



# MARICOPA COUNTY



# FY 2016- 2017

ADOPTED

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STRATEGIES*



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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



## Table of Contents

### Motions

Motions	1
Executive Summary	2

### Transmittal Letter

Transmittal Letter	3
Strategic Plan	6
Revenue Outlook	7
Property Taxes	9
Expenditure Limitation and Debit	10
Expenditure Uses	11
Econometric and Demographic Trends	12
State Budget Impacts	13
Justice and Public Safety	14
General Government and Education Systems	18
Technology Infrastructure and Capital Improvement	20
Health Care Issues	22
Employee Compensation and Benefits	24
Conclusion	25

### County Profile

Introduction	27
History	27
County Seal and Flag	28
Climate and Topography	29
Population	29
Local Economy and Business Environment	30
Educational Opportunities	32
Transportation Infrastructure	32
Cultural and Recreational Amenities	33
County Government	34
County Organization Chart	35
Integrated Criminal Justice Systems (ICJIS)	36
Board of Supervisors	36
Other Elected Officials	37
Judicial Branch	37
Jurisdiction	37
Judges of the Superior Court	38
Justices of the Peace	39
Constables	39

## Citizens' Budget Brief 2017

Citizens' Budget Brief 2017	41
-----------------------------	----

## Budget at a Glance

Introduction	53
The Budget as a Policy Document	53
Organizational-wide Financial and Programmatic Policies and Goals	53
Short-term Financial and Operational Policies That Guide Budget Development	54
Goals and Objectives of Organizational Units	54
Budget Priorities and Issues	56
The Budget as a Financial Plan	56
Fund Structure and Appropriations	56
Revenues, Expenditures, and Other Financing Sources and Uses	57
Major Revenue Sources, Trends, and Underlying Assumptions	57
Fund Balances	58
The Capital Budget	58
Associated Impacts of Capital Spending	59
Debt Service	59
The Budget as an Operations Guide	60
Organizational Structure	60
Performance Measurement	60
Organizational Charts	60
Personnel	60
The Budget as a Communications Device	60
Other Planning Processes	61
Budget Processes	61
Communicating with Charts and Graphs	61
Revenue and Expenditures Classifications	61
Table of Contents	62
Glossary	62
Acronyms	62
The County and Community It Serves	62
The Annual Business Strategies Document	63

## Strategic Direction

Strategic Business Planning Philosophy and Cycle	65
Countywide Strategic Plan 2015-2018	65
Mission	65
Vision	65
Core Values	66
Strategic Priorities and Goals	66
Safe Communities	68
Regional Services	69

Government Operations	70
Growth and Economic Development	71
Fiscal Strength and Responsibility	72

## Budget Policies and Process

Policies and Their Budgetary Impact	73
Managing for Results Policy	73
Budgeting and Accountability Policy	74
Annual Budgeting for Results Guidelines and Priorities	74
Summary of Significant Accounting Policies	75
Reporting Entity	75
Housing Authority of Maricopa County	75
Maricopa County Flood Control District	75
Maricopa County Library District	76
Maricopa County Public Finance Corporation	76
Maricopa County Special Assessment Districts	76
Maricopa County Stadium District	76
Maricopa County Street Lighting Districts	76
Related Organization	76
Basis of Financial Statement Presentation	77
Basis of Accounting	78
Cash and Investments	79
Inventories	79
Property Tax Calendar	79
Capital Assets	79
Investment Income	80
Compensated Absences	80
Basis of Budgeting and Budgetary Control	81
Budgets of Blended Component Units	83
The Budget Process	83
Annual Budget Process	83
Financial Forecasting	83
Planning for Results	84
Budget Guidelines and Priorities	84
Budget Preparation	84
Budget Review and Analysis	84
Budget Adoption	84
Tentative Adoption	84
Final Adoption	84
Property Tax Levy Adoption	85
Fiscal Year 2017 Budget Process	85
Fiscal Year 2018 Budget Process	85
Budget Adjustment Process	85
Programmatic Budgeting	85

## Budget Summary Schedules

Consolidated Sources, Uses and Fund Balance by Fund Type	87
Sources and Uses of Funds	88
Reconciliation of Budget Changes	89
Major and Non-major Fund Budget Summary Schedules	92
Consolidated Revenues and Other Sources by Fund Type / Department	96
Consolidated Revenues and Other Sources by Department and Fund Type	100
Consolidated Revenues and Other Sources by Category	101
Revenue Sources and Variance Commentary	105
Basis for Estimating Revenue	105
Taxes	105
Property Taxes	105
Tax Penalties and Interest	109
Jail Excise Tax	109
Licenses and Permits	109
Intergovernmental Revenues	110
Payments in Lieu of Taxes	110
State Shared Sales Taxes	110
State Shared Highway User Revenues	111
State Shared Vehicle License Taxes	111
Other Intergovernmental Revenue	112
Charges for Services	112
Intergovernmental Charges for Services	113
Patient Charges	114
Internal Service Charges	114
Other Charges for Services	114
Fines and Forfeits	115
Miscellaneous Revenue	116
Other Financing Sources	117
Proceeds of Financing	117
Fund Transfers In	117
Fund Balance Summary and Variance Commentary	118
Classification of Fund Balances	118
Estimating Fund Balances	118
Negative Fund Balances	118
Change in Fund Balances	119
Consolidated Sources, Uses and Fund Balance by Fund	120
Structural Balance	122
Consolidated Operating Sources, Uses and Structural Balance by Fund	123
Expenditure Limitation	126
Appropriated Expenditures and Other Uses by Department, Fund and Function Class	127
Consolidated Expenditures and Other Uses by Fund Type / Department	142
Consolidated Expenditures and Other Uses by Department and Fund Type	146
Consolidated Expenditures and Other Uses by Category and Fund Type	147

Non Departmental Expenditure Summary – Operating	152
Non Departmental Expenditure Summary – Non-Recurring	155
Economic Development	157
Agricultural Extension	157
Health Care Programs Summary	157
Fund Transfers In	158
Fund Transfers Out	161
Eliminations	164
Personnel	164
Personnel Summary by Department and Fund	166
Personnel Summary by Market Range Title	170

## Mandates

Introduction	181
Summary	182
Public Safety	184
Health, Welfare and Sanitation	184
Highways and Streets	185
General Government	185
Culture and Recreation	186
Education	186

## Financial Forecast

Executive Summary	189
Overall Fiscal Position	189
Structural Balance	191
Forecast Drivers	191
Forecast Assumptions	194
Revenues	195
Expenditures	196
Capital Projects	197
Forecast Uncertainty	198
Financial Forecast Schedules	199

## Department Strategic Business Plans and Budgets

Adult Probation	205
Air Quality	235
Animal Care and Control	249
Assessor	262
Assistant County Manager – 940	268
Assistant County Manager – 950	271
Board of Supervisors, District 1	278

