District prepared a Final Failure Mode Analysis Report, Structures Assessment Program Phase I (FFMA),

in July 2002, that identified defects in the structures due to the age of the structures, proximity to fissures, subsidence of the area and cracking caused by drying shrinkage. Project pre-design is complete. Powerline FRS is under design. The selected alternative involves replacing the Powerline FRS with a system of channels.

Harquahala FRS Erosion Mitigation (330A)

Project Partner: N/A

Harquahala FRS has exposed earthen slopes that will be subject to long-term erosion. This project provides comprehensive rock mulch and hydroseed treatments for the slopes that will reduce this hazard and increase the dam's life. Project schedule will depend upon District funding availability.

Saddleback FRS Modifications (331A)

Project Partner: Natural Resource Conservation Service (NRCS)

Saddleback FRS has experienced the formation of numerous erosion holes and longitudinal cracking along the entire length of centerline of the dam crest. The issue cannot be addressed by normal maintenance work and has developed into a dam safety issue which is continuing to worsen over time. The District has identified a need to modify the central material zone of the dam known as the central filter and to reduce erosion through the placement of rock mulch.

Sunnycove FRS Seepage Collection System Improvements (341A)

Project Partner: N/A

This project will isolate the existing seepage pipes from the bubbler structure and individually extend them downstream to where they will be discharged into an existing roadside v-ditch. A weir concrete box structure will also be constructed to allow FCD to collect, quantify and monitor seepage water during future impoundment events. A flaw was identified at the Sunnycove FRS during the July 2015 rain event in which flood water reversed flow from the bubbler structure into the seepage collection system within the dam core during the time when there was high dam impoundment and a high head inside the bubble structure.

Cave Buttes Dam Modifications (350B)

Project Partner: U.S. Army Corps of Engineers

A substantial flood event in 1993 resulted in a significant impoundment of water behind the dam, and seepage occurred along the dam's left abutment. To prevent deterioration of embankment material from recurring seepage, the District pursued an analysis and investigation of the issue. This investigation has indicated that permanent modification to the dam is required. Modifications will consist of two major features. The first planned improvement (Phase I) will be a drainage tunnel gated outlet and channel, which will decrease the time it takes for the water collected behind the dam to drain. The second planned improvement (Phase II) will be a system to collect water that has seeped through the dam and foundation.

I-17/Skunk Creek Land Rights Acquisition and Access Improvements (361A)

Project Partner: N/A

District staff has identified the need to secure additional land rights to improve access for routine inspections, repairs & maintenance activities of Skunk Creek in the vicinity of Interstate 17.

New River Dam Outlet Improvements (370A)

Project Partner: N/A

Erosion related to the dam's outlet channel will potentially impact District maintenance access, and has caused outlet flow restrictions and resultant stagnant impoundments contrary to design specifications. District engineering efforts have identified that these conditions require corrective action, including improvements to the Dam's outlet channel.

Oak Street Detention Basin and Storm Drain (420D)

Project Partner: City of Mesa

The Oak Street Detention Basin and Storm Drain involves construction of a detention basin at Oak Street and Hawes Road, and storm drains east along Oak Street and north along Hawes Road. The project will provide protection in conjunction with drainage infrastructure constructed by the Hermosa Vista/Hawes Road and McDowell Road projects.

Ellsworth Road and McKellips Road Drainage Improvements (420E)

Project Partner: City of Mesa

The Ellsworth Road and McKellips Road project will include construction of a detention basin at Ellsworth Road and McKellips Road, an interceptor drain east along McKellips Road, and an outlet generally along 94th Street. The basin rights-of-way are in place, owned by the City of Mesa. The project will provide protection to local, previously-developed subdivisions, where historic flooding has been noted.

115th Avenue/Union Hills Drive Drainage Improvements (450G)

Project Partner: MCDOT, City of Peoria and City of Surprise

The area downstream of 107th Avenue and Union Hills Drive has historically experienced flooding, particularly in the City of Surprise's Coyote Lakes subdivision. Existing drainage systems along Union Hills Drive are considered inadequate. The proposed project will include a combination of open channels and basins, along with utilization of existing drainage features, to relieve flooding in the area. The project will be constructed in three phases. Phase I final design and construction documents are complete.

Bullard Wash Phase II (470D)

Project Partner: City of Goodyear

The project will channelize the floodplain north of the Phoenix-Goodyear Airport. It will reduce the floodplain width, and protect the Phoenix-Goodyear Airport and nearby development from flooding. This storm water would otherwise collect in streets, farm fields, and residential and commercial areas. Phase I of the Bullard Wash Improvements Project has been completed and included construction of an earthen and gabion basket-lined channel from the Gila River to Lower Buckeye Road. Phase II will be implemented as funds become available and includes an earthen/greenbelt channel along the Bullard Wash alignment, which is located between Estrella Parkway and Bullard Avenue from Lower Buckeye Road to Interstate 10.

Northern Parkway Drainage (470H)

Project Partner: City of Goodyear, MCDOT and ADOT

This project involves the construction of a new channel, storm drain and basins along the new alignment of Northern Parkway from Dysart Road to 111th Avenue. The channel will intercept offsite storm water flows and convey this runoff to the Agua Fria River.

Luke Air Force Base Flood Mitigation Improvements (470L)

Project Partner: Luke Air Force Base

The project includes rehabilitating and improving the existing storm drain system to collect and convey 100-year flows from sensitive areas on the base to the improved channel system containing those flows within the channel system and provide a connection to the existing regional outfall.

Sonoqui Wash Channelization (Chandler Heights to Crismon) (480C)

Project Partners: Town of Queen Creek and MCDOT

The project involves the channelization of an existing wash from Chandler Heights Road to Riggs Road along the existing alignment, and the east branch from Hawes Road to Crismon Road along Riggs

Road. The total length of the project is approximately 3.5 miles. The channel will be earth-lined with rock slope protection with 4:1 to 8:1 side slopes and a 50-foot bottom width. The project will include multi-use components such as equestrian and pedestrian trails. Phase IIB (Ellsworth Road to Crismon Road) construction will occur in the future by the Town of Queen Creek and the project remains active so District construction management can occur when the next phase is implemented. The project is anticipated to remove the existing floodplain extending from Chandler Heights Road to Riggs Road, which includes 71 acres of land and 68 properties. Queen Creek operates and maintains the facility.

Sonoqui Wash Channelization (Main Branch) (480E)

Project Partner: N/A

Phase III is being constructed in an additional two phases in which the first was completed in May 2012. Main Branch Phase IIIA1 from Riggs Road to Empire Boulevard and Phase IIIA2 from Empire Blvd to Hunt Highway in Pinal County construction were completed in October 2013. The West Branch Phase IIIB construction is now complete. The proposed channel will be designed to collect and convey the 100-year flow, remove 345 acres and 217 homes from the floodplain, and provide protection to roads and other infrastructure.

Durango Regional Conveyance Channel (Broadway Rd./Southern Ave.) (565B)

Project Partner: City of Avondale

This phase of the DRCC will construct a regional channel and basin in the vicinity of the Salt River Project Buckeye Feeder Canal to intercept storm water flows and provide an outfall to the Agua Fria River. The project would reduce flooding hazards and provide a 100-year outfall in the Durango drainage area.

Durango Regional Conveyance Channel (75th Avenue to 107th Avenue) (565C)

Project Partner: City of Phoenix

This phase of the project constructs the portion of the recommended plan located between 75th Avenue and 107th Avenue, one-half mile north of the Broadway Road alignment. The channel was partially constructed as a series of linear retention basins by developers through efforts coordinated by the City of Phoenix. The project will include constructing basins along the channel alignment and box culverts connecting the linear basins. Upon completion, the basins and culverts will serve to drain the area to the downstream channel in the City of Avondale.

Van Buren Street Channel – 99th Avenue to Agua Fria River (565D)

Project Partner: City of Avondale

The Van Buren Street Channel will be designed to provide a drainage system along Van Buren Street carrying storm water west of 99th Avenue to the Agua Fria River. The channel project will improve storm water drainage in the Avondale City Center at Avondale Boulevard (115th Avenue) and Van Buren Street, and solve other crucial drainage issues for current and future development along Van Buren Street. When completed, the channel will provide flood hazard protection up to the 10-year storm event (10% chance of occurring in a year).

Bethany Home Road Storm Drain (79th Avenue to 59th Avenue) (620G)

Project Partner: City of Glendale

The project consists of a 10-year storm drain on Bethany Home Road that ultimately conveys flows to the New River through the Bethany Home Outfall Channel. The storm drain will collect and convey sheet flow that has historically flooded the Maryvale neighborhood in the city of Glendale.

Downtown Phoenix Drainage System (Phase I) (625J)

Project Partner: City of Phoenix

This project will deliver a 10-year level of protection for the downtown area. The project's involves the installation of storm drains and other various drainage features, generally along 1st Avenue, from Van Buren Street to Hadley Street; along Jefferson Street from 19th Avenue to 3rd Avenue; and in the vicinity of Fillmore Street and 3rd Avenue. Project construction is complete but remains active to complete the final archeological reporting requirements.

Arcadia Drainage Improvements Phase III (625L)

Project Partner: City of Phoenix

This third phase of the Arcadia Area Improvement project will include construction of interceptor storm drains, primarily in Arcadia Drive. Drains will provide the outlet from Camelback Road to the Old Cross Cut Canal.

Circle K Park Detention Basin (TBD)

Project Partner: City of Phoenix

The project will construct a 35 ac-ft detention basin and will provide storage for a 10-year event. Properties and structures downstream will be benefited.

Ashbrook Wash Improvements (670A)

Project Partner: Town of Fountain Hills

The Ashbrook Wash Improvement Project is expected to include replacing two culvert crossings (at Bayfield Drive and Saguaro Boulevard), as well as cleaning and channelizing Ashbrook Wash as necessary to ensure it can safely convey flood flows. Once completed, properties adjacent to Ashbrook Wash between Bayfield Drive and Del Cambre Avenue will be protected from flooding caused by 100-year flows through the wash, or flows that have a one percent chance of occurring in any given year. The design and construction are being coordinated with the Saguaro Boulevard Reconstruction Project. Project is currently under construction and is scheduled for completion in FY 2020.

East Maricopa Floodway Maintenance Road Paving (698A)

Project Partner: N/A

Flood control facilities operated and maintained by the District were commonly built in the past with unpaved dirt maintenance roads. District maintenance activities require the use of these roads, potentially adversely impacting air quality. This project includes chip-seal improvements to the unpaved East Maricopa Floodway (EMF) maintenance roads.

Auxiliary Budget Line (FCIP)

Project Partner: N/A

Several District projects did not have accounting lines at the time of this document's preparation and were placed under this function code.

Flood Control District Small Projects Assistance Program

Managing Department: Flood Control District
Project Partners: See Project Descriptions
Scheduled Completion Dates:

Improvement	District	Scheduled Completion
9054 S. Calle Sahuaro	5	FY 2018
Sherwood Heights Detention Basin	2	FY 2018
9004 S. and 9006 S. Avenida del Yaqui	5	FY 2018
Skyview Drainage	2	FY 2018
Gilbert and Hackamore Drainage	2	FY 2018
Firefly and Broadway Road Drainage	2	FY 2018
Maple and Main Street Drainage	2	FY 2018
Lazona Road and Broadway Road	2	FY 2018
52 nd Street and Turquoise Avenue	3	FY 2018
Grovers Avenue at 53 rd Place and 55 th Place	3	FY 2018
Almeria Area Drainage Improvement Project	5	FY 2018
47 th Avenue and Waltann Lane	4	FY 2018
1346 E. Flower Street	3	FY 2018
Cheery Lynn Storm Drain	2	FY 2018

Purpose Statement:

The Small Projects Assistance Program provides limited District funding for local drainage improvements that reduce flood flows where realized property flooding has historically occurred.

Project Descriptions:

Unallocated Small Project Assistance Program Projects (F699)

Project Partner: N/A

Using objective criteria, the Small Project Assistance Program evaluates new projects annually. This line item provides funding for future (indeterminate) projects.

In accordance with Flood Control District of Maricopa County (District) Resolution 2009R003A, the District prioritizes and funds potential local flood control capital projects through its annual Small Project Assistance Program. The Small Project Assistance Program has three purposes:

- Facilitate the mitigation of flood hazards that are local in nature but pose a risk to the citizens and property of Maricopa County.
- Using consistent, published criteria, objectively evaluate submitted local flood control capital projects requested by municipalities.
- Allow for the rapid implementation of recommended local flood control capital projects with minimal administrative delay.

9054 S. Calle Sahuaro (69D1)

Project Partner: Town of Guadalupe

Construct a concrete lined channel or add storm drain (approximately 150'), 2-3 catch basins and an additional 650' of storm drain.

Sherwood Heights Detention Basin (69D8)

Project Partner: City of Scottsdale

Construct detention basin, inlet and outlet works.

9004 S. and 9006 S Avenida del Yaqui

Project Partner: Town of Guadalupe

Project will install street grate to collect the captured runoff in a manhole connected to new 36" stormwater pipe for discharge into a 48" storm drain currently under design.

Skyview Drainage

Project Partner: City of Mesa

Project will expand the basin capacity of flows that arrive on a City of Mesa owned basin to capture flows and convey them to the basin.

Gilbert and Hackamore Drainage

Project Partner: City of Mesa

Project will extend storm drain into Hackamore to capture flows before it floods adjacent resident.

Firefly and Broadway Road Drainage

Project Partner: City of Mesa

This project will mitigate any backwater affects that have occurred due to poor drainage conveyance.

Maple and Main Street Drainage

Project Partner: City of Mesa

Project will capture overflow from adjacent basins that overtop into City of right-of-way and flood adjacent properties.

Lazona Road and Broadway Road

Project Partner: City of Mesa

Project will extend storm drain down Broadway Road and into Lazona Road.

52nd Street and Turquoise Avenue

Project Partner: City of Phoenix

Project will construct small retention basin, remove traffic calming device to alleviate flooding concerns in vicinity.

Grovers Avenue at 53rd Place and 55th Place

Project Partner: City of Phoenix

Project will construct new storm drain system along Michelle Drive and Grovers Avenue.

Almeria Area Drainage Improvement Project

Project Partner: City of Phoenix

Project will design and construct Storm Drain along Almeria Road (41st St. to 41st Pl.) and along 41st Pl. (McDowell Rd. to Almeria Rd.).

47th Avenue and Waltann Lane

Project Partner: City of Phoenix

The project will design and construct a new storm drain along 49th Avenue between Greenway Road and Tierra Buena Ln.

1346 E. Flower Street

Project Partner: City of Phoenix

The project will construct new storm drain system to collect and convey storm water away from flooding area.

Cheery Lynn Storm Drain

Project Partner: City of Scottsdale

Project will construct a storm drain and curb inlets.

Flood Control District Floodprone Property Acquisition Program

Managing Department: Flood Control District
Project Description: See Project Description
Project Descriptions:

Unallocated Floodprone Acquisition Program (F700)

Project Partner: N/A

In many areas development took place prior to floodplain mapping, and as floodplains were delineated, residents learned their homes were within regulatory floodplains. The Floodprone Property Assistance Program (FPAP) involves the voluntary sale to the Flood Control District of properties in flood hazard areas where structural flood control solutions are infeasible or impractical. Program applicants are scored and ranked under objective criteria. Existing structures on purchased properties are demolished and removed; property may be preserved as open space, sold, or leased for uses compatible with adjacent properties and floodplain regulations.



Library District

Motion

Approve the Library District FY 2018 Budget in the amount of \$28,620,825 by total appropriation for each fund and appropriation unit group for the Library District, listed in the attached schedules.



Library District Transmittal Letter

To: Denny Barney, Chairman, District 1
Steve Chucri, District 2
Steve Gallardo, District 5
Bill Gates, District 3
Clint Hickman, District 4

The FY 2018 expenditure budget for the Library District is \$28,620,825, an increase of \$2,038,090 over the FY 2017 Revised Budget. Library Assistance Program costs, increased demand for digital materials, the upgrade of information technology equipment, and providing services for the City of Goodyear have all contributed to this increase.

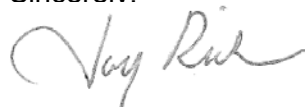
The FY 2018 budget has been developed with a tax rate that will remain flat at a rate of \$0.0556 per \$100 of assessed value. The Library District Tax Levy will be \$21,268,052 for FY 2018. The Library District has budgeted revenue of \$28,649,825, which is \$1,961,947 (6.8%) more than FY 2017. This includes additional revenue of \$774,200 from the City of Goodyear for operating the library in their community.

The Summer Reading Program continues to improve in numbers and software enhancements are delivering a literacy experience that facilitates a more interesting and enjoyable learning experience for at-risk children.

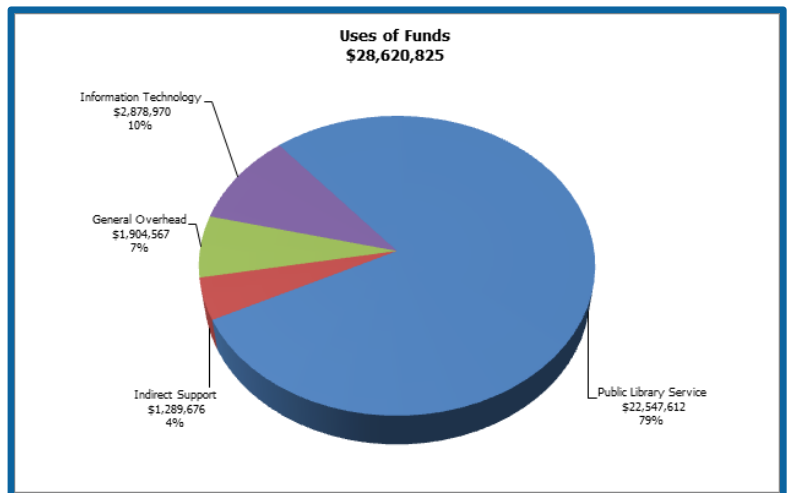
Access to digital materials has remained a focus as demand increases exponentially. The Maricopa County Library District (MCLD) has responded with additional digital resources such as coding clubs and other innovative learning programs for all ages that resulted in the receipt of six 2016 NACO Awards. MCLD continues to provide vital access to information and technology, empowering people to thrive in the digital age.