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Board of Supervisors, District 2	281
Board of Supervisors, District 3	284
Board of Supervisors, District 4	287
Board of Supervisors, District 5	290
Call Center	293
Clerk of the Board	297
Clerk of the Superior Court	307
Constables	339
Correctional Health Services	344
County Attorney	360
County Manager	389
Deputy County Manager – 920	396
Deputy County Manager – 930	402
Education Service	405
Elections	422
Emergency Management	433
Employee Benefits and Health	444
Enterprise Technology	470
Environmental Services	488
Equipment Services	511
Facilities Management	518
Finance	532
Human Resources	539
Human Services	552
Integrated Criminal Justice Information System	571
Internal Audit	575
Justice Courts	580
Juvenile Probation	597
Management and Budget	623
Medical Examiner	628
Parks and Recreation	644
Planning and Development	667
Procurement Services	679
Public Defense System	690
Public Fiduciary	727
Public Health	735
Recorder	770
Risk Management	780
Sheriff	795
Superior Court	841
Transportation	879
Treasurer	895
Waste Resources & Recycling	907

## Capital Improvement Program

Executive Summary	915
Capital Improvement Program Definition	916
Facility Capital Improvement Program	916
Transportation Capital Improvement Program	917
Five Year CIP Budget	919
FY 2017 CIP Budget	921
Operating Budget Impacts	924
Facility Project Detail	926
Technology Project Detail	940
Transportation Project Detail	955

## Debt Service

Debt Management Plan	975
Introduction to Debit	975
Current Debt Situation	975
Debt Issuance History	975
Financing Alternatives	976
Pay-As-You-Go Financing	976
Grants	977
Short-Term Borrowing (Notes)	977
General Obligation Bonds	977
Revenue Bonds	978
Capital Leases (Lease-Purchase Obligations)	978
Certificates of Participation (COP)	978
Lease Trust Certificates	978
Installment Purchase Agreements	978
Special Assessment Bonds	978
Debt Limit	978
Rating Agency Analysis	979
History of Maricopa County's Debt Rating	980
Ratio Analysis	981
Debt Obligations by Type	982
General Obligation Bonds	982
Lease Revenue Bonds	983
Certificates of Participation	983
Capital Leases	984
Special Assessment Districts	984
Housing Authority of Maricopa County Loans Payable	985
Housing Authority of Maricopa County Capital Leases Obligation	986
Short-Term Borrowing	987
Debt Practices	987
Administration of Debt	987

Use of Debt Financing	987
Method of Sale	988
Competitive Sale	988
Negotiated Sale	988
Use of Bond Insurance	988
Arbitrage Liability Management	988
Selection of Professional Services	989
Bond Counsel	989
Financial Advisor	989
Continuing Disclosure of County Financial Information	989
Maturity Structures	990
Ratings	990
Modification to Practices	990

## Attachment

Budgeting for Results Guidelines and Priorities	991
Budgeting and Accountability Policy	993
Managing for Results Policy	1002
Policy for Administering Grants	1004
Budget Calendar	1012
Fund Descriptions	1013
Revenue Source Codes	1022
Expenditure Object Codes	1023
Statutory Requirements	1025
Arizona State Auditor General Forms	1030

## Glossary

Glossary	1047
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## Acronyms

Acronyms	1053
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## Acknowledgements

Acknowledgements	1055
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## Motions

### Budget Adoption

- 1) Adopt the FY 2017 Budget in the amount of \$2,356,007,976 by total appropriation for each department, fund and function class listed in the attached schedules. This amount represents no change from the FY 2017 Tentative Budget of \$2,356,007,976, except those minor modifications as noted in the public hearing.
- 2) Approve the attached Executive Summary.

## Executive Summary

Notwithstanding the Budgeting and Accountability Policy, approve the following:

- a) Adult Probation, Juvenile Probation and Superior Court are collectively known as the Judicial Branch, and considered as one appropriation. Any and all appropriations within the Judicial Branch can be transferred between any and all Judicial Branch departments by fund and function, as requested and approved by the Presiding Judge of the Superior Court, without any further Board approval.
- b) Contract Counsel, Legal Advocate, Legal Defender, Public Advocate and Public Defender are known as the Public Defense System, and are considered as one appropriation. Any and all appropriations within the Public Defense System can be transferred between any and all Public Defense System departments by fund and function, as requested and approved by the County Manager, without any further Board approval.
- c) The appropriated budgets for all employee benefits internal service funds administered by the Employee Benefits and Health department are considered one appropriation. Any and all employee benefits internal service fund appropriations within Employee Benefits and Health department can be transferred between any and all funds by function as requested, upon review and recommendation of the Office of Management and Budget and approval by the County Manager, without any further approval by the Board of Supervisors.
- d) The budgets for Operating Major Maintenance Projects will be appropriated at the department, fund and function category rather than department, fund and function class.
- e) Authorize the Office of Management and Budget to validate and approve an incoming JV in the last month of the fiscal year for an elected or judicial department that is unable to achieve their budgeted vacancy savings. The amount will be the lesser of the projected expenditure overrun or the unachievable vacancy savings.

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 2017 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: Clint Hickman, Chairman, District 4  
Denny Barney, Supervisor, District 1  
Steve Chucri, Supervisor, District 2  
Andrew Kunasek, Supervisor, District 3  
Steve Gallardo, Supervisor, District 5

The FY 2017 recommended budget follows a conservative fiscal path that the Board has embraced for many years. Chairman Clint Hickman asked his fellow Board members to endorse a budget process that continued to encourage collaboration, but that also emphasized fiscal restraint. It is imperative that the County continue to build reserves and maintain structural balance in the General and Detention Funds. Because the Detention Fund is not self-sustaining, achieving these goals is difficult. This required efficient and effective use of the dollars budgeted and spent. The Chairman continues to discuss the state mandates that put an enormous strain on our operating budget as the State of Arizona sends cost shifts to Arizona Counties. The state shifts from FY 2016 that were paid for with fund balances in our special revenue funds are now included in our operating budget in FY 2017. This accounted for \$11.1 million in additional costs as the state passes the costs to counties from the Department of Revenue and Juvenile Corrections. The County must deal with increased demands in criminal justice, health care, and general service delivery.

While the economy is still in a growth mode, we must prepare for the eventuality of a slow down or recession. Our revenue growth pattern is significantly lower than the historical trend, but is aligned with the economic growth in the nation. Years of double-digit revenue increases are no longer realistic and are not expected to return in the foreseeable future. Our economic team has continued to indicate that a recession is not anticipated in FY 2017, but that in FY 2018 or 2019 our nation may experience a recession.

“As a cycle continues on in years, though, it is prudent to be more cautious as the probabilities of an economic slowdown grow. While expansions don’t end because of old age as expansions get older, imbalances can occur.”

Elliott D. Pollack and Company, January 2016

During the Financial Strategic Planning Session in December of 2015, the Board of Supervisors and the Constitutional Officers discussed the Expenditure Limitation, financing of Capital and Technology Projects, and maintaining fiscal health. The length of our economic expansion period indicates that there will be a financial slowdown or recession in the next several years. Our position in the expansion cycle is coming to an end, and so, we need to continue to build reserves in order to have the financial means to weather the coming storm. The Board of Supervisors has set a policy of building and then maintaining the equivalent of two months of operating cash. These reserves, for the General and Detention Funds, are to ensure fiscal health in the tax-supported funds. Over the past several years, the County began rebuilding the dwindled cash reserves. In the General Fund, the reserve level was reached several years ago. In order to maintain the two-month reserve for the General Fund, cash needs to continue to be set aside. As the General Fund operating budget is growing, cash reserves are rebuilt annually. In the FY 2017 budget, an additional \$10.2 million was added to maintain a two-month reserve. This budget recommends that this allocation occur.

In the Detention Fund, the reserves were not previously fully funded. Previously, there were significant cash reserves, but they were subsequently utilized for new detention facilities. The building of the new

ITR (Intake, Transfer and Release) jail facility was budgeted in FY 2016. The County had been saving cash to build the new jail for many, many years. In the last budget development cycle, the Board decided to proceed with building a replacement jail for the aging Durango Jail. The new detention facility will also replace the intake center in the 4<sup>th</sup> Avenue Jail that is no longer “state of the art”. The allocation of \$185 million for this new facility nearly depleted the cash reserves. The funds remaining will be utilized for the Detention Fund cash reserves, but does not equal the two-months required. The cash remaining for reserves is \$24.4 million, but the cash balance is still short. In FY 2017, there will be an infusion of \$38.3 million in General Fund cash which will bring the Detention Fund reserves to the Board approved level of two-months of operating cash.

The total appropriation for the FY 2017 Recommended budget is \$2,356,007,976. This is an increase over the FY 2016 revised budget of \$116.8 million or 5.2%. The operating budget went up slightly by 2.9%. The largest component of the budget increase was a \$90.5 million increase for a debt service payment that is part of the non-recurring budget. The debt instrument was necessary in order to utilize the expenditure limitation exclusion. A cash reserve has been established to fund this debt payment or for use in future capital spending. In the General Fund, there was a \$69.3 million or 5.9% increase in the operating budget. This was primarily needed to fund the justice and law enforcement aspects of our budget and our state mandates, including the new cost shifts that are highlighted above. Criminal Justice and Public Safety make up 53.45% of the County’s overall budget. The County continues to see volume increases, cost driver surges, and court mandated growth far in excess of the tax base. Our growth was offset slightly by a reduction in operating budgets that was a result of increasing vacancy savings in departmental budgets to more closely match the savings being achieved by departments. The actual change in the departmental budgets as a result of these adjustments is \$4.4 million in the General Fund and \$4.1 million in the Detention Fund, plus several million additional savings in other funds.

Operating increases are primarily due to increases in state mandates (\$15.7 million), pay for performance increases (\$20.8 million), fixed benefit cost increases (\$18 million), and increased costs to support the Detention Fund (\$15.9 million) which is no longer self-sustaining on its internal revenues. Other increases are primarily for criminal justice issues including a new juvenile court, additional adult probation officers and staff, and increased prosecution and technology costs. Additional details about the criminal justice cost increases will be discussed later in this transmittal letter.

State cost shifts continue to dog our County budget. The primary impact this year was annualized into the operating budget from last year. This was a significant burden for Maricopa County and all counties in Arizona. The state transferred a portion of the cost of the Arizona State Department of Revenue (DOR) and the Arizona State Department of Juvenile Corrections (ADJC) to Arizona counties. For Maricopa County, the cost for DOR was \$4.0 million and ADJC \$6.7 million. Superior Court Judges and Justices of the Peace will receive a 3% salary increase annually to be phased in. The full year impact of this cost is \$991,747. In addition, there is still uncertainty regarding the reimbursement for the Presidential Preference Election that occurred in March 2016. More on the state cost shifts will be discussed later on in this document.

Employee costs make up a significant portion of our operating budget. Last year there were no salary increases in the budget. However, as we move into FY 2017, funding for pay for performance is included. Voluntary turnover has significantly increased in FY 2016 when the performance pay plan was suspended. Turnover statistics show that voluntary turnover is expected to increase from 8.52% in FY 2015 to 11.87% in FY 2016, per estimates from the Maricopa County Human Resources Department. Fixed benefit costs are also on the rise. In the past several years, the County has burned off excess reserves in the Benefits Trust Fund. However, that has come to an end. In FY 2016, we have reached the appropriate fund balance target and increased costs for health and dental benefits

needs to be passed onto the employer and employees. This will result in an employer increase of \$14.8 million in the General and Detention Funds, and more than \$18 million countywide.

The non-recurring or non-operating budget is growing by \$66.0 million in all funds. There is a \$94.3 million increase in all the debt service funds combined, as the first principal payment on a \$185.5 million loan is due in FY 2017. This loan was necessary to ensure that certain capital spending could be taken out of the expenditure limitation calculations as allowed by the state constitution. In addition, increases are occurring in the capital fund as building of the new detention facilities is expected to begin in earnest in FY 2017. These increases are offset by savings in other funds.

The budget guidelines were approved by the Board of Supervisors on January 6, 2016. The budget guidelines are important policy directives that set the tone for FY 2017 budget development. This year, the guidelines were meant to limit spending and suppress requests for new programs. Early on, forecasts indicated that the budget growth would need to be limited with the necessity to include state cost shifts into the operating budget and with limited new revenue growth projections. The guidelines outlined the following items: the primary property tax rate would remain flat, the “most likely” revenue estimates would be utilized, pay for performance would be funded (if possible), reserves would continue to be built, capital and technology projects would be limited, the expenditure limitation impact would be considered, and financing of projects would occur when practical.

The recommended budget followed the *Budget Guidelines and Priorities* approved by the Board of Supervisors, unless otherwise discussed in this letter. The highlights of the policy guidelines are shown below. The departments, based on the instructions by the Office of Management and Budget (OMB), prepared budget submissions. These instructions included:

1. Development of a sustainable, structurally balanced budget that advances the mission and strategic goals of Maricopa County’s Strategic Plan;
2. All departments must submit their base expenditure budget requests within their budget baseline;
3. No requests for additional funding are being accepted;
4. ZBB selected departments will complete decision packages to be reviewed by OMB;
5. The base budget will restore operating contingency and reserves; and
6. No funding for new capital improvement projects, transportation projects and technology projects will be made available until after reserve decisions are made and must be prioritized with the available funds.

The Zero-Based Budget (ZBB) process is a successful tool to build budgets by taking an in depth look at departments on a rotating basis. This technique was again applied during FY 2017 budget development. A large number of departments were selected for this budget cycle, including the Call Center, Elections, Employee Benefits and Health, Environmental Services, Medical Examiner, Parks and Recreation, Protective Services, Public Health, Risk Management, and the Stadium District. These departments were provided with the opportunity to highlight their services, needs, and results as the spotlight turned to them during this development cycle. As a result, the Medical Examiner’s Office received a significant budget increase due to demand and benchmarking with other jurisdictions. More on that subject in a later section of the transmittal letter.