I wish to offer my appreciation to the Board of Directors for their support and guidance during the budget development process. I believe this budget is sustainable, responsible and aligns with the District's mission.

Sincerely,



Joy Rich
Maricopa County Manager



On June 19, 2017, the Maricopa County Library District Board of Directors adopted the FY 2018 Budget totaling \$28,620,825. This amount represented no change from the Tentative Adopted Budget.

On August 21, 2017, the Maricopa County Board of Directors approved the FY 2018 Tax Levy and Rate.



Food for Fines Program



Chairman Barney



Chairman Barney at Southeast Regional Library



Veterans Heritage Project



MCLD Informational Fair

Library District

Analysis by Jon Vandervoort, Budget Analyst

Mission

The mission of the Maricopa County Library District is to provide access to reading, exploring and discovering for all so they can be lifelong learners.

Strategic Goals

Department Specific

By June 30, 2020, 88% of customers surveyed will report that the library's collections and services meet their needs, up from a 2015 baseline of 84%.

Status: The April 2016 survey had an 84.5% result. MLCD is on track to meet this goal by 2020.

Government Operations

By June 30, 2020, 90% of first and second grade participants in the summer reading program will retain or increase reading and comprehension skills over the summer, based on a 2015 baseline of 87%.

Status: Assessment is ongoing in partnership with MCESA to determine baseline.

Summary

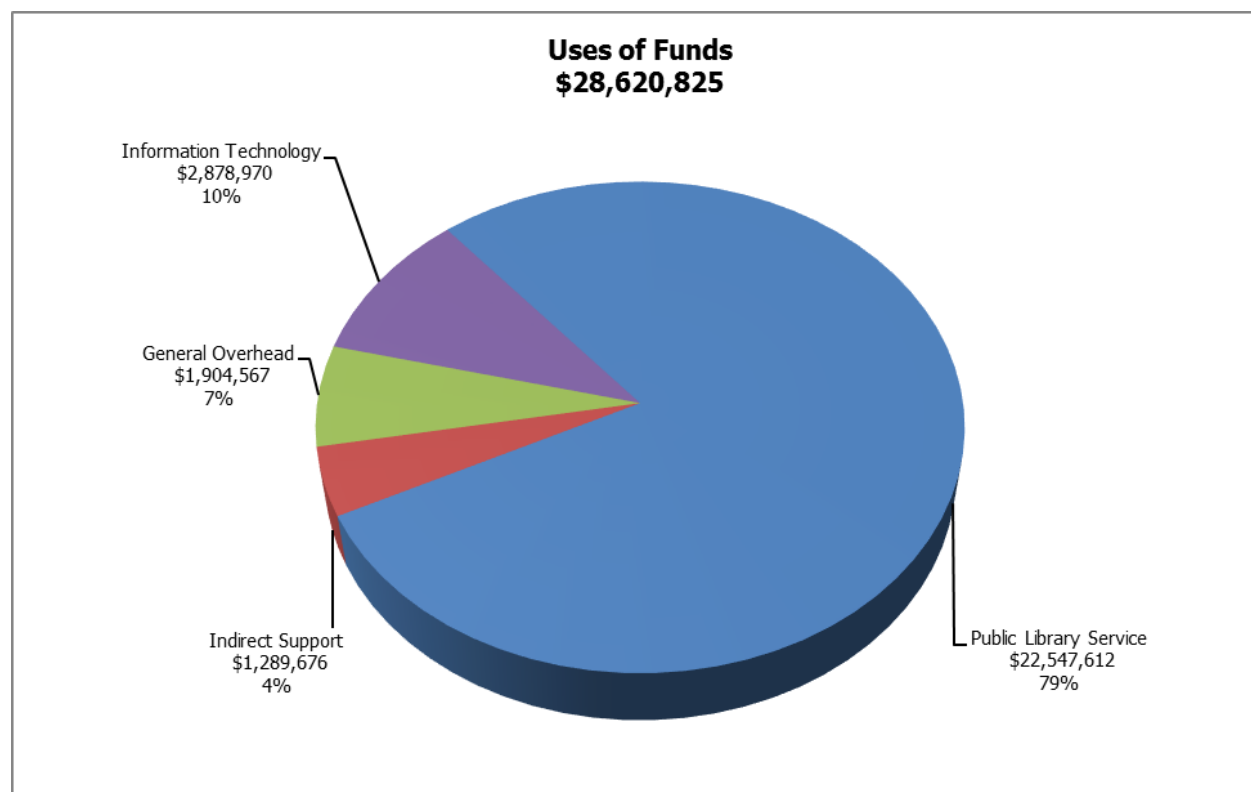
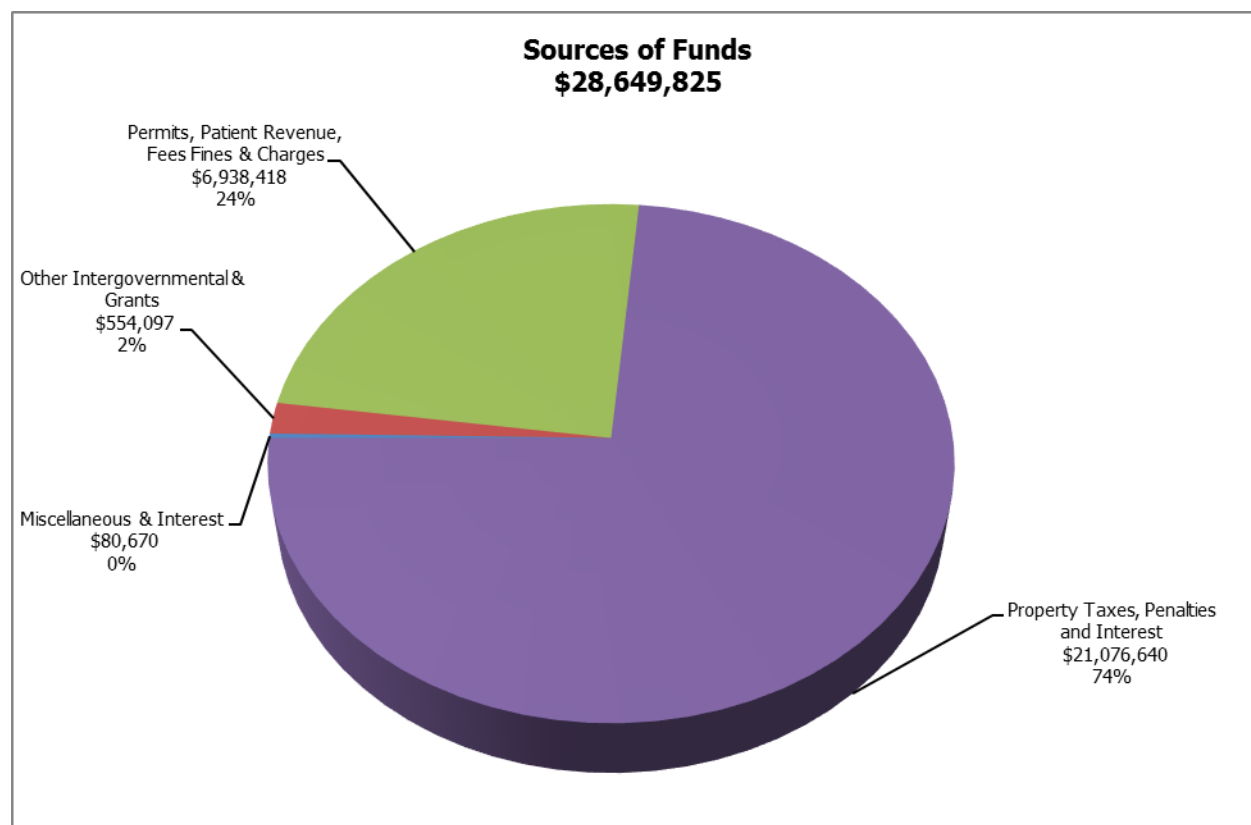
Consolidated Sources, Uses and Fund Balance by Fund Type

	Special Revenue Fund	Capital Projects Fund	Subtotal	Eliminations	Total
Beginning Fund Balance	\$ 2,016,652	\$ 11,680,479	\$ 13,697,131	\$ -	\$ 13,697,131
Sources of Funds					
Operating					
Taxes	\$ 21,076,640	\$ -	\$ 21,076,640	\$ -	\$ 21,076,640
Intergovernmental	421,581	-	421,581	-	421,581
Charges For Services	6,418,773	-	6,418,773	-	6,418,773
Fines and Forfeits	519,645	-	519,645	-	519,645
Miscellaneous	51,670	29,000	80,670	-	80,670
Total Operating Sources	\$ 28,488,309	\$ 29,000	\$ 28,517,309	\$ -	\$ 28,517,309
Non Recurring					
Intergovernmental	\$ 132,516	\$ -	\$ 132,516	\$ -	\$ 132,516
Miscellaneous	-	-	-	-	-
Other Financing Sources	-	-	-	-	-
Total Non Recurring Sources	\$ 132,516	\$ -	\$ 132,516	\$ -	\$ 132,516
Total Sources	\$ 28,620,825	\$ 29,000	\$ 28,649,825	\$ -	\$ 28,649,825
Uses of Funds					
Operating					
Personal Services	\$ 12,794,423	\$ -	\$ 12,794,423	\$ -	\$ 12,794,423
Supplies	10,108,161	-	10,108,161	-	10,108,161
Services	5,445,725	-	5,445,725	-	5,445,725
Capital Outlay	140,000	-	140,000	-	140,000
Total Operating Uses	\$ 28,488,309	\$ -	\$ 28,488,309	\$ -	\$ 28,488,309
Non Recurring					
Personal Services	\$ 67,516	\$ -	\$ 67,516	\$ -	\$ 67,516
Supplies	40,000	-	40,000	-	40,000
Services	25,000	-	25,000	-	25,000
Other Financing Uses	-	-	-	-	-
Total Non Recurring Uses	\$ 132,516	\$ -	\$ 132,516	\$ -	\$ 132,516
Total Uses	\$ 28,620,825	\$ -	\$ 28,620,825	\$ -	\$ 28,620,825
Structural Balance	\$ -	\$ 29,000	\$ 29,000	\$ -	\$ 29,000
Ending Fund Balance					
Restricted	\$ 2,016,652	\$ 11,709,479	\$ 13,726,131	\$ -	\$ 13,726,131

Appropriated Expenditures and Other Uses by Fund and Appropriation Unit Group

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
LIBRARY DISTRICT				
D650 LIBRARY DISTRICT				
242 LIBRARY DISTRICT GRANTS				
Non Recurring Non Project	\$ 7,000	\$ 306,285	\$ 132,516	\$ 173,769
All Appropriations	\$ 7,000	\$ 306,285	\$ 132,516	\$ 173,769
244 LIBRARY DISTRICT				
Non Recurring Non Project	\$ 2,020,441	\$ 2,020,441	\$ -	\$ 2,020,441
Operating	26,274,950	26,274,950	28,488,309	(2,213,359)
All Appropriations	\$ 28,295,391	\$ 28,295,391	\$ 28,488,309	\$ (192,918)
900 ELIMINATIONS				
Non Recurring Non Project	\$ (2,018,941)	\$ (2,018,941)	\$ -	\$ (2,018,941)
All Appropriations	(2,018,941)	(2,018,941)	-	(2,018,941)
D650 Total	\$ 26,283,450	\$ 26,582,735	\$ 28,620,825	\$ (2,038,090)
Total Library District	\$ 26,283,450	\$ 26,582,735	\$ 28,620,825	\$ (2,038,090)

Sources and Uses of Funds



Sources and Uses by Activity

Activity	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted	
					Variance	Variance %
GGOV - General Government	19,711,644	20,258,724	20,368,959	21,527,221	1,268,497	6.3%
MAPC - Mat Access Progs and Outreach	6,655,204	6,404,154	6,359,400	7,093,604	689,450	10.8%
SPPT - Operations Support	44,055	25,000	20,423	29,000	4,000	16.0%
Total Sources	\$ 26,410,903	\$ 26,687,878	\$ 26,748,782	\$ 28,649,825	\$ 1,961,947	7.4%
CSCA - Central Service Cost Alloc	1,181,576	1,432,014	1,432,012	1,637,131	205,117	14.3%
GGOV - General Government	4,030,498	-	-	-	-	0.0%
MAPC - Mat Access Progs and Outreach	14,995,663	15,960,498	14,892,581	16,937,342	976,844	6.1%
MPOS - Elected and Statutory officials	178,532	182,148	181,790	188,688	6,540	3.6%
MUNI - Support for Municipalities	4,263,885	4,685,684	6,037,638	5,610,270	924,586	19.7%
POOL - Pooled Costs	-	-	-	-	-	0.0%
RISK - Risk Premiums	107,640	85,813	50,057	78,748	(7,065)	-8.2%
SPPT - Operations Support	1,022,466	1,311,198	1,278,747	1,289,676	(21,522)	-1.6%
TSPT - Technology Support	2,209,078	2,925,380	2,619,392	2,878,970	(46,410)	-1.6%
Total Uses	\$ 27,989,338	\$ 26,582,735	\$ 26,492,217	\$ 28,620,825	\$ 2,038,090	7.7%

Sources and Uses by Category

Budget Object	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted	
					Variance	Variance %
Taxes	19,230,198	19,850,239	19,950,249	21,076,640	1,226,401	6.2%
Intergovernmental	473,478	819,913	824,339	554,097	(265,816)	-32.4%
Charges For Services	4,820,232	5,257,330	5,284,712	6,418,773	1,161,443	22.1%
Fines and Forfeits	700,404	662,047	604,868	519,645	(142,402)	-21.5%
Interest Income	77,023	25,000	34,297	58,000	33,000	132.0%
Miscellaneous	444,834	73,349	50,317	22,670	(50,679)	-69.1%
Transfers In	664,734	-	-	-	-	0.0%
Total Sources	\$ 26,410,903	\$ 26,687,878	\$ 26,748,782	\$ 28,649,825	\$ 1,961,947	7.4%
Personal Services	10,840,213	12,153,768	12,067,325	12,861,939	708,171	5.8%
Supplies	8,604,962	8,416,185	8,679,942	10,148,161	1,731,976	20.6%
Other Services	6,006,511	4,272,648	4,585,525	3,875,602	(397,046)	-9.3%
Leases and Rentals	1,130,656	876,983	570,317	915,376	38,393	4.4%
Travel and Transportation	94,509	146,496	48,201	150,110	3,614	2.5%
Utilities	535,023	576,655	430,907	529,637	(47,018)	-8.2%
Transfers Out	664,734	-	-	-	-	0.0%
Capital Outlay	112,730	140,000	110,000	140,000	-	0.0%
Total Uses	\$ 27,989,338	\$ 26,582,735	\$ 26,492,217	\$ 28,620,825	\$ 2,038,090	7.7%

Sources and Uses by Fund and Appropriation Unit Group

Fund / Appropriation Unit Group	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Variance %
242 - Library District Grants						
O PER - Operating	30,612	-	(9,075)	-	-	0.0%
NRNP - Non Recurring Non Project	25,000	411,428	419,503	132,516	(278,912)	-67.8%
Fund 242 Total Sources	55,612	411,428	410,428	132,516	(278,912)	-67.8%
244 - Library District						
O PER - Operating	-	-	14,553,871	28,488,309	28,488,309	0.0%
NRNP - Non Recurring Non Project	-	-	-	-	-	0.0%
Fund 244 Total Sources	-	-	14,553,871	28,488,309	28,488,309	0.0%
244 - Library District Operating						
O PER - Operating	21,260,789	26,274,950	11,769,109	-	(26,274,950)	-100.0%
NRNP - Non Recurring Non Project	14,445	1,500	1,500	-	(1,500)	-100.0%
Fund 244 Total Sources	21,275,234	26,276,450	11,770,609	-	(26,276,450)	-100.0%
246 - Library District Intergovernmental						
O PER - Operating	4,382,355	-	-	-	-	0.0%
Fund 246 Total Sources	4,382,355	-	-	-	-	0.0%
465 - Library District Capital Improvement						
O PER - Operating	4,360	-	13,874	29,000	29,000	0.0%
NRNP - Non Recurring Non Project	693,342	2,018,941	2,018,941	-	(2,018,941)	-100.0%
Fund 465 Total Sources	697,702	2,018,941	2,032,815	29,000	(1,989,941)	-98.6%
900 - Eliminations						
NRNP - Non Recurring Non Project	-	(2,018,941)	(2,018,941)	-	2,018,941	-100.0%
Fund 900 Total Sources	-	(2,018,941)	(2,018,941)	-	2,018,941	-100.0%
Total Sources \$	\$ 26,410,903	\$ 26,687,878	\$ 26,748,782	\$ 28,649,825	\$ 1,961,947	7.4%
242 - Library District Grants						
O PER - Operating	-	-	-	-	-	0.0%
NRNP - Non Recurring Non Project	55,611	306,285	292,088	132,516	(173,769)	-56.7%
Fund 242 Total Uses	55,611	306,285	292,088	132,516	(173,769)	-56.7%
244 - Library District						
O PER - Operating	-	-	6,381,039	26,772,430	26,772,430	0.0%
NRNP - Non Recurring Non Project	-	-	-	-	-	0.0%
Fund 244 Total Uses	-	-	6,381,039	26,772,430	26,772,430	0.0%
244 - Library District Operating						
O PER - Operating	18,907,653	26,274,950	19,817,590	1,715,879	(24,559,071)	-93.5%
NRNP - Non Recurring Non Project	4,293,746	2,020,441	2,020,441	-	(2,020,441)	-100.0%
Fund 244 Total Uses	23,201,399	28,295,391	21,838,031	1,715,879	(26,579,512)	-93.9%
246 - Library District Intergovernmental						
O PER - Operating	4,316,397	-	-	-	-	0.0%
NRNP - Non Recurring Non Project	415,931	-	-	-	-	0.0%
Fund 246 Total Uses	4,732,328	-	-	-	-	0.0%
900 - Eliminations						
NRNP - Non Recurring Non Project	-	(2,018,941)	(2,018,941)	-	2,018,941	-100.0%
Fund 900 Total Uses	-	(2,018,941)	(2,018,941)	-	2,018,941	-100.0%
Total Uses \$	\$ 27,989,338	\$ 26,582,735	\$ 26,492,217	\$ 28,620,825	\$ 2,038,090	7.7%