Incremental budgeting, which occurs in most jurisdictions, is based on the assumption that the “baseline” is automatically approved. ZBB eliminates this assumption and requires departmental management to justify all expenses related to existing programs in the same way they would for new programs. The process is data-driven and requires the use of workload volumes, processing times, and mandated vs. discretionary services reviews. It has become valuable to budget staff members who

are asked to make recommendations on department requests, requiring collaboration and interaction with departmental budget representatives. Departments that have participated state that it was a valuable learning experience, resulting in better outcomes even if additional funding had not been approved. All departments will have undergone a ZBB process in a six-year cycle. It is anticipated that the cycle will begin again.

## Strategic Plan

In the Fall of 2013, the Board of Supervisors and County administration began a new strategic planning cycle. The new plan was approved on May 5, 2014. The new strategic planning effort included the Elected Officials and the Judicial Branch of Maricopa County, working in conjunction with the Maricopa County Board of Supervisors. An additional financial strategic planning session was held on December 7, 2015. These collaborations are expected to continue as the Board revises and advances the County's Strategic Plan. The strategic priorities are outlined below with one representation of a Strategic Goal for each category.

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

**Strategic Goal** – *By the end of FY 2018, public safety is enhanced by reducing the number of adult probationers convicted of a new felony offense to 8% or lower. (2015 actuals are at 9%)*

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

**Strategic Goal** – *By the end of 2018, 100% of all air quality monitors are in compliance with the federal health standards. (FY 2015 actuals, Exceedance Days for Ozone, PM-10, PM 2.5, or Nitrogen Oxide were 16 days or 4.4% out of compliance.)*

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

**Strategic Goal** – *By the end of FY 2018, the Treasurer's Office will increase the number of parcels enrolled to receive paperless statements to 10%. (FY 2015 actuals, increase from 41,000 to 51,000, a 43.9% increase.)*

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

**Strategic Goal** – *By 2018, 80% of participants completing workforce development training obtain job and remain employed after 6 months. (Exceeding goal at 87%)*

**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. (Achieved for General Fund and Detention Funds.)*

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

## Revenue Outlook

Maricopa County’s approach to revenues has evolved over the years. In past years, utilization of the “Pessimistic” revenue projections was used. This ensured that we met our revenues on a regular basis and were not forced to make budgetary adjustments midway through a fiscal year. However, in the most recent past, the approach has been revised to budget at “Most Likely” levels. This has been successful due in part to our conservative revenue forecasting approach. Maricopa County has been consulting with economist *Elliott Pollack and Company* for many years. This year, a group of economists were employed to provide a sound fiscal basis that has increased credibility and reliability. In addition to *Pollack*, we utilized *Rounds Consulting, Inc.* and *The Maguire Company*. This combination of economists all reviewed our State-shared Sales Tax, Vehicle License Tax (VLT), and our local Jail Tax projections and agreed to the figures that were developed for the FY 2017 budget. This added review process should virtually guarantee that we do not over-estimate our revenues. With a recession in view, it was imperative that we achieve this sense of certainty.

In FY 2016, the revenues were very strong at the beginning of the year, but have tapered off dramatically as the year progressed. Our first month, July, saw double-digit State-shared Sales Tax growth over the prior year at 10% above last year’s receipts. Since that first month, the YTD state-shared revenues over last year have been sliding. State-shared Sales Tax is \$9.2 million or 2.3% better than budget through April. The State-shared Vehicle License Tax (VLT) has been more of a roller coaster with revenues up and down over the course of the year. Year-to-date through April, the VLT revenues are \$6.9 million or 6.1% ahead of budget. The most troublesome of the large tax-based revenues is the Jail Tax. This is a local tax to Maricopa County approved by the voters in 1998. Through April, this revenue is just slightly over budget by \$0.422 million or 0.47%. Like the State-shared Sales Tax, this revenue stream is slowing over the past several months.

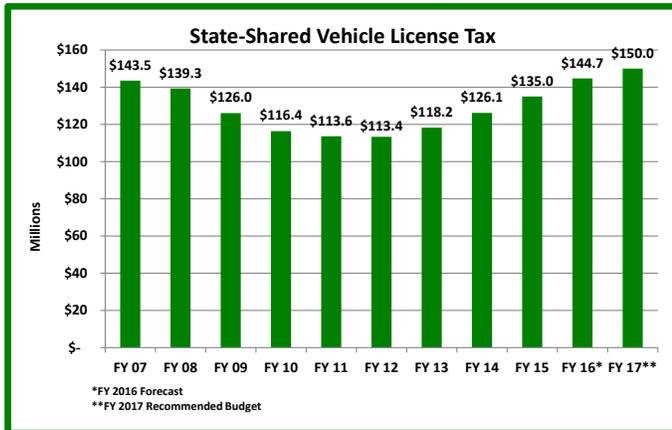
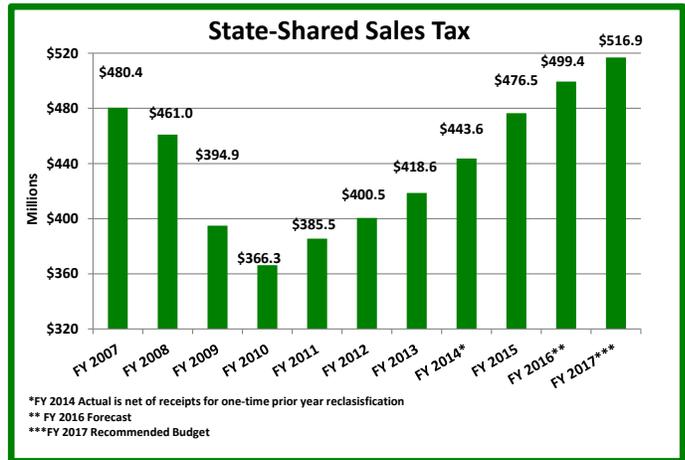
Below are the recommended revenue budgets for FY 2017. Again, these forecasts have been vetted with three different econometric firms.

	<u>Most Likely</u>	Variance to <u>Forecast</u>
State Shared Sales Tax:	\$516,863,039	+5.05%
Vehicle License Tax:	\$149,955,458	+8.44%
Jail Excise Tax:	\$149,670,043	+2.45%
Highway User Revenue Funds:	\$106,154,321	+8.13%

As was stated above, Maricopa County is currently developing the recommended budgeted revenues through a review with several different economists. This approach ensures that we are receiving information from multiple sources and validates that the economic details from our primary economist are in line with other economic outlook information being discussed throughout the state. In addition to

the contracted economists, we also reached out to Arizona State University and Professor Dennis Hoffman. Mr. Hoffman helped to explain the details behind our State-shared Sales Tax and our Jail Tax. He was able to look at receipts by category and determine the different growth sectors. This helped to explain the revenue differences between the two sales-based taxes.