Fund Transfers In

Fund / Appropriation Unit / Transfer	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Capital Projects	\$ 2,018,941	\$ 2,018,941	\$ 2,018,941	\$ -
<u>Non-Recurring</u>	\$ 2,018,941	\$ 2,018,941	\$ 2,018,941	\$ -
465 - Library District Capital Improvement	\$ 2,018,941	\$ 2,018,941	\$ 2,018,941	\$ -
Total Before Eliminations	\$ 2,018,941	\$ 2,018,941	\$ 2,018,941	\$ -
<u>Non-Recurring</u>	\$ 2,018,941	\$ 2,018,941	\$ 2,018,941	\$ -
Eliminations	\$ (2,018,941)	\$ (2,018,941)	\$ (2,018,941)	\$ -
<u>Non-Recurring</u>	\$ (2,018,941)	\$ (2,018,941)	\$ (2,018,941)	\$ -
All Funds	\$ -	\$ -	\$ -	\$ -

Fund Transfers Out

Fund / Appropriation Unit / Transfer	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Special Revenue	\$ 2,018,941	\$ 2,018,941	\$ 2,018,941	\$ -
<u>Non-Recurring</u>	\$ 2,018,941	\$ 2,018,941	\$ 2,018,941	\$ -
244 - Library District Operating	\$ 2,018,941	\$ 2,018,941	\$ 2,018,941	\$ -
Total Before Eliminations	\$ 2,018,941	\$ 2,018,941	\$ 2,018,941	\$ -
<u>Non-Recurring</u>	\$ 2,018,941	\$ 2,018,941	\$ 2,018,941	\$ -
Eliminations	\$ (2,018,941)	\$ (2,018,941)	\$ (2,018,941)	\$ -
<u>Non-Recurring</u>	\$ (2,018,941)	\$ (2,018,941)	\$ (2,018,941)	\$ -
All Funds	\$ -	\$ -	\$ -	\$ -

Staffing by Activity

Activity	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
Elected and Statutory officials	1. 00	1. 00	1. 00	1. 00	-	0.0%
Mat Access Progs and Outreach	135. 61	138. 01	137. 67	138. 63	0. 62	0.4%
Operations Support	11. 45	11. 95	11. 95	11. 90	(0.05)	-0.4%
Support for Municipalities	2. 67	2. 77	3. 11	3. 20	0. 43	15.5%
Technology Support	13. 00	13. 00	13. 00	13. 00	-	0.0%
Department Total	163.73	166.73	166.73	167.73	1.00	0.6%

Staffing by Market Range Title

Market Range	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
Accountant	1. 00	1. 00	1. 00	1. 00	-	0.0%
Accounting Specialist	2. 00	2. 00	2. 00	2. 00	-	0.0%
Administrative Supervisor		1. 00	1. 00	1. 00	-	0.0%
Communicatn Ofcr/Govt Liaison	1. 00	1. 00	1. 00	1. 00	-	0.0%
Communicatn Officer Supervisor	-	1. 00	1. 00	1. 00	-	0.0%
Database Administrator	1. 00	-	-	-	-	N/A
Department Facilities Planner	-	-	-	-	-	N/A
Deputy Director - Library	1. 00	1. 00	1. 00	1. 00	-	0.0%
Director - Library	1. 00	1. 00	1. 00	1. 00	-	0.0%
Executive Assistant	1. 00	-	-	-	-	N/A
Finance Manager	1. 00	1. 00	1. 00	1. 00	-	0.0%
Finance Support Supervisor	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	1. 00	1. 00	-	0.0%
Human Resources Manager	1. 00	1. 00	1. 00	1. 00	-	0.0%
Human Resources Specialist	1. 00	-	-	-	-	N/A
IT Division Manager	1. 00	1. 00	1. 00	1. 00	-	0.0%
IT Services Supervisor	1. 00	1. 00	1. 00	1. 00	-	0.0%
Librarian	30. 00	33. 00	33. 00	34. 00	1. 00	3.0%
Library Administrator	3. 00	2. 00	2. 00	2. 00	-	0.0%
Library Branch Services Supv	-	4. 00	4. 00	4. 00	-	0.0%
Library Clerk	48. 49	49. 49	49. 49	49. 49	-	0.0%
Library Large Branch Manager	11. 00	9. 00	9. 00	9. 00	-	0.0%
Library Page	1. 24	1. 24	1. 24	1. 24	-	0.0%
Library Paraprofessional	20. 00	18. 00	18. 00	18. 00	-	0.0%
Library Region Manager	7. 00	5. 00	5. 00	5. 00	-	0.0%
Library Services Manager	-	4. 00	4. 00	4. 00	-	0.0%
Library Small Branch Manager	9. 00	5. 00	5. 00	5. 00	-	0.0%
Library Support Services Supv	5. 00	6. 00	6. 00	6. 00	-	0.0%
Management Analyst	1. 00	1. 00	1. 00	1. 00	-	0.0%
Media Specialist	1. 00	1. 00	1. 00	1. 00	-	0.0%
Network Engineer	1. 00	1. 00	1. 00	1. 00	-	0.0%
PC/LAN Technician	6. 00	6. 00	6. 00	6. 00	-	0.0%
System Administrator	1. 00	2. 00	2. 00	2. 00	-	0.0%
Trades Generalist	2. 00	2. 00	2. 00	2. 00	-	0.0%
Web Designer/Developer	1. 00	1. 00	1. 00	1. 00	-	0.0%
Web Designer/Developer - Sr/Ld	1. 00	1. 00	1. 00	1. 00	-	0.0%
Department Total	163.73	166.73	166.73	167.73	1.00	0.6%

Staffing by Fund

Fund	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
242 Library District Grants	116. 73	1. 00	1. 00	1. 00	-	0.0%
244 Library District	47. 00	165. 73	165. 73	166. 73	1. 00	0.6%
Department Total	163.73	166.73	166.73	167.73	1.00	0.6%

Budget Highlights

Library District Grants Fund (242) Non Recurring Non Project

- Increase of \$132,516 in expenditures and revenue for a grant reconciliation.

Library District Fund (244) Operating

- Increase of \$205,117 in expenditures for Central Service Cost Allocation.
- Increase of \$145,365 in expenditures for other supplies and services.
- Decrease of \$7,065 in expenditures for risk management charges.
- Increase of \$201,273 in expenditures for Personnel Savings.
- Decrease of \$190,516 in revenue for program volume decreases.
- Increase of \$1,226,401 in revenue for property taxes.
- Increase of \$13,096 in revenue for payments in lieu.
- Increase of \$1,164,378 in revenue for other intergovernmental agreements.

Library District Capital Improvement (465) Operating

- Increase of \$29,000 in revenue for a fund transfer.

Programs and Activities

Public Library Service Program

The purpose of the Public Library Service Program is to provide resources, activities and skilled assistance to our customers so they can meet their needs, interests and goals.

Activities that comprise this program include:

- Public Library Services

Public Library Services Activity

The purpose of the Public Library Services Activity is to provide skilled assistance/referral, information literacy training, resources and activities to our customers so they can get the information they want in a timely manner and that they may find enjoyment, personal development and cultural enrichment.

Mandates: Discretionary services.

Measure Type	Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Rev vs Adopted Variance	Var %
Result	Percent of customers who rate overall library services as excellent.	57.0%	55.0%	55.0%	58.0%	58.0%	58.0%
Result	Percent of customers who report that the library's collection of books and other materials meets their needs.	84.5%	86.0%	86.0%	86.0%	86.0%	86.0%
Result	Percent of customers who report they are satisfied with the range of library programs and activities offered.	93%	93.8%	93.8%	93.8%	93.8%	93.8%
Output	Number of items circulated.	7, 121,689	7, 700,000	7, 700,000	6, 900,000	(800,000)	6, 900,000
Output	Number of programs and activities provided.	6, 745	6, 500	6, 500	7, 000	500	7, 000
Output	Number of digital materials accessed.	1, 536,000	1, 400,000	1, 400,000	2, 200,000	800, 000	2, 200,000
Output	Number of website visits.	3, 271,794	3, 800,000	3, 800,000	3, 500,000	(300,000)	3, 500,000
Demand	Number of items requested to be circulated.	7, 121,689	7, 700,000	7, 700,000	6, 900,000	(800,000)	6, 900,000
Demand	Number of digital materials requested to be accessed.	1, 536,000	1, 400,000	1, 400,000	2, 200,000	800, 000	2, 200,000
Expenditure Ratio	Total expenditure per item circulated.	\$ 2. 11	\$ 2. 07	\$ 1. 93	\$ 2. 45	\$ 0. 38	18.4%
Expenditure Ratio	Total expenditure per digital material accessed.	\$ 9. 76	\$ 11. 40	\$ 10. 64	\$ 7. 70	\$ (3.70)	-32.5%
Revenue							
	TOTAL SOURCES	\$ 6, 655,204	\$ 6, 404,154	\$ 6, 359,400	\$ 7, 093,604	\$ 689, 450	10.8%
Expenditure							
	TOTAL USES	\$ 14, 995,663	\$ 15, 960,498	\$ 14, 892,581	\$ 16, 937,342	\$ 976, 844	6.1%

Activity Narrative: The Demand for digital access is growing significantly as new materials become available.

Revenue Sources and Variance Commentary

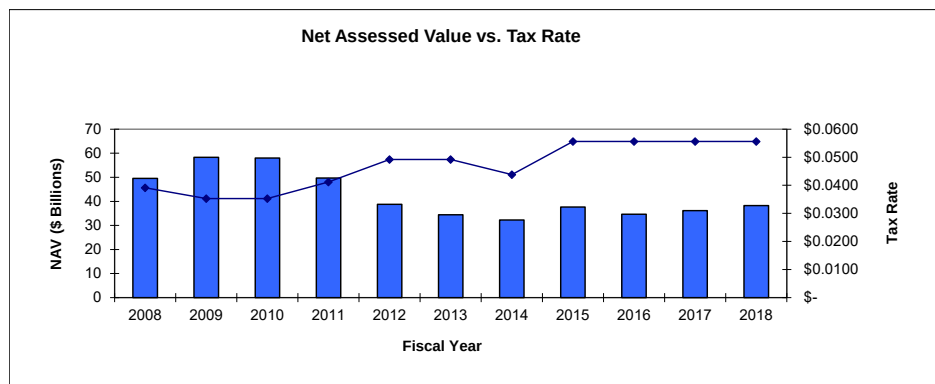
Property Taxes

Beginning in FY 2016 for Tax Year 2015, the Library District secondary property tax no longer assess property valuation based on full cash value, but instead on limited property value and will have a growth cap of 5% on property taxed in the prior year. This change in property tax collections is due to a voter approved Proposition 117 that was approved in 2012. Previously, secondary net assessed values of real and personal property had no constitutional limitation on growth. The Library District Board of Directors chose to impose growth limitations similar to those imposed on the primary levy resulting in a 2% cap annual growth on property taxed in the prior year.

The schedule at right lists the secondary net assessed values, tax rates, and secondary property tax levies for the last nine fiscal years, plus the assessed values and tax rates for FY 2018. The tax levy will increase from FY 2017 to FY 2018. The Library District's property tax rate for FY 2018 will remain flat at \$0.0556 per \$100 net assessed value.

Library District Tax Levy			
Fiscal Year	Net Assessed Value (Thousands)	Tax Rate (per \$100 N.A.V.)	Tax Levy
2018	38,251,891	0.0556	21,268,052
2017	36,135,494	0.0556	20,091,335
2016	34,623,670	0.0556	19,250,761
2015	35,079,647	0.0556	19,504,284
2014	32,229,007	0.0438	14,116,305
2013	34,400,456	0.0492	16,925,024
2012	38,760,297	0.0492	19,070,066
2011	49,707,952	0.0412	20,479,676
2010	57,984,052	0.0353	20,468,370
2009	58,303,635	0.0353	20,581,183

The Board of Directors must adopt the Library District's property tax levy on or before the third Monday in August for the fiscal year that begins on the previous July 1. Real property taxes are paid in arrears in two installments, due October 1 and March 1.



The FY 2018 budget includes a secondary property tax levy (excluding Salt River Project) of \$21,268,052, an increase of \$1,176,717 from the FY 2017 Adopted Levy.

FY 2018 ADOPTED PROPERTY TAX LEVY AND RATES								
MARICOPA COUNTY LIBRARY DISTRICT								
Description	Net Assessed Value	SRP Eff. Ass. Val.	Total w/SRP	Additional Levy of 1-cent Rate	Tax Rate	Tax Levy	SRP PILT	Total Levy & SRP PILT
LIBRARY DISTRICT:								
FY 2017-18 Adopted	\$ 38,251,891,249	\$ 758,239,862	\$ 39,010,131,111	\$ 3,901,013	\$ 0.0556	\$ 21,268,052	\$ 421,581	\$ 21,689,633
FY 2016-17 Adopted	36,135,494,474	734,685,173	36,870,179,647	3,687,018	0.0556	20,091,335	408,485	20,499,820
FY 2017-18 Variance	\$ 2,116,396,775	\$ 23,554,689	\$ 2,139,951,464	\$ 213,995	\$ -	\$ 1,176,717	\$ 13,096	\$ 1,189,813

Levy Limit

FY 2018 LIBRARY DISTRICT SECONDARY PROPERTY TAX LEVY vs. SELF-IMPOSED LEVY LIMIT			
FY 2018 Adjusted Allowable Levy Limit	\$	29,415,704	
Maximum Tax Rate (per \$100 Assessed Value)		0.0769	
FY 2018 Secondary Levy (excluding SRP)	\$	21,268,052	
Secondary Tax Rate (per \$100 Assessed Value)		0.0556	
Amount Under Limit:	\$	8,147,652	27.7%
		0.0213	

FY 2018 LIBRARY DISTRICT SECONDARY PROPERTY TAX LEVY vs. "TRUTH-IN-TAXATION" TOTAL LEVY			
FY 2018 "Truth-in-Taxation" Secondary Levy	\$	20,541,266	
"Truth-in-Taxation" Tax Rate (per \$100 Assessed Value)		0.0537	
FY 2018 Secondary Levy	\$	21,268,052	
Secondary Tax Rate (per \$100 Assessed Value)		0.0556	
Amount Under/(Over) "Truth-in-Taxation" Levy	\$	(726,786)	-3.5%
		(0.0019)	
FY 2018 Median Residential Limited Property Value	\$	129,376	
"Truth-in-Taxation" Tax Bill on Median-Valued Home	\$	6.95	
Property Tax Bill on Median-Valued Home		7.19	
Tax Bill Savings/(Increase)	\$	(0.24)	-3.5%

LIBRARY DISTRICT SECONDARY PROPERTY TAX LEVY FY 2018 vs. FY 2017 TAX BILL IMPACT ON MEDIAN HOME			
FY 2017:			
Median Residential Full Cash Property Value	\$	121,100	
Secondary Tax Rate (per \$100 Assessed Value)		0.0556	
Property Tax Bill	\$	6.73	
FY 2018:			
Median Residential Limited Property Value	\$	129,376	
Secondary Tax Rate (per \$100 Assessed Value)		0.0556	
Property Tax Bill	\$	7.19	
Tax Bill Savings/(Increase)	\$	(0.46)	-6.8%

Property tax revenue is budgeted in FY 2018 based on prior years' collection trends, rather than on the actual levy amount. The chart below illustrates the estimated collection for FY 2018.

Property Tax Collection Analysis Library District			
FY	Levy Amount	Estimated Collections	Rate
2018	\$ 21,268,052	\$ 21,076,640	99.1%

Intergovernmental Revenues

Intergovernmental Revenues are amounts received by the Library District from other government or public entities, and include payments in lieu of taxes, grants, and payments required by intergovernmental agreements, (IGAs). 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.

Payments in Lieu of Taxes

Payments in lieu of taxes are collected from the Salt River Project (SRP) and the Federal government. Although it is a public entity, SRP estimates its net assessed value and makes payments in lieu of property taxes to each taxing jurisdiction based on its property tax rates.

Fiscal Year	SRP Payments in Lieu of Taxes
2009	195,719
2010	226,942
2011	269,405
2012	327,394
2013	329,011
2014	296,957
2015	377,686
2016	421,585
2017*	408,485
2018**	421,581
* Forecast	
** Budget	

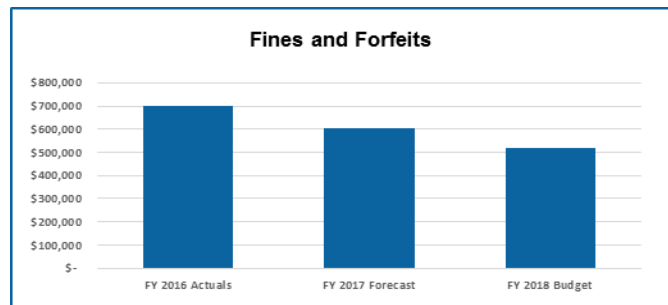
Intergovernmental Charges for Service

Intergovernmental Charges for Service include a variety of payments from other jurisdictions, usually as required by Intergovernmental Agreements (IGAs) with the District. The table on the next page shows the projected and budgeted intergovernmental revenue, by jurisdiction.

Intergovernmental Charges for Service		
	FY 2017	FY 2018
Gilbert, Perry Branch Library	\$ 3,205,100	\$ 3,448,784
Surprise/Hollyhock	\$ 62,700	\$ 72,988
Deer Valley Unified School Dist (lease & library services)	\$ 1,840,300	\$ 1,973,844
Gilbert, Southeast Regional Library	\$ 22,600	\$ 25,262
City of Goodyear Libray	\$ -	\$ 774,200
TOTAL	\$5,130,700	\$5,520,878

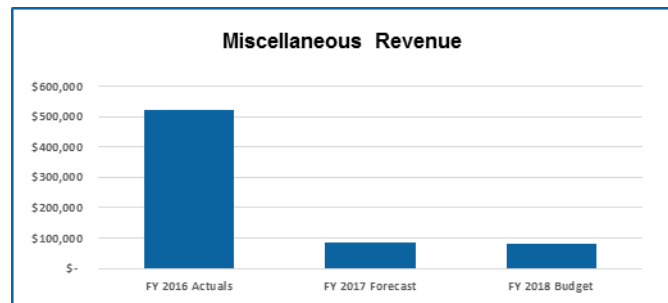
Fines and Forfeits

The District collects fines according to the rates approved by the Board of Directors. The chart to the right illustrates the fines collected from FY 2016, the anticipated amount for FY 2017 and the budget for FY 2018. The Food for Fines program decreased revenue significantly from FY 2016 to FY 2017.



Miscellaneous Revenue

The Library District classifies miscellaneous revenues as any revenues that do not fall within a more specific revenue category. Examples of miscellaneous revenues include vending receipts, sales of copies, interest earnings, building rental, and donations. Revenues are significantly less than those budgeted for FY 2016 due to a decrease in donations.



Appropriated Budget Reconciliations

Library District Grants Fund (242)

Non Recurring Non Project		Expenditure	Revenue
FY 2017 Adopted Budget		\$7,000	\$7,000
Grants, Donations and Intergovernmental Agreements:			
Grants:	Agenda Item		
AzLAPR Grant in Aid FY 2017	C-65-17-009-M-00	\$25,000	\$25,000
Bequest from Duncan Trust	C-65-17-002-M-00	\$274,285	\$379,428
Grants Total		\$299,285	\$404,428
Grants, Donations and Intergovernmental Agreements Total		\$299,285	\$404,428
FY 2017 Revised Budget		\$306,285	\$411,428
Grants, Donations and Intergovernmental Agreements:			
Grants:	Agenda Item		
AzLAPR Grant in Aid FY 2017	C-65-17-009-M-00	(\$25,000)	(\$25,000)
Bequest from Duncan Trust	C-65-17-002-M-00	(\$274,285)	(\$379,428)
Grant Reconciliation		(\$6,000)	(\$6,000)
Thinking Money Program Grant	C-65-16-023-M-00	(\$1,000)	(\$1,000)
Grants Total		(\$306,285)	(\$411,428)
Grants, Donations and Intergovernmental Agreements Total		(\$306,285)	(\$411,428)
FY 2018 Baseline Budget		\$0	\$0
Grants, Donations and Intergovernmental Agreements:			
Grants:			
Grant Reconciliation		\$132,516	\$132,516
Grants Total		\$132,516	\$132,516
Grants, Donations and Intergovernmental Agreements Total		\$132,516	\$132,516
FY 2018 Adopted Budget		\$132,516	\$132,516
Percent Change From Baseline		NA	NA

Library District Grants Fund (242) Fund Balance Summary

	Actual FY 2016	Adopted FY 2017	Revised FY 2017	Forecast FY 2017	Adopted FY 2018
Beginning Spendable Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 118,340
Sources					
Operating	30,612	-	-	(9,075)	-
Non-Recurring	25,000	7,000	411,428	419,503	132,516
Total Sources:	\$ 55,612	\$ 7,000	\$ 411,428	\$ 410,428	\$ 132,516
Uses					
Operating	-	-	-	-	-
Non-Recurring	55,611	7,000	306,285	292,088	132,516
Total Uses:	\$ 55,611	\$ 7,000	\$ 306,285	\$ 292,088	\$ 132,516
Structural Balance	\$ 30,612	\$ -	\$ -	\$ (9,075)	\$ -
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ -	\$ 105,143	\$ 118,340	\$ 118,340
Committed	-	-	-	-	-
Assigned	-	-	-	-	-
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	\$ -	\$ -	\$ 105,143	\$ 118,340	\$ 118,340

Library District Fund (244)

Operating	Expenditure	Revenue
FY 2017 Adopted Budget	\$26,274,950	\$26,274,950
FY 2017 Revised Budget	\$26,274,950	\$26,274,950
FY 2018 Baseline Budget	\$26,274,950	\$26,274,950
Base Adjustments:		
Base Adjustments:		
Request Over or Under Target	\$2,071,215	
Central Service Cost Allocation	\$205,117	
Other Supplies and Services	\$145,365	
Risk Management Adjustment	(\$7,065)	
Base Adjustments Total	\$2,414,632	
Base Adjustments Total	\$2,414,632	
Employee Compensation and Benefits:		
Employee Salary Adjustments:		
Personnel Savings	(\$201,273)	
Employee Salary Adjustments Total	(\$201,273)	
Employee Compensation and Benefits Total	(\$201,273)	
Fees and Other Revenues:		
Fees and Other Revenues:		
Program Revenue Volume Increases and Decreases		(\$190,516)
Fees and Other Revenues Total		(\$190,516)
Fees and Other Revenues Total		(\$190,516)
General Revenues:		
General Revenues:		
Property Taxes		\$1,226,401
Payments in Lieu		\$13,096
General Revenues Total		\$1,239,497
General Revenues Total		\$1,239,497
Grants, Donations and Intergovernmental Agreements:		
Intergovernmental Agreements:		
Other IGA		\$1,164,378
Intergovernmental Agreements Total		\$1,164,378
Grants, Donations and Intergovernmental Agreements Total		\$1,164,378
FY 2018 Adopted Budget	\$28,488,309	\$28,488,309
<i>Percent Change From Baseline</i>	<i>8.42%</i>	<i>8.42%</i>

Library District Fund (244) Fund Balance Summary

	Actual FY 2016	Adopted FY 2017	Revised FY 2017	Forecast FY 2017	Adopted FY 2018
Beginning Spendable Fund Balance	\$ 6,068,976	\$ 2,018,941	\$ 2,018,941	\$ 3,792,902	\$ 1,898,312
Sources					
Operating	25,643,144	26,274,950	26,274,950	26,322,980	28,488,309
Non-Recurring	14,445	1,500	1,500	1,500	-
Total Sources:	\$ 25,657,589	\$ 26,276,450	\$ 26,276,450	\$ 26,324,480	\$ 28,488,309
Uses					
Operating	23,224,050	26,274,950	26,274,950	26,198,629	28,488,309
Non-Recurring	4,709,677	2,020,441	2,020,441	2,020,441	-
Total Uses:	\$ 27,933,727	\$ 28,295,391	\$ 28,295,391	\$ 28,219,070	\$ 28,488,309
Structural Balance	\$ 2,419,094	\$ -	\$ -	\$ 124,351	\$ -
Accounting Adjustments	\$ 64	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 3,792,902	\$ -	\$ -	\$ 1,898,312	\$ 1,898,312
Committed	-	-	-	-	-
Assigned	-	-	-	-	-
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	\$3,792,902	\$ -	\$ -	\$1,898,312	\$1,898,312

Library District Capital Improvement Fund (465)

Operating	Expenditure	Revenue
FY 2017 Adopted Budget	\$0	\$0
FY 2017 Revised Budget	\$0	\$0
FY 2018 Baseline Budget	\$0	\$0
Non Recurring:		
Non Recurring:		
Fund Transfer		\$29,000
Non Recurring Total		\$29,000
Non Recurring Total		\$29,000
FY 2018 Adopted Budget	\$0	\$29,000
Percent Change From Baseline	NA	NA

Library District Capital Improvement (465) Fund Balance Summary

	Actual FY 2016	Adopted FY 2017	Revised FY 2017	Forecast FY 2017	Adopted FY 2018
Beginning Spendable Fund Balance	\$ 8,949,963	\$ 9,223,770	\$ 9,223,770	\$ 9,647,664	\$ 11,680,479
Sources					
Operating	4,360	-	-	13,874	29,000
Non-Recurring	693,342	2,018,941	2,018,941	2,018,941	-
Total Sources:	\$ 697,702	\$ 2,018,941	\$ 2,018,941	\$ 2,032,815	\$ 29,000
Uses					
Operating	-	-	-	-	-
Non-Recurring	-	-	-	-	-
Total Uses:	\$ -	\$ -	\$ -	\$ -	\$ -
Structural Balance	\$ 4,360	\$ -	\$ -	\$ 13,874	\$ 29,000
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 9,647,664	\$ 11,242,711	\$ 11,242,711	\$ 11,680,479	\$ 11,709,479
Committed	-	-	-	-	-
Assigned	-	-	-	-	-
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	\$ 9,647,664	\$ 11,242,711	\$ 11,242,711	\$ 11,680,479	\$ 11,709,479



Maricopa County Library District
where curiosity leads

Stadium District

Motion

Approve the Stadium District Fiscal Year 2018 Budget in the amount of \$10,289,411 by total appropriation for each fund and appropriation unit group for the Stadium District.

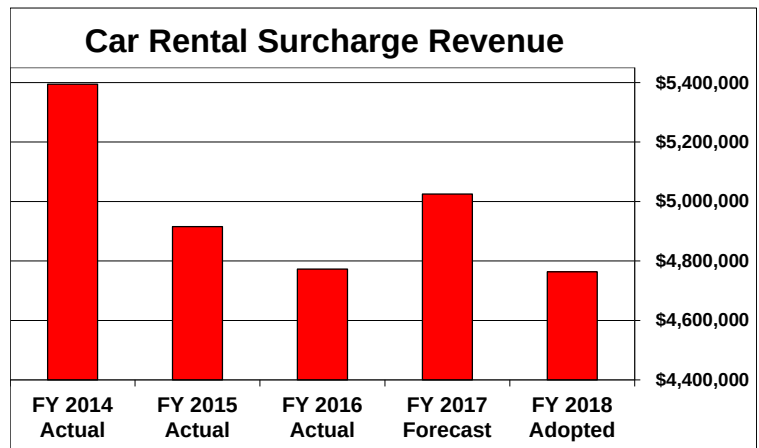


Stadium District Transmittal Letter

To: Denny Barney, Chairman, District 1
Steve Chucri, District 2
Steve Gallardo, District 5
Bill Gates, District 3
Clint Hickman, District 4

The FY 2018 expenditure budget for the Stadium District is \$10,289,411, a decrease of \$850,487 over the FY 2017 Revised Budget. Chase Field is now entering its 20th season of baseball. The District completed Phase VI of the Concrete and Structural Repair project in FY 2017. Phase VII is budgeted at \$2,500,000. The Concrete and Structural project will be an ongoing, multi-year effort based on objective findings from the Facility Assessment Study (conducted every two years) and annual observation and investigation.

On August 1, 2012, the District issued Revenue Refunding Bonds, Series 2012 in the amount of \$25,140,000 (par value) with an interest rate of 2.28%. The District paid \$3,405,000 towards the FY 2016 outstanding balance of \$12,685,000, leaving a balance of \$9,280,000 for FY 2017. The District will pay \$3,480,000 towards principal in FY 2018, leaving a balance of \$5,800,000. The Bonds are scheduled to be paid off in June 2019.



In FY 2016, \$1,156,679 of excess car rental surcharge revenue was remitted to the Arizona Sports and Tourism Authority (AZSTA). It is expected that excess car rental surcharge revenue will continue to be available for remittance to AZSTA in FY 2017 and 2018. The FY 2018 Stadium District has budgeted revenue of \$10,428,722, which is \$192,186 (2%) less than FY 2017.

I wish to offer my appreciation to the Board of Directors for their support and guidance during the budget development process. I believe this budget is sustainable, responsible, and aligns with the District's mission.

Sincerely,

Joy Rich

Maricopa County Manager

On June 19, 2017, the Stadium District Board of Directors adopted the FY 2018 Budget totaling \$10,289,411. There was no change in total expenditures from the Tentative Adopted Budget.



Stadium District

Analysis by Kimberly D. Tolbert, Budget Analyst

Summary

Mission

The mission of the Maricopa County Stadium District is to provide fiscal resources and asset management for the community and visitors to Maricopa County so they can attend Major League Baseball games and other entertainment events in state-of-the-art, well-maintained facilities.

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 2018, completion of preventive maintenance will increase by 5% from 80% to 85% of items that are scheduled for the Stadium to maintain the facility for the safety and convenience of the attendees.

Status: The routine maintenance items completed on schedule during FY 2017 was 75%. FY 2016 completed the fiscal year at 94%. It is anticipated that the routine maintenance items to be completed for the current fiscal year will come in at approximately 85%.

Department Specific

By June 2018, the number of District events held at the ballpark will increase by 3% from 148 to 152 non-baseball events.

Status: There were 148 non-baseball events held at the ballpark during FY 2016. This represented a 31% increase over the baseline amount of 113 non-baseball events. It is anticipated that the number of non-baseball events for the current fiscal year will be 148 or greater.

Department Specific

By June, 2018, in accordance with the Booking Manager Contract, the District will see facility revenue at \$650,000 for non-baseball events to continue to provide financial resources to fund future capital needs of the stadium and capital improvements to remain a facility that can accommodate future world class national and international sports or championship events.

Status: Revenue for FY 2016 was \$728,224, which includes a revenue sharing amount of \$78,224 over guaranteed payment amount of \$650,000.

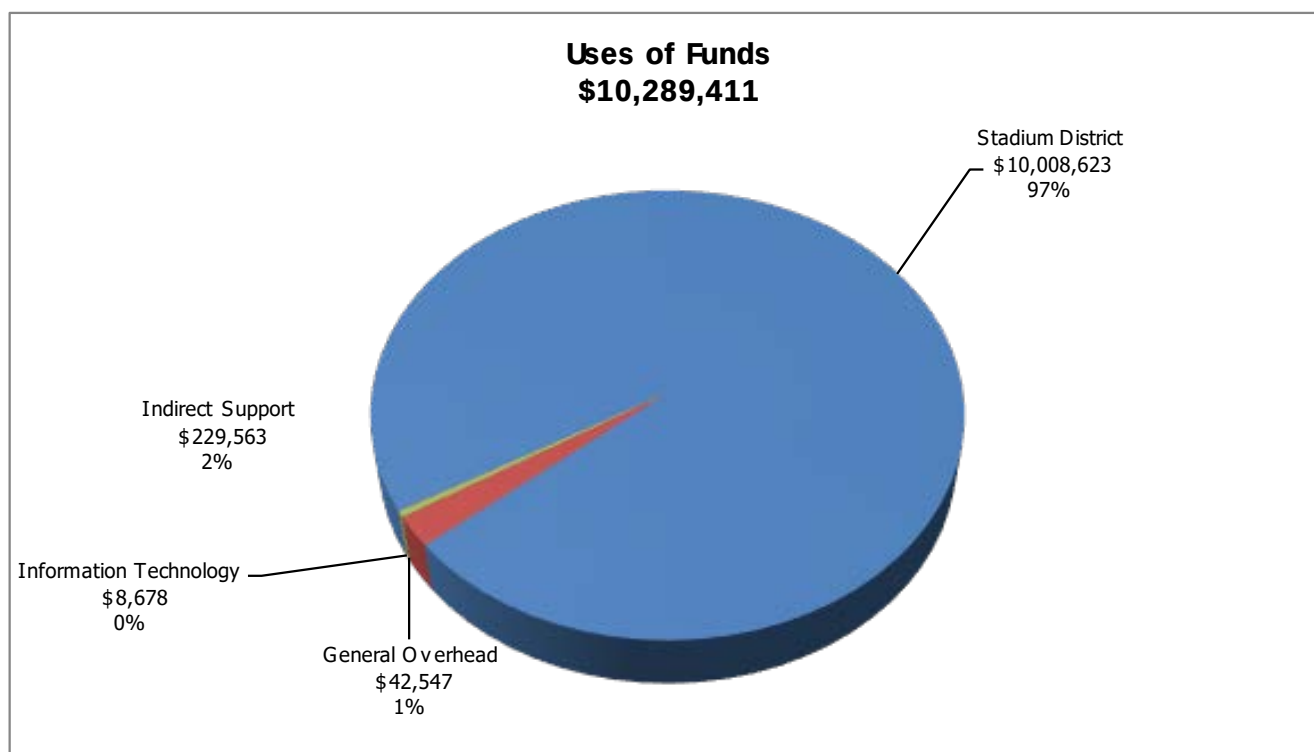
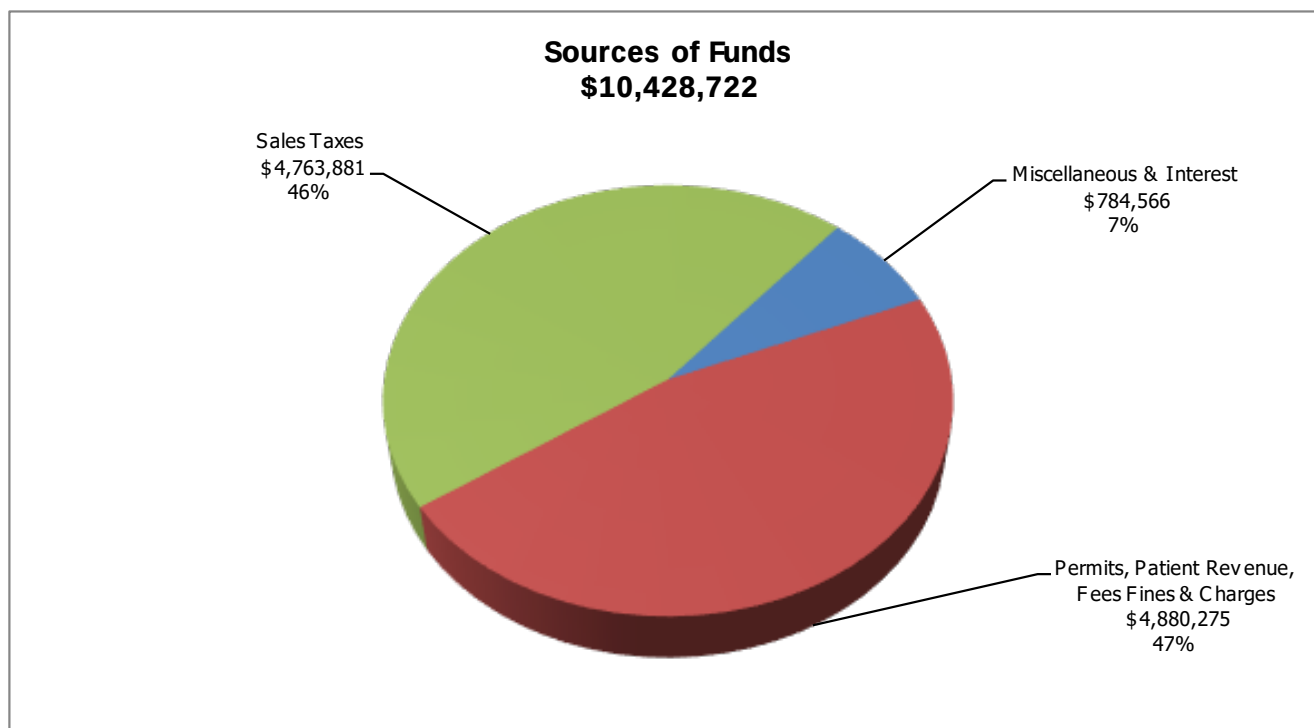
Consolidated Sources, Uses and Fund Balance by Fund Type