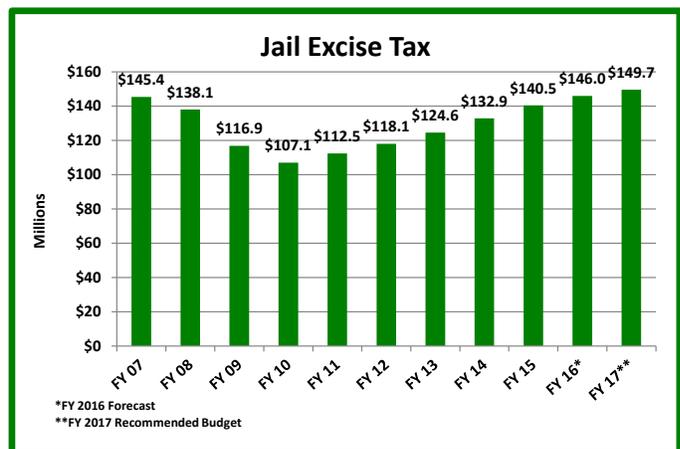
State-shared Sales Tax or Transaction Privilege Tax (TPT) is the largest revenue source for the General Fund, budgeted at \$516.9 million for FY 2017. This revenue source fluctuates with the economy. When the economy is growing, the sales taxes grow. During times of recession, it declines. The graph to the right illustrates the changes that have occurred over the past decade. The year-over-year growth is 5.7% through April receipts. The State-shared sales tax is recommended at a 5.05% growth for FY 2017, which is about 3.5% more than the forecasted revenue for FY 2016. Because of the threat of an economic slowdown or recession, this revenue will be tracked closely in the coming year.



The Vehicle License Tax is a registration fee charged to Arizona residents when registering a vehicle in the state. New car sales are a significant factor in receiving increased revenues, since the vehicle's depreciated value is utilized to assess the tax. This revenue is budgeted for FY 2017 at \$149.9 million. This tax has been hard to predict since it is so closely tied to new auto sales. Receipts often grow when there are marketing and promotions that generate new car sales. The budget for next year is an 8.44% growth over the FY 2016 budget. YTD it has the

most robust performance of the three large revenues. According to the Elliott Pollack and Company, there is still a significant demand to replace aging personal vehicles and company fleets. The average age of the auto fleet in 2000 was 8.9 years, and in 2015, it is 11.5 years. This indicator supports the assumption that this revenue stream will continue to have strong growth in FY 2017.

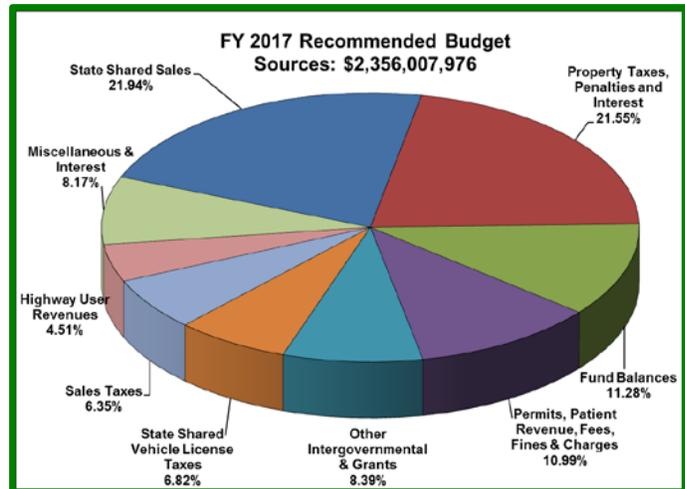
The Jail Excise Tax is a local tax approved by the voters in 1998 for use in building and operating the adult and juvenile detention facilities and to lower the inmate and juvenile populations. This sales-based tax is a 1/5 of a cent tax and will expire in FY 2027. Unfortunately, this local tax has been sluggish for several years. Because of the slow growth in this revenue stream, the Detention Fund cannot sustain structural balance without assistance from the County's General Fund. The Jail Tax revenue budget for next year is \$149.6 million, which is a 2.45% growth for FY 2017. The slow growth in this tax base, along with a reduction in the Jail Per Diem revenues from the cities and towns, has resulted in a significant subsidy



from the General Fund to the Detention Fund. More on this issue below in the Justice and Public Safety Section.

Highway User Revenue Funds (HURF) are collected principally from a \$0.18 per gallon tax on fuel sold within Arizona. This is state-shared revenue that is distributed to the counties and deposited in the County's Transportation Operating Fund. Growth in the HURF revenue has picked up this past year, perhaps because of the precipitous drop in gasoline prices. This encourages more automobile travel and more gas purchases. Year-to-date through April, the growth is 5.7% or \$4.47 million over last year. Next year's budget for this revenue is \$106.2 million.

The overall revenue picture for Maricopa County is shown on the graph to the right. The largest revenues are State-shared Sales Tax (21.94%), property taxes including penalties and interest (21.55%), and fund balance (11.28%), which are the one-time funds that are utilized for one-time expenses. Next are several revenues, including permits, patient revenue, fees, fines, and charges (10.99%). The next categories are grants and intergovernmental agreements with governmental entities (8.39%) and the State-shared Vehicle License Tax (6.82%). Then, the local sales or Jail Excise Tax (6.35%) which is utilized for funding of adult and juvenile detention facilities. The last two revenues are Highway User Revenue Funds (4.51%) and miscellaneous and interest (8.17%). The biggest reduction is the fund balance, which continues to shrink during the years after the recession. The largest increase was miscellaneous and interest which increased from 1.43% to 8.17% due to proceeds from the financing of projects. Financing is required in order to utilize the debt exemption for the expenditure limitation.



## Property Taxes

The net assessed value (with the Salt River Project (SRP) effective value) is increasing by \$1.488 billion. This increase is more than last year and includes new construction, which is greater than forecasted. This is the second year that includes the impact of Prop 117 passed by the voters in the 2012 general election. This initiative will reduce assessed valuation into the future. Proposition 117 puts a cap on growth of existing property assessed values that are used to calculate property taxes. Under the new law, the value is either the market rate or 5% over the prior year's value, whichever is less. With this law going into effect, local governments who lost significant assessed valuation during the great recession will endure a longer timeline to recover the losses.

Maricopa County's primary property tax levy, excluding the SRP payment in lieu of taxes, will be \$506,222,172 for FY 2017. The SRP payment will be \$10,292,205 which is a decline of \$26,762. The increase in the primary property tax levy, including SRP will be \$35,001,851. Maricopa County is significantly below its maximum legislative allowable levy. By law, the maximum levy grows each year by 2% against a base year of 1980. For FY 2017, the maximum levy for Maricopa County will be \$655,823,089. With the adoption of the FY 2017 budget, the County will be \$149.6 million or 23% below the maximum levy.

The tax rate is increasing slightly next year by \$0.04 per \$100 of net assessed value. The median home in Maricopa County had a value of \$116,078 in FY 2016, and it will be \$121,100 in FY 2017,

which is an increase of 4.32%. With home values going up, and this slight increase in the rate, the result is a very slight increase in taxes. The property tax bill on a median home will increase by \$11.68 annually. This slight increase is required for the increased costs and demands that are primarily associated with criminal justice and to accommodate the cost shifts from the State of Arizona that are moving to our operating budget. Of the increase in the tax rate, \$0.0322 can be directly attributed to the cost shifts for Juvenile Corrections, the Department of Revenue, and the increased cost of the Superior Court Judges and Justices of the Peace salaries, all mandates from the State of Arizona.

Fiscal Year	Primary Tax Bill
2008	\$156.58
2009	\$167.56
2010	\$174.50
2011	\$154.47
2012	\$154.47
2013	\$137.72
2014	\$130.63
2015	\$146.09
2016	\$157.97
2017	\$169.65

Maricopa County has saved its taxpayers money by not issuing any General Obligation Bond debt since 1986. In the late 1990's, the Board of Supervisors decided to utilize a "pay as you go" capital plan for large capital improvement projects. In FY 2011, they expanded this category to also include large technology projects. The County paid cash for the Southwest Justice Courts Project that will open in March 2017, and the ITR Detention Facility that will open in June 2019. Both of these projects are funded with cash and are in the FY 2017 CIP budget. In addition, smaller capital improvement projects and a number of technology infrastructure issues are funded in the budget utilizing cash. The cash-funding philosophy has saved the taxpayers tens of millions of dollars in interest and hundreds of millions in secondary property taxes that would have otherwise been levied. The last secondary bond debt was paid off in 2004, and Maricopa County has not issued General Obligation bonds since those were approved in 1986. In the budget being presented, there are nearly \$173 million in General and Detention Fund Technology and Capital Improvement projects that are being funded with cash. However, although there is cash available for funding these projects, Maricopa County may be issuing debt in order to effectively manage the Expenditure Limitation issue.

The Flood Control and Library District levies are increasing slightly as well. The Flood Control District's tax rate will increase by \$0.02 and the Library District's rate will remain flat. The levy for the Flood Control District (with the SRP Payment in Lieu of Taxes) will be increasing by \$8,967,488 and the Library District's will increase by \$827,474. More on these districts can be found in their individual transmittal letters.

## Expenditure Limitation and Debt

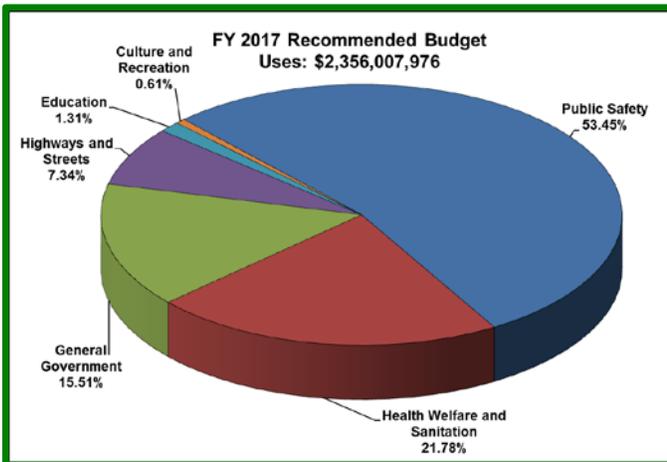
Over the past several years, the Constitutional Expenditure Limitation has become a concern. The growth in demand for services, primarily in Public Safety, is far out pacing the Expenditure Limitation growth that is tied to the Gross Domestic Product (GDP) price deflator (general inflationary indicator) and population growth. Both of these indicators are not indicative of our expenditure growth or our mandates. All expenditure requests must be evaluated for their impact on the County's Expenditure Limitation as outlined in the Arizona Constitution Article 9 Section 20 and Arizona Revised Statute 41-563. Because financing mechanisms are excludable from the limitation, financing of capital project, technology, and other one-time equipment expenses are assessed whenever large purchases are made. In FY 2015, a debt issuance of \$185.5 million was approved by the Board of Supervisors. The first principle debt payment on this issuance is due in FY 2017, a payment of \$99.2 million. This expenditure is included in the FY 2017 budget. There are cash reserves that can be used to fund this debt issuance or future capital projects. Accumulating the cash for these large projects has saved the County taxpayers over \$594 million in interest since 2002. However, this debt service has artificially inflated our total expenditures. Another payment of \$99.2 million will be due in FY 2018 and then the debt repayment will be complete.

In addition to the debt previously discussed, this budget also includes the issuance of \$15 million in taxable debt and \$101 million in tax-exempt debt for the Madison Street Jail Adaptive Reuse Project, which also includes construction of a nearby parking garage. Both of these financings will be paid back over a short term. The \$15 million for the garage has a five-year term. The \$101 million has an eleven-year term. This strategy will result in significant interest savings. Over \$57 million in interest costs will be saved by financing the \$101 million building over eleven instead of twenty-five years, a considerable cost savings for the taxpayers of Maricopa County. Because it is included in the operating budget, no additional secondary property taxes through a General Obligation Bond are necessary. Another true savings for property tax owners.



## Expenditure Uses

Maricopa County's expenditures are primarily made up of public safety (53.45%) and health, welfare, and sanitation (21.78%) costs. Many of the health care costs are mandated payments to the State of Arizona. The next largest category is general government (15.51%), which includes several Constitutional Offices: Assessor, Recorder, Elections, and Treasurer. Next would be highways and streets (7.34%) that provide County roadways in the unincorporated portions of the County. The Superintendent of Schools Office, now called Maricopa County Educational Services Agency (MCESA), falls in the education (1.31%) category. MCESA handles mandated services and other grant-funded educational functions to the school districts in our County. Finally, culture and recreation (0.61%) is the Parks and Recreation Department.



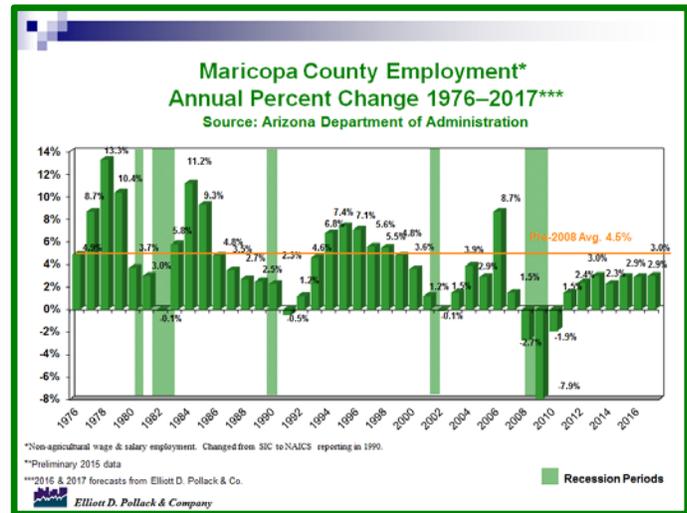
The largest category of expenditures is criminal justice and public safety. It comprises 53.45% of the County's expenditures. A number of departments and offices are part of the public safety category including: Adult Probation, Clerk of the Superior Court, Constables, County Attorney, Emergency Management, Justice Courts, Juvenile Probation, Public Defense Services, Public Fiduciary, Sheriff, and Superior Court. Last year, these expenses were 51.83% of the budget. This increase includes the new Madison Street Adaptive Reuse Project which will house the County Attorney's Office and improvement in Adult Probation and Court facilities. Operational increases include new Adult Probation Officers, an additional Juvenile Court, technological improvements for the Superior Court, increased cost for prosecution, and cost increase for interpretation and translation. There will be more on the specifics of justice and law enforcement in a later section.