	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Subtotal	Eliminations	Total
Beginning Fund Balance	\$ 11,535,790	\$ 4,079,059	\$ 8,890,812	\$ 24,505,661	\$ -	\$ 24,505,661
Sources of Funds						
Operating						
Taxes	\$ 1,061,068	\$ 3,702,813	\$ -	\$ 4,763,881	\$ -	\$ 4,763,881
Licenses & Permits	3,722,313	-	-	3,722,313	-	3,722,313
Charges For Services	1,157,962	-	-	1,157,962	-	1,157,962
Miscellaneous	34,000	366	750,200	784,566	-	784,566
Other Financing Sources	-	-	1,564,819	1,564,819	(1,564,819)	-
Total Operating Sources	\$ 5,975,343	\$ 3,703,179	\$ 2,315,019	\$ 11,993,541	\$ (1,564,819)	\$ 10,428,722
Non Recurring						
Other Financing Sources	\$ -	\$ -	\$ 2,500,000	\$ 2,500,000	\$ (2,500,000)	\$ -
Total Non Recurring Sources	\$ -	\$ -	\$ 2,500,000	\$ 2,500,000	\$ (2,500,000)	\$ -
Total Sources	\$ 5,975,343	\$ 3,703,179	\$ 4,815,019	\$ 14,493,541	\$ (4,064,819)	\$ 10,428,722
Uses of Funds						
Operating						
Personal Services	\$ 418,340	\$ -	\$ -	\$ 418,340	\$ -	\$ 418,340
Supplies	5,572	-	-	5,572	-	5,572
Services	2,154,987	11,595	3,000	2,169,582	-	2,169,582
Other Financing Uses	1,564,819	-	-	1,564,819	(1,564,819)	-
Capital Outlay	-	3,691,584	-	3,691,584	-	3,691,584
Total Operating Uses	\$ 4,143,718	\$ 3,703,179	\$ 3,000	\$ 7,849,897	\$ (1,564,819)	\$ 6,285,078
Non Recurring						
Supplies	\$ 2,458	\$ -	\$ -	\$ 2,458	\$ -	\$ 2,458
Services	1,875	-	4,000,000	4,001,875	-	4,001,875
Other Financing Uses	2,500,000	-	-	2,500,000	(2,500,000)	-
Total Non Recurring Uses	\$ 2,504,333	\$ -	\$ 4,000,000	\$ 6,504,333	\$ (2,500,000)	\$ 4,004,333
Total Uses	\$ 6,648,051	\$ 3,703,179	\$ 4,003,000	\$ 14,354,230	\$ (4,064,819)	\$ 10,289,411
Structural Balance	\$ 1,831,625	\$ -	\$ 2,312,019	\$ 4,143,644	\$ -	\$ 4,143,644
Ending Fund Balance						
Restricted	\$ 10,863,082	\$ 4,079,059	\$ 9,702,831	\$ 24,644,972	\$ -	\$ 24,644,972

Appropriated Expenditures and Other Uses by Fund and Appropriation Unit Group

	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	Revised vs. Adopted
D680 STADIUM DISTRICT				
250 CACTUS LEAGUE OPERATIONS				
Operating	\$ 1,297,259	\$ 1,297,259	\$ 1,039,164	\$ (258,095)
All Appropriations	\$ 1,297,259	\$ 1,297,259	\$ 1,039,164	\$ (258,095)
253 BALLPARK OPERATIONS				
Non Recurring Non Project	\$ 2,558,639	\$ 3,058,639	\$ 2,504,333	\$ (554,306)
Operating	3,096,830	3,096,830	3,104,554	7,724
All Appropriations	\$ 5,655,469	\$ 6,155,469	\$ 5,608,887	\$ (546,582)
370 STADIUM DISTRICT DEBT SERVICE				
Operating	\$ 3,705,813	\$ 3,705,813	\$ 3,703,179	\$ (2,634)
All Appropriations	\$ 3,705,813	\$ 3,705,813	\$ 3,703,179	\$ (2,634)
450 LONG TERM PROJECT RESERVE				
Non Recurring Non Project	\$ 4,055,000	\$ 4,055,000	\$ 4,000,000	\$ (55,000)
Operating	3,000	3,000	3,000	-
All Appropriations	\$ 4,058,000	\$ 4,058,000	\$ 4,003,000	\$ (55,000)
900 ELIMINATIONS				
Non Recurring Non Project	\$ (2,555,000)	\$ (2,555,000)	\$ (2,500,000)	\$ 55,000
Operating	(1,521,643)	(1,521,643)	(1,564,819)	(43,176)
All Appropriations	\$ (4,076,643)	\$ (4,076,643)	\$ (4,064,819)	\$ 11,824
D680 Total	\$ 10,639,898	\$ 11,139,898	\$ 10,289,411	\$ (850,487)
Total Stadium District	\$ 10,639,898	\$ 11,139,898	\$ 10,289,411	\$ (850,487)

Sources and Uses of Funds



Sources and Uses by Activity

Activity	FY 2016	FY 2017	FY 2017	FY 2018	Revised vs Adopted	
	Actual	Revised	Forecast	Adopted	Variance	Variance %
CACT - Cactus League Support	4,773,053	5,025,204	5,025,522	4,764,247	(260,957)	-5.19%
GGOV - General Government	62,992	34,100	38,007	34,100	-	0.00%
STOP - Stadium Operations	5,771,720	5,561,604	5,879,376	5,630,375	68,771	1.24%
Total Sources	\$ 10,607,765	\$ 10,620,908	\$ 10,942,905	\$ 10,428,722	\$ (192,186)	-1.81%
BDFS - Budget and Financial Services	56,751	52,065	54,597	79,067	27,002	51.86%
CACT - Cactus League Support	4,869,910	4,997,468	4,992,485	4,736,511	(260,957)	-5.22%
CSCA - Central Service Cost Alloc	79,504	33,713	34,503	41,516	7,803	23.15%
GGOV - General Government	-	-	-	-	-	0.00%
HRAC - Human Resources	50,660	49,651	44,493	31,892	(17,759)	-35.77%
ODIR - Executive Management	87,428	82,487	72,288	87,247	4,760	5.77%
PROC - Procurement	2,135	1,648	2,399	6,662	5,014	304.25%
RISK - Risk Premiums	900	882	879	1,031	149	16.89%
SPPT - Operations Support	62,612	50,348	50,933	24,695	(25,653)	-50.95%
STOP - Stadium Operations	5,650,971	5,863,692	5,852,562	5,272,112	(591,580)	-10.09%
TSPT - Technology Support	3,068	7,944	5,984	8,678	734	9.24%
Total Uses	\$ 10,863,939	\$ 11,139,898	\$ 11,111,123	\$ 10,289,411	\$ (850,487)	-7.63%

Sources and Uses by Category

Budget Object	FY 2016	FY 2017	FY 2017	FY 2018	Revised vs Adopted	
	Actual	Revised	Forecast	Adopted	Variance	Variance %
Taxes	4,772,595	5,024,859	5,025,304	4,763,881	(260,978)	-5.19%
Licenses & Permits	3,542,133	3,574,876	3,688,978	3,722,313	147,437	4.12%
Charges For Services	1,443,852	1,236,628	1,425,526	1,157,962	(78,666)	-6.36%
Interest Income	63,797	34,445	38,273	34,466	21	0.06%
Miscellaneous	785,388	750,100	764,824	750,100	-	0.00%
Transfers In	-	-	-	-	-	N/A
Total Sources	\$ 10,607,765	\$ 10,620,908	\$ 10,942,905	\$ 10,428,722	\$ (192,186)	-1.81%
Personal Services	408,771	444,985	377,742	418,340	(26,645)	-5.99%
Supplies	1,382	9,353	6,578	8,030	(1,323)	-14.15%
Other Services	2,503,249	2,886,831	2,962,556	2,156,107	(730,724)	-25.31%
Leases and Rentals	4,254,888	4,090,286	4,063,395	4,008,350	(81,936)	-2.00%
Travel and Transportation	5,588	13,350	6,198	7,000	(6,350)	-47.57%
Utilities	33	875	436	-	(875)	-100.00%
Transfers Out	-	-	-	-	-	N/A
Capital Outlay	-	-	-	-	-	N/A
Debt Service	3,690,028	3,694,218	3,694,218	3,691,584	(2,634)	-0.07%
Total Uses	\$ 10,863,939	\$ 11,139,898	\$ 11,111,123	\$ 10,289,411	\$ (850,487)	-7.63%

Sources and Uses by Fund and Appropriation Unit Group

Fund / Appropriation Unit Group	FY 2016	FY 2017	FY 2017	FY 2018	Revised vs Adopted	
	Actual	Revised	Forecast	Adopted	Variance	Variance %
250 - Cactus League Operations						
O PER - Operating	1,304,426	1,333,391	1,336,298	1,075,068	(258,323)	-19.37%
Fund 250 Total Sources	1,304,426	1,333,391	1,336,298	1,075,068	(258,323)	-19.37%
253 - Ballpark Operations						
O PER - Operating	5,022,493	4,831,504	5,135,500	4,900,275	68,771	1.42%
Fund 253 Total Sources	5,022,493	4,831,504	5,135,500	4,900,275	68,771	1.42%
370 - Stadium District Debt Service						
O PER - Operating	3,495,099	3,705,813	3,706,131	3,703,179	(2,634)	-0.07%
Fund 370 Total Sources	3,495,099	3,705,813	3,706,131	3,703,179	(2,634)	-0.07%
450 - Long Term Project Reserve						
O PER - Operating	2,281,127	2,386,021	2,286,619	2,315,019	(71,002)	-2.98%
NRNP - Non Recurring Non Project	2,500,000	2,555,000	2,555,000	2,500,000	(55,000)	-2.15%
Fund 450 Total Sources	4,781,127	4,941,021	4,841,619	4,815,019	(126,002)	-2.55%
900 - Eliminations						
O PER - Operating	(1,495,380)	(1,635,821)	(1,521,643)	(1,564,819)	71,002	-4.34%
NRNP - Non Recurring Non Project	(2,500,000)	(2,555,000)	(2,555,000)	(2,500,000)	55,000	-2.15%
Fund 900 Total Sources	(3,995,380)	(4,190,821)	(4,076,643)	(4,064,819)	126,002	-3.01%
Total Sources \$	\$ 10,607,765	\$ 10,620,908	\$ 10,942,905	\$ 10,428,722	\$ (192,186)	-1.81%
250 - Cactus League Operations						
O PER - Operating	1,185,780	1,297,259	1,292,276	1,039,164	(258,095)	-19.90%
Fund 250 Total Uses	1,185,780	1,297,259	1,292,276	1,039,164	(258,095)	-19.90%
253 - Ballpark Operations						
O PER - Operating	3,246,230	3,211,008	3,073,038	3,104,554	(106,454)	-3.32%
NRNP - Non Recurring Non Project	2,500,000	3,058,639	3,058,639	2,504,333	(554,306)	-18.12%
Fund 253 Total Uses	5,746,230	6,269,647	6,131,677	5,608,887	(660,760)	-10.54%
370 - Stadium District Debt Service						
O PER - Operating	3,691,378	3,705,813	3,705,813	3,703,179	(2,634)	-0.07%
Fund 370 Total Uses	3,691,378	3,705,813	3,705,813	3,703,179	(2,634)	-0.07%
450 - Long Term Project Reserve						
O PER - Operating	2,500	3,000	3,000	3,000	-	0.00%
NRNP - Non Recurring Non Project	4,233,431	4,055,000	4,055,000	4,000,000	(55,000)	-1.36%
Fund 450 Total Uses	4,235,931	4,058,000	4,058,000	4,003,000	(55,000)	-1.36%
900 - Eliminations						
O PER - Operating	(1,495,380)	(1,635,821)	(1,521,643)	(1,564,819)	71,002	-4.34%
NRNP - Non Recurring Non Project	(2,500,000)	(2,555,000)	(2,555,000)	(2,500,000)	55,000	-2.15%
Fund 900 Total Uses	(3,995,380)	(4,190,821)	(4,076,643)	(4,064,819)	126,002	-3.01%
Total Uses \$	\$ 10,863,939	\$ 11,139,898	\$ 11,111,123	\$ 10,289,411	\$ (850,487)	-7.63%

Fund Transfers In

Fund / Appropriation Unit / Transfer	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Capital Projects	\$ 4,076,643	\$ 4,076,643	\$ 4,076,643	\$ 4,064,819
<u>Operating</u>	\$ 1,521,643	\$ 1,521,643	\$ 1,521,643	\$ 1,564,819
<u>Non-Recurring</u>	\$ 2,555,000	\$ 2,555,000	\$ 2,555,000	\$ 2,500,000
450 - Long Term Project Reserve	\$ 4,076,643	\$ 4,076,643	\$ 4,076,643	\$ 4,064,819
<u>Operating</u>	\$ 1,521,643	\$ 1,521,643	\$ 1,521,643	\$ 1,564,819
<u>Non-Recurring</u>	\$ 2,555,000	\$ 2,555,000	\$ 2,555,000	\$ 2,500,000
Total Before Eliminations	\$ 4,076,643	\$ 4,076,643	\$ 4,076,643	\$ 4,064,819
<u>Operating</u>	\$ 1,521,643	\$ 1,521,643	\$ 1,521,643	\$ 1,564,819
<u>Non-Recurring</u>	\$ 2,555,000	\$ 2,555,000	\$ 2,555,000	\$ 2,500,000
Eliminations	\$ (4,076,643)	\$ (4,076,643)	\$ (4,076,643)	\$ (4,064,819)
<u>Operating</u>	\$ (1,521,643)	\$ (1,521,643)	\$ (1,521,643)	\$ (1,564,819)
<u>Non-Recurring</u>	\$ (2,555,000)	\$ (2,555,000)	\$ (2,555,000)	\$ (2,500,000)
All Funds	\$ -	\$ -	\$ -	\$ -

Fund Transfers Out

Fund / Appropriation Unit / Transfer	FY 2017 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted
Special Revenue	\$ 4,076,643	\$ 4,076,643	\$ 4,076,643	\$ 4,064,819
<u>Operating</u>	\$ 1,521,643	\$ 1,521,643	\$ 1,521,643	\$ 1,564,819
<u>Non-Recurring</u>	\$ 2,555,000	\$ 2,555,000	\$ 2,555,000	\$ 2,500,000
253 - Ballpark Operations	\$ 4,076,643	\$ 4,076,643	\$ 4,076,643	\$ 4,064,819
<u>Operating</u>	\$ 1,521,643	\$ 1,521,643	\$ 1,521,643	\$ 1,564,819
<u>Non-Recurring</u>	\$ 2,555,000	\$ 2,555,000	\$ 2,555,000	\$ 2,500,000
Total Before Eliminations	\$ 4,076,643	\$ 4,076,643	\$ 4,076,643	\$ 4,064,819
<u>Operating</u>	\$ 1,521,643	\$ 1,521,643	\$ 1,521,643	\$ 1,564,819
<u>Non-Recurring</u>	\$ 2,555,000	\$ 2,555,000	\$ 2,555,000	\$ 2,500,000
Eliminations	\$ (4,076,643)	\$ (4,076,643)	\$ (4,076,643)	\$ (4,064,819)
<u>Operating</u>	\$ (1,521,643)	\$ (1,521,643)	\$ (1,521,643)	\$ (1,564,819)
<u>Non-Recurring</u>	\$ (2,555,000)	\$ (2,555,000)	\$ (2,555,000)	\$ (2,500,000)
All Funds	\$ -	\$ -	\$ -	\$ -

Staffing by Activity

Activity	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
Budget and Financial Services	0.70	0.70	0.70	0.85	0.15	21.4%
Cactus League Support	-	-	-	0.10	0.10	N/A
Executive Management	0.50	0.50	0.50	0.45	(0.05)	-10.0%
Human Resources	0.55	0.55	0.55	0.25	(0.30)	-54.5%
Operations Support	0.85	0.85	0.85	0.15	(0.70)	-82.4%
Procurement	0.05	0.05	0.05	0.05	-	0.0%
Stadium Operations	2.35	2.35	2.35	2.65	0.30	12.8%
Department Total	5.00	5.00	5.00	4.50	(.50)	-10.0%

Staffing by Market Range Title

Market Range	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted Variance	Var %
Director - Stadium District	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	-	-	-	-	N/A
Facil Capital Project Mgr	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	-	0.0%
Management Assistant	-	1.00	1.00	0.50	(0.50)	-50.0%
Office Assistant	1.00	1.00	1.00	1.00	-	0.0%
Department Total	5.00	5.00	5.00	4.50	(.50)	-10.0%

Staffing by Fund

Fund	FY 2016 Adopted	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Revised vs Adopted	
					Variance	Var %
250 Cactus League Operations	-	-	-	0. 10	0. 10	N/A
253 Ballpark Operations	5. 00	5. 00	5. 00	4. 40	(0.60)	-12.0%
Department Total	5.00	5.00	5.00	4.50	(.50)	-10.0%

Budget Highlights

Cactus League Operations Fund (250) Operating

- Increase Internal Service Charges by \$228 for the impact of the changes in central service cost allocation.
- Decrease revenue and expenditure by \$258,323 for under baseline budget submission.