The other large category is health, welfare, and sanitation, which is 21.78% of the total expenditures. This category is made up of Air Quality, Animal Care and Control, Correctional Health, Environmental Services, Health Care Programs, Human Services, Medical Examiner, Public Health, and Waste Resources and Recycling. Demand for services is on the rise in these departments. The largest

portion of this category is the Arizona Health Care Cost Containment System (AHCCCS) and Arizona Long Term Care System (ALTCS) programs that are managed by the State of Arizona but funded partially by Arizona counties. There is another section in this letter that outlines the costs within the recommended budget for health care programs. The budgetary changes to the other categories will be described in detail in the sections to follow.

## Econometric and Demographic Trends

Our economy is growing, although at a slower pace than historically for the Phoenix Metropolitan area. Our economist, Elliott Pollack, has indicated that he does not believe that a recession will occur in FY 2017; however, signs of an imbalance are beginning to surface. Once there are too many of these econometric imbalances, a recession will occur. Therefore, it is prudent to brace for the coming slowdown and to have your fiscal house in order. In Maricopa County, we are doing just that. We have rebuilt our cash reserves, we have corrected structural imbalances, and we have begun funding and building needed infrastructure. The County is prepared for the economic changes that lie ahead.



Consumers drive much of our economic growth. Consumer debt is low and gas prices have dropped. Employment has improved, although our employment numbers are not what they were before the great recession. The Phoenix Metro area was in the top five for employment growth from 1992 – 2006, except for two years. In 2015, Phoenix Metro is ranked 15, which is up from a low of 25 in 2008. If there are not jobs to be had, the population does not grow. If the population does not grow, then housing is stagnant and commercial building slows. Growth itself is an economic driver in Maricopa County.

“Why has Arizona’s growth in this cycle been subpar relative to its historical norm?”

Elliott Pollack, March 7, 2016

Arizona’s growth has been subpar because of a number of factors; however, population growth is a big driver. Arizona has had a slowdown in population inflows. The national recovery and population growth has been slower than in the past. The housing recovery has been painfully reduced. Population growth propels economic activities such as demand for goods and services that come with new residents. Population growth for the State of Arizona is 1.5%, significantly below the pre-recessionary average of 3.2%. In 2016, Maricopa County is expected to be only slightly higher at about 1.8% based on the University of Arizona’s Forecasting Project. This change in our population growth patterns is affecting our economic drivers, including housing.

Housing has always been a central theme that represents growth for our community. Based on the population forecast, an average of

Population Change			
Fiscal Year	Population	Year-Over-Year	
2007	3,708,664		
2008	3,781,121	72,457	1.95%
2009	3,814,982	33,861	0.90%
2010	3,822,597	7,615	0.20%
2011	3,833,714	11,117	0.29%
2012	3,864,038	30,324	0.79%
2013	3,914,782	50,744	1.31%
2014	3,976,755	61,973	1.58%
2015	4,042,545	65,790	1.65%
2016*	4,119,353	76,808	1.90%
2017*	4,205,859	86,506	2.10%

\*Forecast  
 Historical and Forecast Data from  
 Elliott D. Pollack and Company April 2016

20,000 single family units will be built each year from 2016 through 2020, according to Pollack. However, there are a number of factors that are still impacting the housing market. Negative equity in homes still plagues many households, FHA loan limits dropped, foreclosures and short sales are still occurring, millennials are not buying homes, student loans are increasing, and tougher loan standards continue to be enforced by banks. All of these factors have resulted in a slow housing recovery.

Millennials are changing the economy. They are marrying later or not at all. They are not starting a family as early as past generations, and they are living with their parents well into their late twenties and thirties. There are approximately 1.5 million more 25 - 34 year olds living with their parents than in 2002. These changes are reflected in our economy. Millennials also have a huge student loan problem. In 2004, there was \$330 billion in student loans. In 2015, it had grown to \$1.2 trillion. This debt has impacted Millennials' ability to save for a down payment on a home. In fact, student loans are a drag on the entire economy as these individuals cannot buy a home or goods and services until the loans are paid off or forgiven.

In summary, there are positive economic indicators that point to continued growth, but imbalances as well. The growth is at a new normal level, steady but slow. However, at this point in the economic cycle, caution is necessary. The FY 2017 budget utilized moderate revenue projection and is using necessary fiscal tools, such as building reserves in order to be prepared when the slowdown occurs.

## State Budget Impacts

The State of Arizona has a great impact on the County's budget. As an arm of state government, it is not unusual to have state mandates, statutory changes in revenue formulas, or even state-required payments passed along to Arizona counties. In FY 2016, the State of Arizona is ahead of their February revenue forecast by \$38.4 million, has taken in \$398.1 million in General Fund collections above last year, and has \$460 million in their Budget Stabilization Fund. This should mean a reversal of cost shifts that have vexed Arizona counties. However, a reversal of past actions did not occur during this legislative session. During FY 2016, there were three cost shifts to counties that resulted in additional ongoing operational financial commitments. The first is a requirement to fund a portion of the State Juvenile Corrections department. The cost shift was distributed to counties based on general population. For Maricopa County, the cost was \$7.2 million. The Arizona Department of Revenue's function is to collect taxes for the state and local governments. The new cost shift requires local governments to pay a portion of the cost of this state department by reimbursing the state for the cost of collections. This was a new financial burden that cost over \$4 million. Both of these costs will continue in FY 2017, although will be slightly lower. Because these costs were paid out of fund balances last year, this \$10.8 million has been worked into the FY 2017 operating budget, taking a significant amount of our new revenues. In addition, Maricopa County is required to pay 100% of the Superior Court Judges' salaries. In all other counties, it is only 50% of the judges' salaries. The Superior Court Judges' salaries will increase by 3%. The full-year impact to Maricopa County is \$887,039. In addition, the Justices of the Peace will also receive a 3% salary increase. This will be an additional \$104,708.

Since the Great Recession, we have been tracking all of the state cost shifts. Since 2008, Maricopa County either has or is projected to pay nearly \$302 million in adverse budgetary impacts from the State of Arizona. As you can see from the chart on the next page, the financial burden is increasing and the FY 2017 ongoing operational cost shifts total over \$31.0 million. However, there has been one-time relief provided by the State of Arizona for the Juvenile Corrections and the HURF Diversion issues. The state will provide a one-time reduction of the Juvenile Corrections (\$4.8 million) and HURF Diversion (\$4.2 million) that will increase our fund balances in the General Fund and the HURF Fund. However, this will not improve our ongoing long-term operational expenses.