Ballpark Operations Fund (253) Operating

- Increase Internal Service Charges by \$7,575 for the impact of the changes in central service cost allocation.
- Increase Internal Service Charges by \$149 for the impact of the changes in risk management charges.
- Increase Revenue by \$68,771 for the impact of additional payments from the Arizona Diamondbacks in compliance with multiple agreements and changes in other charges for services.

Ballpark Operations Fund (253) Non Recurring Non Project

- Increase Transfer Out by \$2,500,000 to the Long Term Project Reserve Fund (450) Non Recurring Non Project for major maintenance concrete repairs.
- Increase Supplies-Allocation In by \$4,333 for RDSA for System Tools, Desktop and GIS ETL Automation Tool Licensing.

Stadium District Debt Service (370) Operating

- Decrease Revenue by \$2,634 for the impact of changes in Car Rental Surcharge in FY 2018.
- Decrease Debt Service expenditures by \$2,634 in FY 2018.

Long Term Project Reserve Fund (450) Operating

- Increase Transfer In revenue by \$43,176.

Long Term Project Reserve Fund (450) Non Recurring Non Project

- Increase Transfer In by \$2,500,000 from Ballpark Operations Fund (253) Non Recurring Non Project.
- Increase expenditures by \$4,000,000 for Phase VII of the Concrete and Structural Repair project.

Eliminations Fund (900) Operating

- Decrease revenue and expenditures by \$43,176 to eliminate transfers between Ballpark Operations Fund (253) and Long Term Project Reserve Fund (450).

Eliminations Fund (900) Non Recurring Non Project

- Decrease revenue and expenditures by \$2,500,000 to eliminate transfers between Ballpark Operations Fund (253) and Long Term Project Reserve Fund (450).

Programs and Activities

Stadium District Program

The purpose of the Stadium District Program is to provide facilities and events to communities, residents and visitors so they can enjoy the benefits of baseball games and other events.

Activities that comprise this program include:

- Cactus League Support
- Stadium Operations

Cactus League Support Activity

The purpose of the Cactus League Activity is to provide spring training facilities to Maricopa County communities so they can enjoy the economic benefit resulting from games and events.

Mandates: Mandated by A.R.S 48-4204 which states, "From the taxes and surcharges levied pursuant to article 2 of this chapter for use with respect to major league baseball spring training, the district may acquire land and construct, finance, furnish, maintain, improve, operate, market and promote the use of existing or proposed major league baseball spring training facilities or stadiums and other structures, utilities, roads, parking areas or buildings necessary for full use of the training facilities or stadiums for sports and other purposes and do all things necessary or convenient to accomplish those purposes. The board shall require that any project undertaken by the district include financial participation from the county or municipality in which the project is located, from a private party or from any combination of these entities which equals or exceeds one-half of the amount to be expended or distributed by the district..."

Measure Type	Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Rev vs Adopted Variance	Var %
Result	Percent change in economic benefit from Cactus League over prior year.	5.0%	5.0%	5.0%	5.0%	0.0%	0.0%
Output	Number of existing spring training facilities in Maricopa County for the current Fiscal Year.	10	10	10	10	-	0.0%
Demand	Number of existing and planned spring training facilities for the current Fiscal Year.	10	10	10	10	-	0.0%
Expenditure Ratio	Cost per existing spring training facility in Maricopa County for the current fiscal year.	\$ 486,991.00	\$ 499,746.80	\$ 499,248.50	\$ 473,651.10	\$ (26,095.70)	-5.5%
Revenue							
	TOTAL SOURCES	\$ 4,773,053	\$ 5,025,204	\$ 5,025,522	\$ 4,764,247	\$ (260,957)	-5.5%
Expenditure							
	TOTAL USES	\$ 4,869,910	\$ 4,997,468	\$ 4,992,485	\$ 4,736,511	\$ (260,957)	-5.5%

Activity Narrative: The annual cost per spring training facility decreased in FY 2018 due to an increase in excess Car Rental Surcharge that was remitted to the Arizona Sports and Tourism Authority (AZSTA). The payment to AZSTA in FY 2017, in accordance with the intergovernmental agreement was \$829,503. The debt service payment increased due to the net effect of an increase in principal and decrease in interest payments. Revenue collected for the Car Rental Surcharge is expected to be less in FY 2018 based on trend analysis.

Stadium Operations Activity

The purpose of the Stadium Operations Activity is to provide Stadium events, capital improvement projects and a well-maintained facility to attendees so they can attend and enjoy events in an up-to-date well maintained facility.

Mandates: Mandated by A.R.S 48-4204 which states, "From the taxes and surcharges levied pursuant to article 2 of this chapter for use with respect to major league baseball spring training, the district may acquire land and construct, finance, furnish, maintain, improve, operate, market and promote the use of

existing or proposed major league baseball spring training facilities or stadiums and other structures, utilities, roads, parking areas or buildings necessary for full use of the training facilities or stadiums for sports and other purposes and do all things necessary or convenient to accomplish those purposes. The board shall require that any project undertaken by the district include financial participation from the county or municipality in which the project is located, from a private party or from any combination of these entities which equals or exceeds one-half of the amount to be expended or distributed by the district..."

Measure Type	Measure Description	FY 2016 Actual	FY 2017 Revised	FY 2017 Forecast	FY 2018 Adopted	Rev vs Adopted Variance	Var %
Result	Percent of routine maintenance items completed on schedule during current Fiscal Year.	71.8%	85.0%	71.8%	100.0%	15.0%	15.0%
Result	Percent of event attendees reporting that they are satisfied with facility during the current Fiscal Year.	74.1%	77.4%	74.1%	83.7%	6.3%	7.5%
Output	Number of attendees at all events for the current Fiscal Year.	1,990,949	2,134,378	1,990,949	2,134,378	-	0.0%
Demand	Number of expected attendees at events for the current Fiscal Year.	2,209,626	2,137,378	2,209,626	2,280,400	143,022	6.3%
Expenditure Ratio	Cost per attendee for the current Fiscal Year.	\$ 2.84	\$ 2.75	\$ 2.94	\$ 2.47	\$ (0.28)	-11.2%
Revenue							
	TOTAL SOURCES	\$ 5,771,720	\$ 5,561,604	\$ 5,879,375	\$ 5,630,375	\$ 68,771	1.2%
Expenditure							
	TOTAL USES	\$ 5,650,971	\$ 5,863,692	\$ 5,852,562	\$ 5,272,112	\$ (591,580)	-11.2%

Activity Narrative: It is estimated that there will be an increase in routine maintenance items completed on time. The number of expected attendees at events for the current fiscal year is predicted to increase. The results of the survey that was conducted in 2016 by the Arizona Diamondbacks showed that customer satisfaction slightly decreased from 77.4% to 74.1%. FY 2018 License and Permit revenue increased due to additional payments from the Arizona Diamondbacks in compliance with multiple agreements. A reduction in one-time Attorney and Legal Fees results in a reduction in expenditures.

Revenue Sources and Variance Commentary

Special Sales Tax

The Car Rental Surcharge established by A.R.S. §48-4234 is used to repay Stadium District Revenue Bonds for Chase Field or the Cactus League and to fund Cactus League operations. Any net revenue is transferred to the Arizona Sports and Tourism Authority (AZSTA) according to an intergovernmental agreement. Pursuant to A.R.S. §48-4234, the District may set the car rental surcharge at \$2.50 for each lease or rental of a motor vehicle, licensed for hire for less than one year and designed to carry fewer than 15 passengers, regardless of whether such vehicle is licensed in the State of Arizona. The District Board of Directors initially levied a car rental surcharge at a rate of \$1.50 beginning in January 1992. The District Board of Directors increased the surcharge to \$2.50, the maximum amount permitted by Statute, in January 1993.

Licenses and Permits

The Stadium District receives revenue for naming rights, intellectual property rights and commissions on suite rental which it classifies as License and Permit revenue. In addition, there are receipts under agreement with the Arizona Diamondbacks baseball organization that fall into this category.

Stadium District Car Rental Surcharge		
Fiscal Year	Annual Collections	Growth Rate
2008-09	5,304,565	-13.5%
2009-10	4,668,705	-12.0%
2010-11	4,989,933	6.9%
2011-12	5,192,003	4.0%
2012-13	5,217,452	0.5%
2013-14	5,394,707	3.4%
2014-15	4,915,704	-8.9%
2015-16	4,772,596	-2.9%
2016-17*	5,025,277	5.3%
2017-18**	4,763,881	-5.2%

* Forecasted
** Recommended

Other Charges for Service

The Stadium District classifies revenues from the booking manager for events, parking charges, and reimbursements for security services as Other Charges for Service. The Stadium District also receives a fee from Northwind related to the utilization of the District's cooling system which is included as Other Charges for Service.

Miscellaneous Revenue

The Stadium District classifies Miscellaneous Revenues as any revenues that do not fall within a more specific revenue category. Examples of Miscellaneous revenues include certain receipts from the agreements with the Arizona Diamondbacks baseball organization and interest earnings.

Other Financing Sources

Other Financing Sources are solely comprised of Fund Transfers In.

Fund Transfers

Revenue is transferred between the Stadium District funds to provide resources for operations and capital improvements. Under an intergovernmental agreement with the Arizona Sports and Tourism Authority (AZSTA), the District transfers any remaining revenue after debt payments, required reserves, and operations from the Stadium District Debt Service Fund (370) to the Cactus League Operations Fund (250). The remaining revenue is then sent to the AZSTA to be used for Cactus League purposes.

Additionally each year, half the net revenue from the Ballpark Operations Fund (253) is transferred to the Long Term Project Reserve Fund (450). These transfers are made as required under the agreements with the baseball team. The funds are utilized to maintain and improve the facility. In addition, transfers from the Stadium District Ballpark Operations Fund (253) to the Stadium District Debt Service Fund (370) will be made for repayment of loans used for projects and renovations. For further detail on Fund Transfers, refer to the Fund Transfer section earlier in this document.

Fund Balance Summary and Variance Commentary

Fund Balance Summary

The following schedule lists the estimated beginning fund balances, projected revenues and expenditures for the upcoming fiscal year, as well as resulting estimated fund balances at the end of FY 2018. "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.

Cactus League Operations (250) Fund Balance Summary

	Actual FY 2016	Adopted FY 2017	Revised FY 2017	Forecast FY 2017	Adopted FY 2018
Beginning Spendable Fund Balance	\$ 4,640,699	\$ 4,679,582	\$ 4,679,582	\$ 4,759,344	\$ 4,803,366
Sources					
Operating	1,304,426	1,333,391	1,333,391	1,336,298	1,075,068
Total Sources:	\$ 1,304,426	\$ 1,333,391	\$ 1,333,391	\$ 1,336,298	\$ 1,075,068
Uses					
Operating	1,185,780	1,297,259	1,297,259	1,292,276	1,039,164
Total Uses:	\$ 1,185,780	\$ 1,297,259	\$ 1,297,259	\$ 1,292,276	\$ 1,039,164
Structural Balance	\$ 118,646	\$ 36,132	\$ 36,132	\$ 44,022	\$ 35,904
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 4,759,344	\$ 4,715,714	\$ 4,715,714	\$ 4,803,366	\$ 4,839,270
Committed	-	-	-	-	-
Assigned	-	-	-	-	-
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	\$ 4,759,344	\$ 4,715,714	\$ 4,715,714	\$ 4,803,366	\$ 4,839,270

Ballpark Operations (253) Fund Balance Summary

	Actual FY 2016	Adopted FY 2017	Revised FY 2017	Forecast FY 2017	Adopted FY 2018
Beginning Spendable Fund Balance	\$ 8,452,339	\$ 7,665,550	\$ 7,665,550	\$ 7,728,601	\$ 6,732,424
Sources					
Operating	5,022,493	4,831,504	4,831,504	5,135,500	4,900,275
Total Sources:	\$ 5,022,493	\$ 4,831,504	\$ 4,831,504	\$ 5,135,500	\$ 4,900,275
Uses					
Operating	3,246,230	3,096,830	3,211,008	3,073,038	3,104,554
Non-Recurring	2,500,000	2,558,639	3,058,639	3,058,639	2,504,333
Total Uses:	\$ 5,746,230	\$ 5,655,469	\$ 6,269,647	\$ 6,131,677	\$ 5,608,887
Structural Balance	\$ 1,776,263	\$ 1,734,674	\$ 1,620,496	\$ 2,062,462	\$ 1,795,721
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 7,728,601	\$ 6,841,585	\$ 6,227,407	\$ 6,732,424	\$ 6,023,812
Committed	-	-	-	-	-
Assigned	-	-	-	-	-
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	\$ 7,728,601	\$ 6,841,585	\$ 6,227,407	\$ 6,732,424	\$ 6,023,812

Stadium District Debt Service (370) Fund Balance Summary

	Actual FY 2016	Adopted FY 2017	Revised FY 2017	Forecast FY 2017	Adopted FY 2018
Beginning Spendable Fund Balance	\$ 4,275,019	\$ 4,275,051	\$ 4,275,051	\$ 4,078,741	\$ 4,079,059
Sources					
Operating	3,495,099	3,705,813	3,705,813	3,706,131	3,703,179
Total Sources:	\$ 3,495,099	\$ 3,705,813	\$ 3,705,813	\$ 3,706,131	\$ 3,703,179
Uses					
Operating	3,691,378	3,705,813	3,705,813	3,705,813	3,703,179
Total Uses:	\$ 3,691,378	\$ 3,705,813	\$ 3,705,813	\$ 3,705,813	\$ 3,703,179
Structural Balance	\$ (196,279)	\$ -	\$ -	\$ 318	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 4,078,741	\$ 4,275,051	\$ 4,275,051	\$ 4,079,059	\$ 4,079,059
Committed	-	-	-	-	-
Assigned	-	-	-	-	-
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	\$ 4,078,741	\$ 4,275,051	\$ 4,275,051	\$ 4,079,059	\$ 4,079,059

Long Term Project Reserve (450) Fund Balance Summary

	Actual FY 2016	Adopted FY 2017	Revised FY 2017	Forecast FY 2017	Adopted FY 2018
Beginning Spendable Fund Balance	\$ 7,561,995	\$ 7,995,979	\$ 7,995,979	\$ 8,107,193	\$ 8,890,812
Sources					
Operating	2,281,127	2,271,843	2,386,021	2,286,619	2,315,019
Non-Recurring	2,500,000	2,555,000	2,555,000	2,555,000	2,500,000
Total Sources:	\$ 4,781,127	\$ 4,826,843	\$ 4,941,021	\$ 4,841,619	\$ 4,815,019
Uses					
Operating	2,500	3,000	3,000	3,000	3,000
Non-Recurring	4,233,431	4,055,000	4,055,000	4,055,000	4,000,000
Total Uses:	\$ 4,235,931	\$ 4,058,000	\$ 4,058,000	\$ 4,058,000	\$ 4,003,000
Structural Balance	\$ 2,278,627	\$ 2,268,843	\$ 2,383,021	\$ 2,283,619	\$ 2,312,019
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 8,107,193	\$ 8,764,822	\$ 8,879,000	\$ 8,890,812	\$ 9,702,831
Committed	-	-	-	-	-
Assigned	-	-	-	-	-
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	\$ 8,107,193	\$ 8,764,822	\$ 8,879,000	\$ 8,890,812	\$ 9,702,831

Appropriated Budget Reconciliations

Cactus League Operations Fund (250)

Operating	Expenditure	Revenue
FY 2017 Adopted Budget	\$1,297,259	\$1,333,391
FY 2017 Revised Budget	\$1,297,259	\$1,333,391
FY 2018 Baseline Budget	\$1,297,259	\$1,333,391
Base Adjustments:		
Base Adjustments:		
Central Service Cost Allocation	\$228	
Request Over or Under Target	(\$258,323)	
Base Adjustments Total	(\$258,095)	
Base Adjustments Total	(\$258,095)	
Fees and Other Revenues:		
Fees and Other Revenues:		
Program Revenue Volume Increases and Decreases	\$0	(\$258,323)
Fees and Other Revenues Total	\$0	(\$258,323)
Fees and Other Revenues Total	\$0	(\$258,323)
FY 2018 Adopted Budget	\$1,039,164	\$1,075,068
Percent Change From Baseline	-19.9%	-19.37%

Ballpark Operations Fund (253)

Operating	Expenditure	Revenue
FY 2017 Adopted Budget	\$3,096,830	\$4,831,504
Base Adjustments:		
Base Adjustments:	Agenda Item	
FY17 Budget Adjustment for Stadium District	C-68-17-006-M-00	\$114,178
Base Adjustments Total		\$114,178
Base Adjustments Total		\$114,178
FY 2017 Revised Budget	\$3,211,008	\$4,831,504
Base Adjustments:		
Base Adjustments:	Agenda Item	
FY17 Budget Adjustment for Stadium District	C-68-17-006-M-00	(\$114,178)
Base Adjustments Total		(\$114,178)
Base Adjustments Total		(\$114,178)
FY 2018 Baseline Budget	\$3,096,830	\$4,831,504
Base Adjustments:		
Base Adjustments:		
Central Service Cost Allocation		\$7,575
Risk Management Adjustment		\$149
Base Adjustments Total		\$7,724
Base Adjustments Total		\$7,724
Fees and Other Revenues:		
Fees and Other Revenues:		
Program Revenue Volume Increases and Decreases		\$68,771
Fees and Other Revenues Total	-	\$68,771
Fees and Other Revenues Total		\$68,771
FY 2018 Adopted Budget	\$3,104,554	\$4,900,275
Percent Change From Baseline	0.25%	1.42%

Ballpark Operations Fund (253) (continued)

Non Recurring Non Project		Expenditure	Revenue
FY 2017 Adopted Budget		\$2,558,639	
Non Recurring:			
Non Recurring:	Agenda Item		
Stadium District Budget Adjustment for Legal Fees	C-68-17-005-M-00	\$500,000	
Non Recurring Total		\$500,000	
Non Recurring Total		\$500,000	
FY 2017 Revised Budget		\$3,058,639	
Information and Communications Technology:			
Technology Non-Project:			
Other IT Non Recurring		(\$3,639)	
Technology Non-Project Total		(\$3,639)	
Information and Communications Technology Total		(\$3,639)	
Non Recurring:			
Non Recurring:	Agenda Item		
Other Non Recurring		(\$2,555,000)	
Stadium District Budget Adjustment for Legal Fees	C-68-17-005-M-00	(\$500,000)	
Non Recurring Total		(\$3,055,000)	
Non Recurring Total		(\$3,055,000)	
FY 2018 Baseline Budget		\$0	
Base Adjustments:			
Base Adjustments:			
Stadium Operating Fund Transfer to or from Debt Service		\$2,500,000	
Base Adjustments Total		\$2,500,000	
Base Adjustments Total		\$2,500,000	
Reallocations:			
Reallocations:			
Allocation of Overhead		\$4,333	
Reallocations Total		\$4,333	
Reallocations Total		\$4,333	
FY 2018 Adopted Budget		\$2,504,333	

Stadium District Debt Service Fund (370)

Operating	Expenditure	Revenue
FY 2017 Adopted Budget	\$3,705,813	\$3,705,813
FY 2017 Revised Budget	\$3,705,813	\$3,705,813
FY 2018 Baseline Budget	\$3,705,813	\$3,705,813
Base Adjustments:		
Base Adjustments:		
Debt Service	(\$2,634)	
Base Adjustments Total	(\$2,634)	
Base Adjustments Total	(\$2,634)	
Fees and Other Revenues:		
Fees and Other Revenues:		
Program Revenue Volume Increases and Decreases		(\$2,634)
Fees and Other Revenues Total	-	(\$2,634)
Fees and Other Revenues Total		(\$2,634)
FY 2018 Adopted Budget	\$3,703,179	\$3,703,179
<i>Percent Change From Baseline</i>	<i>-0.07%</i>	<i>-0.07%</i>

Long Term Project Reserve Fund (450)

Operating	Expenditure	Revenue
FY 2017 Adopted Budget	\$3,000	\$2,271,843
Base Adjustments:		
Base Adjustments:		
FY17 Budget Adjustment for Stadium District	Agenda Item C-68-17-006-M-00	\$114,178
Base Adjustments Total		\$114,178
Base Adjustments Total		\$114,178
FY 2017 Revised Budget	\$3,000	\$2,386,021
Base Adjustments:		
Base Adjustments:		
FY17 Budget Adjustment for Stadium District	Agenda Item C-68-17-006-M-00	(\$114,178)
Base Adjustments Total		(\$114,178)
Base Adjustments Total		(\$114,178)
FY 2018 Baseline Budget	\$3,000	\$2,271,843
Fees and Other Revenues:		
Fees and Other Revenues:		
Program Revenue Volume Increases and Decreases		\$43,176
Fees and Other Revenues Total		\$43,176
Fees and Other Revenues Total		\$43,176
FY 2018 Adopted Budget	\$3,000	\$2,315,019
<i>Percent Change From Baseline</i>	<i>0%</i>	<i>1.9%</i>

Long Term Project Reserve Fund (450) (continued)

Non Recurring Non Project	Expenditure	Revenue
FY 2017 Adopted Budget	\$4,055,000	\$2,555,000
FY 2017 Revised Budget	\$4,055,000	\$2,555,000
Non Recurring:		
Non Recurring:		
Other Non Recurring	(\$4,055,000)	(\$2,555,000)
Non Recurring Total	(\$4,055,000)	(\$2,555,000)
Non Recurring Total	(\$4,055,000)	(\$2,555,000)
FY 2018 Baseline Budget	\$0	\$0
Non Recurring:		
Non Recurring:		
Other Non Recurring	\$4,000,000	\$2,500,000
Non Recurring Total	\$4,000,000	\$2,500,000
Non Recurring Total	\$4,000,000	\$2,500,000
FY 2018 Adopted Budget	\$4,000,000	\$2,500,000

Eliminations Fund (900)

Operating	Expenditure	Revenue
FY 2017 Adopted Budget	(\$1,521,643)	(\$1,521,643)
Base Adjustments:		
Base Adjustments:	Agenda Item	
FY17 Budget Adjustment for Stadium District	C-68-17-006-M-00	
	(\$114,178)	(\$114,178)
Base Adjustments Total	(\$114,178)	(\$114,178)
Base Adjustments Total	(\$114,178)	(\$114,178)
FY 2017 Revised Budget	(\$1,635,821)	(\$1,635,821)
Base Adjustments:		
Base Adjustments:	Agenda Item	
FY17 Budget Adjustment for Stadium District	C-68-17-006-M-00	
	\$114,178	\$114,178
Base Adjustments Total	\$114,178	\$114,178
Base Adjustments Total	\$114,178	\$114,178
FY 2018 Baseline Budget	(\$1,521,643)	(\$1,521,643)
Base Adjustments:		
Base Adjustments:		
Request Over or Under Target	(\$43,176)	(\$43,176)
Base Adjustments Total	(\$43,176)	(\$43,176)
Base Adjustments Total	(\$43,176)	(\$43,176)
FY 2018 Adopted Budget	(\$1,564,819)	(\$1,564,819)
Percent Change From Baseline	2.84%	2.84%
Non Recurring Non Project	Expenditure	Revenue
FY 2017 Adopted Budget	(\$2,555,000)	(\$2,555,000)
FY 2017 Revised Budget	(\$2,555,000)	(\$2,555,000)
Non Recurring:		
Non Recurring:		
Other Non Recurring	\$2,555,000	\$2,555,000
Non Recurring Total	\$2,555,000	\$2,555,000
Non Recurring Total	\$2,555,000	\$2,555,000
FY 2018 Baseline Budget	\$0	\$0
Non Recurring:		
Non Recurring:		
Other Non Recurring	(\$2,500,000)	(\$2,500,000)
Non Recurring Total	(\$2,500,000)	(\$2,500,000)
Non Recurring Total	(\$2,500,000)	(\$2,500,000)
FY 2018 Adopted Budget	(\$2,500,000)	(\$2,500,000)

Debt Service

The Stadium District was formed through action of the Maricopa County Board of Supervisors in September 1991 pursuant to A.R.S., Title 48, Chapter 26. The Stadium District has two purposes:

- To oversee the operation and maintenance of Chase Field, a Major League Baseball stadium, and;
- Enhance and promote Major League Baseball spring training in the County through the development of new, and the improvement of existing, baseball training facilities.

To accomplish these purposes, the Stadium District possesses the statutory authority to issue special obligation bonds to provide financial assistance for the development and improvement of baseball training facilities located within the County.

Debt Issuance History

The Stadium District 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, 2016.

LONG-TERM LIABILITIES
All Categories of Debt
Maricopa County Stadium District
As of June 30, 2016

	Year Ending June 30				
	2012	2013	2014	2015	2016
GOVERNMENTAL ACTIVITIES:					
Bonds, loans, and other payables:					
Stadium District revenue bonds	\$ 30,945,000	\$ 22,440,000	\$ 19,260,000	\$ 16,010,000	\$ 12,685,000
Stadium District loans payable	6,906,857	5,706,857	-	-	-
Total governmental activities	\$ 37,851,857	\$ 28,146,857	\$ 19,260,000	\$ 16,010,000	\$ 12,685,000

Stadium District 2012 Revenue Refunding Bonds are special obligations of the District, which were privately placed and not subject to bond rating. The bonds are payable solely from pledged revenues, consisting of car rental surcharges levied and collected by the District pursuant to A.R.S., Title 48, Chapter 26, Article 2, §48-4234. The bonds do not constitute a debt or a pledge of the faith or credit of Maricopa County, the State of Arizona, or any other political subdivision. The payment of the bonds is enforceable solely out of the pledged revenues, and no owner shall have any right to compel any exercise of taxing power of the District, except for surcharges.

The Stadium District has pledged future auto rental surcharge revenues to repay the Revenue Refunding Bonds of \$12,685,000. Proceeds from the bond issuance provided financing to refund previously issued bonded debt for the construction of Cactus League facilities. The bond is payable through 2019.

The following table illustrates the existing debt service for the outstanding Stadium District Revenue Bonds.

DEBT SERVICE REQUIREMENTS TO MATURITY
Stadium District Revenue Bonds
Maricopa County, Arizona
As of June 30, 2016

Year Ending June 30	Principal	Interest	Total Debt Service
2017	\$ 3405,000	\$ 289218	\$ 3694,218
2018	3480,000	211584	3691,584
2019	5800,000	132240	5932,240
Total	\$ 12685,000	\$ 633042	\$ 13,318,042



Improvement Districts

Motion

Pursuant to ARS §48-954, approve the Fiscal Year 2018 Budgets for the County Improvement Districts per the FY 2018 Budget Schedules entitled “Direct Assessment Special Districts” and “Street Lighting Improvement Districts.”

Direct Assessment Special Districts

Dist. #	District Name	Levy Purpose	FY 2017 Budget	Estimated Expenditures FY 2017	FY 2018 Budget Request	Less Available Funds	FY 2018 Direct Assessment
K-91	Queen Creek Water Improv	Bond Interest	73	16.6	8.6	0	9
		Bond redemption	1,017	516.8	352.7	0	353
			1,090	533.4	361.3	0	362
K-109	Plymouth Street	Bond Interest	1,440	1,751.6	272.0	0	272
		Bond redemption	7,298	13,623.8	6,812.0	0	6,812
			8,738	15,375.4	7,084.0	0	7,084
28795	Circle City Community Park	General	13,800	13,800	13,800	0	13,800
28529	Estrella Dells	General	100,000	100,000	100,000	0	100,000
28793	Queen Creek Water Improv	General	10,900	10,900	10,900	0	10,900
		Subtotal	124,700	124,700	124,700	0	124,700
		Total	\$ 134,528	\$ 140,609	\$ 132,145	\$ -	\$ 132,146

Street Lighting Improvement Districts

MARICOPA COUNTY STREET LIGHTING IMPROVEMENT DISTRICT LEVIES SECONDARY ROLL FISCAL YEAR 2018						
Dist #	Description	FY 2017 Budget	Estimated FY 2018 Budget	Estimated Tax Levy	Tax Year 2017 Net Assessed Value	Estimated FY 2018 Tax Rate
13001	Sun City 38B	3,666	3,647	3,982	698,569	0.5700
13003	Sunrise Unit 5 Ph 2	3,979	3,965	4,143	1,319,972	0.3139
13005	Golden West 2	12,938	12,941	13,688	2,101,811	0.6512
13010	Empire Gardens 2	1,594	1,594	1,731	249,860	0.6928
13051	Towne Meadows	13,240	13,251	7,415	8,137,120	0.0911
13056	The Vineyards of Mesa	14,255	14,258	14,782	1,960,187	0.7541
13057	Clark Acres	637	638	38	379,729	0.0100
13059	Country Meadows 9	23,908	23,816	24,004	1,830,377	1.3114
13069	Sun Lakes 09	3,663	3,664	4,062	881,785	0.4607
13070	Camelot Golf Club Est. 1	6,375	6,376	6,635	2,245,826	0.2954
13072	Desert Sands Golf & CC 3	8,548	8,550	9,163	1,125,469	0.8141
13075	Litchfield Park 19	7,481	7,456	7,618	1,981,999	0.3844
13078	Sunrise Meadows 1	318	319	320	1,743,816	0.0184
13079	Estate Ranchos	1,448	1,449	1,392	610,435	0.2280
13103	Desert Foothills Est 5	5,612	5,613	5,854	1,691,304	0.3461
13107	Desert Foothills Est 6	7,760	7,762	7,931	1,827,632	0.4339
13109	Apache Wells Mobile P 3A	4,516	4,516	3,260	652,447	0.4997
13121	Desert Sands Golf & CC 4	13,459	13,461	13,929	2,141,384	0.6505
13122	Sun Lakes 07	5,159	5,161	5,670	1,248,233	0.4542
13128	Litchfield Park 17	5,591	5,569	5,552	967,331	0.5740
13132	Valencia Village	7,863	7,804	8,231	1,113,003	0.7395
13147	Superstition View #1	4,390	4,391	4,548	522,393	0.8706
13169	Sun Lakes 22	6,462	6,464	6,819	4,134,132	0.1649
13176	Villa Royale	956	956	1,012	861,510	0.1175
13177	Coronado Acres	637	638	664	252,284	0.2632
13178	Sun Lakes 10	11,162	11,164	11,854	4,194,961	0.2826
13184	Hopeville	2,303	2,282	3,245	152,239	2.1315
13188	Sun Lakes 21	16,743	16,747	17,985	6,210,219	0.2896
13191	Dreamland Villa-19	1,254	1,255	1,352	388,768	0.3478
13203	Sun Lakes 19	8,441	8,444	8,607	2,962,540	0.2905
13210	Crestview Manor	1,254	1,255	13	130,654	0.0099
13219	Sun Lakes 12	11,456	11,458	11,941	3,395,646	0.3517
13220	Sun Lakes 14	9,400	9,402	9,632	2,841,926	0.3389
13221	Sun Lakes 16 & 16A	14,309	14,312	15,494	4,256,634	0.3640
13223	Sun Lakes 18	20,432	20,438	21,412	5,022,761	0.4263
13226	Sun Lakes 11 & 11A	2,056	2,056	2,166	1,364,873	0.1587
13228	Crimson Cove	2,822	2,823	2,871	251,170	1.1431
13247	Sun City 57	15,039	14,992	15,680	2,080,720	0.7536
13248	Apache Wells Mobile P 3B	4,781	4,782	4,970	1,057,954	0.4698
13263	Sun City 10	34,485	34,397	35,017	4,585,352	0.7637

Street Lighting Improvement Districts (continued)

Dist #	Description	FY 2017 Budget	Estimated FY 2018 Budget	Estimated Tax Levy	Tax Year 2017 Net Assessed Value	Estimated FY 2018 Tax Rate
13264	Sun Lakes 03A	4,199	4,201	2,339	607,785	0.3848
13268	Sun Lakes 08	5,060	5,061	5,419	805,774	0.6725
13271	Mesquite Trails	5,548	5,549	5,825	641,233	0.9084
13281	Sun City 10A	32,703	32,619	33,741	3,830,918	0.8808
13287	Empire Gardens 3	1,594	1,594	1,648	265,758	0.6201
13288	Empire Gardens 4	1,863	1,864	1,913	278,850	0.6860
13290	Sun Lakes 15	8,812	8,814	9,373	3,094,773	0.3029
13291	Sun City 50A	5,129	5,110	5,546	475,754	1.1657
13298	Sun City West	1,047,023	1,042,989	1,073,762	229,336,136	0.4682
13303	Sun Lakes 17	16,450	16,453	17,269	4,223,813	0.4088
13310	Casa Mia 2A	3,188	3,188	3,234	328,700	0.9839
13311	Pomeroy Estates	3,506	3,507	3,587	690,911	0.5192
13312	Rio Vista West 2	430	430	140	191,016	0.0733
13315	Apache Wells Mobile P 6	4,143	4,144	4,493	1,123,868	0.3998
13316	Sun City 44	25,809	25,746	26,642	3,171,401	0.8401
13325	Queen Creek Plaza	3,251	3,252	3,486	239,364	1.4564
13326	Rio Vista West	7,771	7,774	8,389	432,112	1.9414
13329	Desert Saguaro Estates 1	5,958	5,959	6,384	510,622	1.2502
13330	Sun City 45	20,462	20,414	21,396	2,724,923	0.7852
13331	Sun City 46	13,669	13,635	14,290	1,888,693	0.7566
13335	Casa Mia 2B	3,825	3,826	3,856	550,041	0.7010
13343	Knott Manor	2,893	2,894	2,950	188,471	1.5652
13346	Circle City	4,273	4,255	4,515	479,983	0.9407
13348	Desert Saguaro Estates 2	2,509	2,509	2,567	418,503	0.6134
13349	Sun City 47	29,739	29,678	30,618	3,632,908	0.8428
13351	Sun City 38	3,894	3,884	3,982	364,159	1.0935
13352	Mesa East	30,940	30,946	32,263	3,872,255	0.8332
13354	Sun City 49	32,316	32,233	33,451	4,255,856	0.7860
13356	Desert Sands Golf & CC 6	3,825	3,826	3,796	772,995	0.4911
13357	Desert Sands Golf & CC 7	6,375	6,376	6,795	900,288	0.7548
13358	Sun City 38A	3,965	3,952	4,055	318,905	1.2715
13359	Velda Rose Estates East 5	5,331	5,332	3,001	617,884	0.4857
13361	Sun Lakes 04	9,429	9,431	9,950	2,993,238	0.3324
13362	Sun Lakes 05	18,500	18,504	19,162	3,469,086	0.5524
13363	Sun Lakes 06	15,022	15,026	15,749	3,479,389	0.4526
13364	Sun City 48	23,891	23,819	25,717	3,757,504	0.6844
13371	Oasis Verde	10,552	10,554	10,672	1,195,554	0.8926
13372	Sun City 15D	6,542	6,516	6,904	678,922	1.0169
13374	Sun City 51	20,290	20,236	21,138	2,615,991	0.8080
13375	Sun City 52	18,945	18,896	19,865	2,904,324	0.6840
13376	Sun City 50	12,742	12,707	13,094	1,934,437	0.6769
13383	Sun City West Expansion I	182,103	181,415	188,665	40,348,245	0.4676
13386	Litchfield Park 18	6,433	6,410	7,002	1,392,487	0.5028
13392	Sun City 41	15,498	15,434	15,945	1,934,653	0.8242
13393	Sun City 53	44,736	44,621	47,787	7,833,936	0.6100
13394	Sun City 54	27,735	27,659	28,991	4,558,662	0.6360

Street Lighting Improvement Districts (continued)

Dist #	Description	FY 2017 Budget	Estimated FY 2018 Budget	Estimated Tax Levy	Tax Year 2017 Net Assessed Value	Estimated FY 2018 Tax Rate
13395	Sun City 55	28,085	28,008	29,296	3,903,895	0.7504
13396	Desert Skies 2	3,210	3,211	3,335	478,443	0.6971
13397	Sun City 56	6,460	6,442	6,905	958,637	0.7203
13401	Sun City 33	32,902	32,821	33,726	4,413,860	0.7641
13402	Rancho Del Sol 2	1,091	1,092	891	1,701,941	0.0524
13404	Sun City 17E F&G	13,383	13,342	13,626	2,117,769	0.6434
13417	Western Ranchettes	936	936	1,186	809,027	0.1466
13418	AZ Skies Mobile Est E2	4,703	4,704	4,922	321,319	1.5318
13419	Sun City 35	40,233	40,143	41,973	5,202,473	0.8068
13420	Az Skies Mobil Estates	5,958	5,959	6,409	582,550	1.1002
13421	Sun City 28A	3,636	3,626	3,794	569,949	0.6657
13422	Velda Rose Estates East 3	2,221	2,221	1,579	300,703	0.5251
13423	Velda Rose Estates East 4	2,195	2,195	2,358	223,742	1.0539
13424	Linda Vista	4,804	4,805	4,925	464,118	1.0612
13432	Sun City 17H	5,286	5,263	5,656	792,848	0.7134
13433	Sun Lakes 01	9,407	9,409	9,898	1,753,494	0.5645
13434	Sun Lakes 02	9,923	9,925	10,534	1,756,586	0.5997
13437	Granite Reef Vista Park	1,329	1,329	360	223,344	0.1612
13438	Sun City 34	5,572	5,560	6,089	880,394	0.6916
13439	Sun City 34A	27,127	27,052	28,488	3,853,276	0.7393
13440	Sun City 35A	25,522	25,464	26,385	3,552,321	0.7428
13441	Sun City 36	8,451	8,425	8,479	3,049,310	0.2781
13444	Velda Rose Estates East 2	3,554	3,555	2,727	368,634	0.7398
13446	Apache Wells Mobil P 1&2	22,084	22,089	23,284	6,294,416	0.3699
13447	Apache Cntry Club Est. 5	6,375	6,376	6,716	1,639,689	0.4096
13448	Apache Wells Mobile P 4B	1,992	1,992	1,668	286,044	0.5831
13450	Casa Mia	9,679	9,681	9,864	775,858	1.2714
13451	Desert Skies	2,550	2,550	2,650	315,950	0.8387
13452	Dreamland Villa 16	15,988	15,991	16,907	2,303,538	0.7340
13453	Dreamland Villa 17	4,969	4,970	4,854	737,221	0.6584
13454	Linda Vista 2	4,850	4,852	4,986	451,998	1.1031
13455	Lucy T. Homesites 2	4,280	4,281	4,453	441,275	1.0091
13456	Luke Field Homes	11,502	11,460	12,552	743,349	1.6886
13459	McAfee Mobile Manor	2,591	2,592	2,166	485,573	0.4461
13460	Rancho Grande Tres	10,677	10,680	10,768	1,364,898	0.7889
13463	Sun Lakes 03	15,193	15,197	16,025	2,501,799	0.6405
13465	Western Ranchettes 2	936	936	921	785,797	0.1172
13485	Sun City 32A	26,998	26,925	26,321	3,887,838	0.6770
13486	Sun City 31A	37,286	37,210	38,967	4,628,921	0.8418
13487	Sun City 39	14,790	14,741	15,206	3,297,654	0.4611
13488	Sun City 40	8,680	8,651	9,022	1,743,840	0.5174
13490	Brentwood Acres	964	965	533	344,441	0.1547
13492	Desert Sands Golf & CC 8	6,693	6,695	6,877	1,031,188	0.6669
13494	Sun City 37	23,389	23,333	24,293	3,668,090	0.6623
13495	Sun City 42	12,640	12,594	13,984	1,468,294	0.9524
13496	Sun City 43	28,680	28,608	30,189	3,345,398	0.9024

Street Lighting Improvement Districts (continued)

Dist #	Description	FY 2017 Budget	Estimated FY 2018 Budget	Estimated Tax Levy	Tax Year 2017 Net Assessed Value	Estimated FY 2018 Tax Rate
13499	Sun City 28B	4,234	4,223	4,532	425,274	1.0657
13510	Camelot Golf Club Est. 2	5,441	5,442	5,737	1,512,673	0.3793
13801	Scottsdale Estates 01	1,789	1,790	207	2,065,442	0.0100
13802	Scottsdale Highlands 1	766	767	121	1,209,412	0.0100
13810	Melville 1	2,470	2,472	216	2,156,142	0.0100
13812	Scottsdale Estates 04	5,247	5,251	554	5,544,016	0.0100
13813	Scottsdale Highlands 2	852	852	110	1,104,035	0.0100
13816	Scottsdale Estates 02	2,214	2,216	248	2,484,344	0.0100
13817	Cavalier	2,175	2,176	250	2,502,517	0.0100
13820	Hidden Village	682	682	540	5,397,738	0.0100
13821	Scottsdale Estates 03	2,810	2,812	395	3,950,811	0.0100
13825	Mesa Country Club Park	4,462	4,463	4,643	632,897	0.7336
13827	Scottsdale Estates 05	4,582	4,586	548	5,483,609	0.0100
13830	Trail West	682	682	98	978,750	0.0100
13836	Dreamland Villa	2,845	2,845	3,106	350,461	0.8863
13837	Scottsdale Cntry Acres	1,618	1,619	218	2,180,396	0.0100
13838	Cox Heights 1	1,533	1,534	172	1,719,729	0.0100
13839	Cox Heights 2	4,304	4,307	380	3,795,672	0.0100
13840	Dreamland Villa 02	4,076	4,077	4,283	1,353,072	0.3165
13844	Esquire Villa 1	8,287	8,289	8,785	816,520	1.0759
13848	Scottsdale Estates 07	4,684	4,687	476	4,755,743	0.0100
13849	Scottsdale Estates 06	4,903	4,906	2,026	5,015,055	0.0404
13850	Scottsdale Estates 08	3,066	3,068	355	3,554,311	0.0100
13851	Scottsdale Estates 09	1,959	1,960	185	1,850,427	0.0100
13853	Cox Hgths 3 & Scot Est 12	3,917	3,920	479	4,788,408	0.0100
13855	Glenmar	3,136	3,136	3,249	370,061	0.8780
13859	Dreamland Villa 03	7,526	7,527	7,969	947,664	0.8409
13862	Town & Country Scottsdale	937	938	428	843,209	0.0508
13863	Country Place at Chandler	10,148	10,152	10,433	2,186,453	0.4772
13864	Scottsdale Highlands 4	563	563	270	657,540	0.0411
13865	Trail West 2	852	852	128	1,279,729	0.0100
13868	Scottsdale Estates 16	2,640	2,642	235	2,350,606	0.0100
13869	J & O Frontier Place	1,107	1,108	120	1,200,905	0.0100
13870	McCormick Estates 1	2,428	2,429	2,663	232,269	1.1465
13872	Dreamland Villa 04	3,139	3,139	2,913	475,306	0.6129
13874	Hallcraft 1	11,327	11,335	1,256	12,559,690	0.0100
13875	Hallcraft 2	6,926	6,931	751	7,513,630	0.0100
13876	Hallcraft 3	4,769	4,773	1,072	10,716,365	0.0100
13879	Apache Cntry Club Est. 1	11,793	11,795	12,377	2,610,323	0.4742
13882	Scottsdale Cntry Acres 2	2,686	2,688	327	3,274,691	0.0100
13884	Mereway Manor	2,214	2,216	742	2,204,620	0.0337
13885	Cox Heights 7	766	767	67	666,259	0.0101
13886	Cox Heights 6	511	511	54	539,067	0.0100
13888	Cox Heights 4	1,873	1,875	217	2,173,118	0.0100
13890	Dreamland Villa 05	9,093	9,095	9,847	1,102,363	0.8933
13896	Scottsdale Highlands 5	682	682	60	603,493	0.0099

Street Lighting Improvement Districts (continued)

Dist #	Description	FY 2017 Budget	Estimated FY 2018 Budget	Estimated Tax Levy	Tax Year 2017 Net Assessed Value	Estimated FY 2018 Tax Rate
13901	Velda Rose Estates 1	2,352	2,352	1,862	229,595	0.8110
13908	Apache Cntry Club Est. 3	17,849	17,852	18,751	3,809,766	0.4922
13909	Dreamland Villa 06	6,421	6,422	6,770	962,216	0.7036
13911	Velda Rose Estates 2	2,822	2,823	3,010	285,160	1.0555
13912	Velda Rose Estates 3	3,136	3,136	3,355	566,210	0.5925
13916	Sun City 06	46,969	46,777	48,894	5,297,167	0.9230
13917	Sun City 05	20,655	20,598	21,307	2,586,706	0.8237
13919	Dreamland Villa 07	10,034	10,036	10,516	1,383,212	0.7603
13921	Dreamland Villa 08	6,929	6,930	7,439	1,086,923	0.6844
13922	Velda Rose Cntry Club Add	4,028	4,029	4,189	336,481	1.2449
13923	Sun City 06C	38,243	38,143	40,004	4,841,807	0.8262
13924	Sun City 06D	33,284	33,191	34,888	3,691,347	0.9451
13925	Sun City 06G	16,412	16,368	16,774	2,031,691	0.8256
13926	Sun City 07	14,885	14,848	15,293	1,979,774	0.7725
13927	Sun City 08	18,163	18,117	18,803	2,178,075	0.8633
13928	Sun City 09	14,595	14,560	15,499	1,526,675	1.0152
13929	Velda Rose Estates 4	4,443	4,443	3,236	501,450	0.6453
13930	Dreamland Villa 09	9,720	9,722	10,445	1,326,341	0.7875
13931	Sun City 11	59,276	59,096	59,862	7,482,244	0.8001
13932	Sun City 12	45,300	45,157	45,563	4,517,254	1.0086
13933	Sun City 15	5,302	5,285	5,510	578,351	0.9527
13934	Sun City 17	5,779	5,757	5,905	623,654	0.9468
13935	Sun City 01	406,415	405,398	423,695	30,364,918	1.3953
13936	Velda Rose Gardens	6,078	6,080	6,331	643,180	0.9843
13937	Dreamland Villa 10	9,093	9,095	9,712	1,239,656	0.7834
13938	Sun City 15B	7,313	7,285	7,555	813,690	0.9285
13939	Sun City 18 & 18A	45,725	45,612	47,080	5,652,949	0.8328
13940	Sun City 17A	3,189	3,180	3,311	415,238	0.7974
13941	Sun City 17B & 17C	11,468	11,432	12,249	1,447,673	0.8461
13942	Sun City 19 & 20	51,462	51,260	52,576	6,337,092	0.8297
13943	Dreamland Villa 11	13,170	13,172	13,949	1,751,550	0.7964
13944	Sun City 23	29,084	29,005	30,339	3,209,212	0.9454
13950	Sun City 21 & 21A	46,351	46,240	48,613	5,212,650	0.9326
13951	Dreamland Villa 12	10,975	10,977	11,303	1,421,826	0.7950
13952	Sun City 11A	15,733	15,694	16,733	1,361,983	1.2286
13953	Sun City 15C	16,775	16,723	18,939	3,230,469	0.5863
13954	Sun City 22 & 22A	40,778	40,679	41,637	3,612,091	1.1527
13955	Apache Wells Mobile P 5	4,167	4,168	4,293	717,813	0.5981
13962	Velda Rose Estates East	5,644	5,645	6,128	557,209	1.0998
13964	Sun City 14	7,811	7,787	8,481	1,236,993	0.6856
13965	Sun City 22B	12,749	12,715	11,088	2,442,470	0.4540
13966	Sun City 25	53,941	53,800	56,312	7,520,103	0.7488
13967	Sun City 25A	28,952	28,879	30,212	3,768,228	0.8018
13968	Sun City 27	14,693	14,660	15,052	2,067,248	0.7281
13969	Sun City 30	54,192	54,058	56,440	6,437,920	0.8767
13970	Sun City 16	24,526	24,426	25,206	7,444,221	0.3386

Street Lighting Improvement Districts (continued)

Dist #	Description	FY 2017 Budget	Estimated FY 2018 Budget	Estimated Tax Levy	Tax Year 2017 Net Assessed Value	Estimated FY 2018 Tax Rate
13972	Apache Wells Mobile P 3	13,068	13,070	13,773	3,655,364	0.3768
13973	Dreamland Villa 14	21,355	21,359	22,255	3,269,982	0.6806
13974	Apache Wells Mobile P 4	9,562	9,564	10,233	3,127,941	0.3271
13978	Apache Wells Mobile P 4A	4,143	4,144	4,345	1,136,085	0.3825
13985	Sun City 24	11,314	11,283	11,800	1,841,478	0.6408
13986	Sun City 26	26,571	26,517	27,263	4,006,126	0.6805
13989	Sun City 26A	22,728	22,673	24,171	2,472,014	0.9778
13990	Sun City 31	20,964	20,921	21,674	2,616,706	0.8283
13991	Suburban Ranchettes	2,268	2,269	1,736	1,515,739	0.1145
13992	Sun City 24B	10,809	10,772	11,120	3,358,016	0.3311
13993	Sun City 28	4,790	4,776	5,048	619,437	0.8149
13994	Sun City 32	21,610	21,568	22,743	2,717,718	0.8368
13995	Dreamland Villa 15	13,842	13,845	14,679	2,066,246	0.7104
13999	Sun City 24C	7,353	7,338	4,800	1,498,533	0.3203
23076	Pinnacle Ranch at 83rd Ave	3,809	3,797	3,865	1,558,837	0.2479
23137	Country Meadows 10	18,332	18,262	18,523	2,581,631	0.7175
23145	Litchfield Vista Views II	2,771	2,761	2,816	1,461,765	0.1926
23176	Crystal Manor	10,831	10,833	11,041	1,198,577	0.9212
23189	Anthem I	780,189	783,953	814,266	126,441,313	0.6440
23254	Cloud Creek Ranch	1,679	1,680	1,849	550,997	0.3356
23255	Citrus Point	8,029	7,954	8,031	2,476,592	0.3243
23324	SCW Expansion 17	106,841	106,749	110,199	22,686,441	0.4857
23344	Dreaming Summit 1,2a,2b	53,348	52,899	42,070	15,637,168	0.2690
23352	Sun Lakes Unit 41	2,195	2,195	2,406	858,254	0.2803
23353	Wigwam Creek N.Ph.1	16,774	16,629	16,804	3,988,617	0.4213
23360	Dreaming Summit 3	25,223	25,021	24,960	9,211,579	0.2710
23375	RUSSELL RANCH PH 1	4,746	4,714	4,723	3,661,729	0.1290
23399	Wigwam Creek South	58,502	57,996	59,425	20,602,575	0.2884
23452	Litchfield Vista Views IIIA&B	1,447	1,434	1,440	2,257,575	0.0638
23502	Dos Rios Units 1&2	5,123	5,080	5,031	5,411,450	0.0930
23567	White Tank Foothills	32,247	31,957	31,423	11,076,091	0.2837
23568	Capistrano North&South	6,324	6,265	6,500	2,003,249	0.3245
23572	Wigwam Creek N 2&2b	35,913	35,612	36,047	9,449,202	0.3815
23574	Coldwater Ranch	20,900	19,505	24,477	7,414,514	0.3301
23578	Cortessa	84,587	83,783	84,081	25,622,361	0.3282
23579	Crossriver	17,901	17,751	17,647	19,259,465	0.0916
23580	SanTan Vista Unit III	4,782	4,784	4,915	5,077,765	0.0968
23594	Rancho Cabrillo	32,830	38,686	43,482	5,128,243	0.8479
23595	Jackrabbit Estates	4,590	4,552	4,627	7,126,969	0.0649
23596	Sundero	734	728	733	1,311,457	0.0559
23697	Arroyo Norte Unit 4 SLID	4,846	4,806	4,689	2,209,719	0.2122
23831	Arroyo Norte Unit 5, 6 & 7	0	4,603	4,932	2,207,497	0
		<u>5,606,502</u>	<u>5,605,644</u>			
					2017 Square Footage	
13435	Az Skies Mobile Est. W 2	3,124	3,920	3,192	313,262	
23104	Litchfield Vista Views	2,471	2,460	2,253	1,369,683	