Estimated State Budget Impacts on Maricopa County, FY 2008 to FY 2017					
	FY 2008-2014	FY 2015	FY 2016	FY 2017	TOTALS
Mandated Contribution	\$ 103,668,300	\$ -	\$ -	\$ -	\$ 103,668,300
Sweep ALTCs Refunds	11,078,831	-	-	-	11,078,831
HURF Diversion to DPS*	42,264,339	4,492,963	5,095,023	5,098,334	56,950,659
HURF Diversion to MVD	6,662,102	-	-	-	6,662,102
Reduce, Eliminate Lottery Revenue**	1,248,860	249,772	249,772	249,772	1,998,176
SVP Payments	16,700,000	2,106,649	2,106,649	2,345,000	23,258,298
100% Superior Court Judges Salaries	36,050,316	9,155,758	9,354,345	9,354,345	63,914,764
Assessor - DOR**	846,000	282,000	282,000	282,000	1,692,000
Capital PCR - ongoing**	722,630	447,723	447,723	447,723	2,065,799
Capital PCR - start up	64,962	-	-	-	64,962
Reduction in State-Shared Sales Tax for Utilities used in Manufacturing**	-	1,000,000	1,000,000	1,000,000	3,000,000
Reduction in Jail Excise Tax for Utilities used in Manufacturing**	-	600,000	600,000	600,000	1,800,000
Juvenile Corrections Cost Shift*	-	-	7,166,033	6,724,128	13,890,161
DOR Cost Shift	-	-	4,030,498	4,030,498	8,060,996
Presidential Preference Election***	-	-	2,972,161	-	2,972,161
Superior Court Judges and Justices of the Peace Salary Increase****	-	-	-	991,747	991,747
<b>Total</b>	<b>\$ 219,306,340</b>	<b>\$ 18,334,865</b>	<b>\$ 33,304,204</b>	<b>\$ 31,123,547</b>	<b>\$ 302,068,956</b>

\*Receiving one-time relief of \$4,777,300 for Juvenile Corrections and \$4,186,117 for HURF Diversion to DPS in FY 2017, but full impact has been built into operating budget  
 \*\*Estimates based on initial year of shift without consideration of inflation  
 \*\*\*Reimbursement request submitted to Secretary of State for \$2,972,160.56  
 \*\*\*\*Annualized cost of Superior Court Judges and Justices of the Peace salary increase in State budget

Maricopa County is keenly aware that the State of Arizona’s actions always result in fiscal impacts on Arizona counties. Chairman Hickman served as the County Supervisor Association’s President last year and he was able to interact with all the counties as large cost shifts were passed onto county governments. Chairman Hickman has been a champion for the counties’ independence from state government. A quote from the Chairman’s speech in January states his feelings well.

“The State Legislature is a challenge we face in becoming efficient and effective. Regrettably, we have not convinced lawmakers that a tax shift is not the same as a tax cut. Added to our long list of challenges this year is having a reliable partner at the State Capitol. I ask all of you here and across the County to join in this effort to inform the state of our issues.”

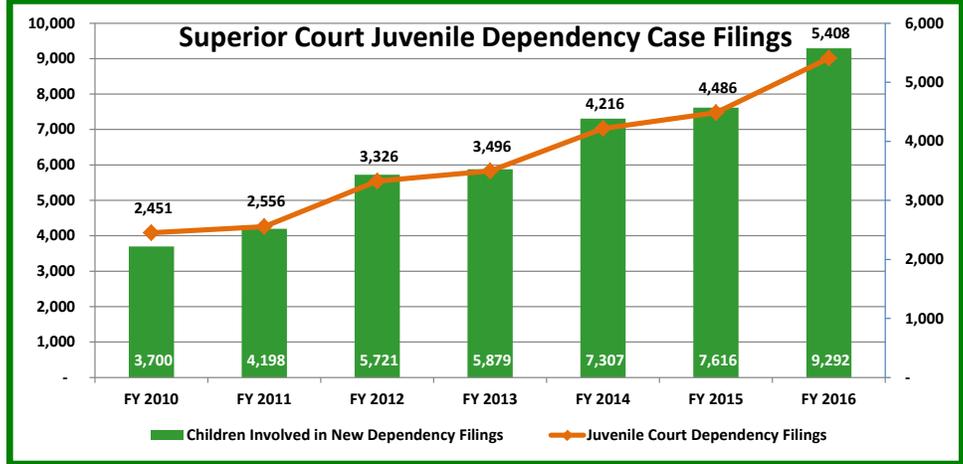
Chairman Clint Hickman, District 4

## Justice and Public Safety

Justice and Law Enforcement is a primary responsibility of Maricopa County. Almost 53.45% of the budget is allocated to Justice and Public Safety. As the County’s largest expenditure and because of its critical community function, criminal justice issues are of great concern and focus each budget year. A number of Constitutional Offices and the Judicial Branch are a part of, or are funded by, Maricopa County. The Superior Court of Arizona in Maricopa County is funded primarily by the County. Another component of the Judicial Branch is Adult and Juvenile Probation. The Justice Courts and the Constables, both with elected constitutional officers, are also funded by the County. The County Attorney’s Office and the Sheriff’s Office are also part of Maricopa County government. Public Defense Services and the Public Fiduciary’s Office are also critical elements of the Justice and Public Safety slice of the expenditure pie.

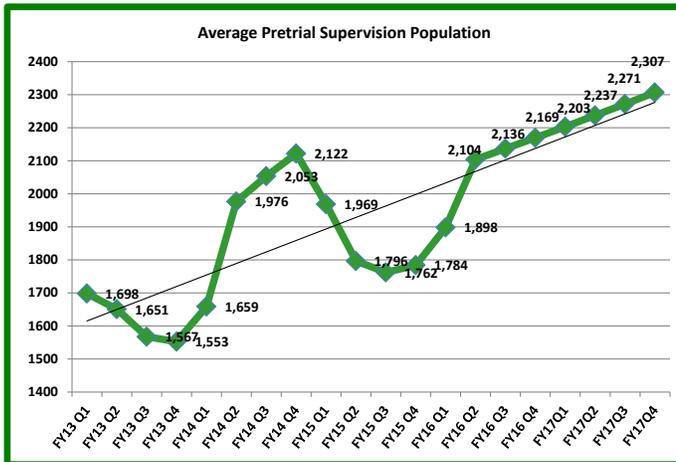
The Superior Court of Arizona in Maricopa County is funded primarily by Maricopa County. In FY 2011, the State of Arizona mandated that Maricopa County pay 100% of the judges' salaries as a cost saving measure for the state.

In all other counties in Arizona, that cost is shared by the State and the county government. This cost burden is over \$9 million and continues to be borne by Maricopa County. The Superior Court is the central nervous system of the Criminal Justice process. Without a highly functioning court system, the justice system's



incarcerations, prosecution, and defense costs would increase dramatically. After many years without any new court divisions, the Board of Supervisors approved five new courts over the last two years. The FY 2017 operating budget includes one additional court division for the Juvenile Court. The cost of this new division is \$232,818, not including the costs for the Clerk of the Court which will be discussed later. The Superior Court also received a decrease in vacancy savings, as they were not meeting their budgeted rate. They also received a significant amount of funding for technology including: disaster recovery funds (\$434,933), E-courtroom refresh (\$1,500,000), and continued funding for the Superior Court Case Management System (\$1,899,500).

Another department that is part of the Judicial Branch is Adult Probation. Within Maricopa County, we continue to see extreme growth in volumes resulting in the need to increase the staff, primarily Probation Officers. The Adult Probation Department utilizes probationers to probation officer staffing ratios that are applied to ensure positive outcomes.

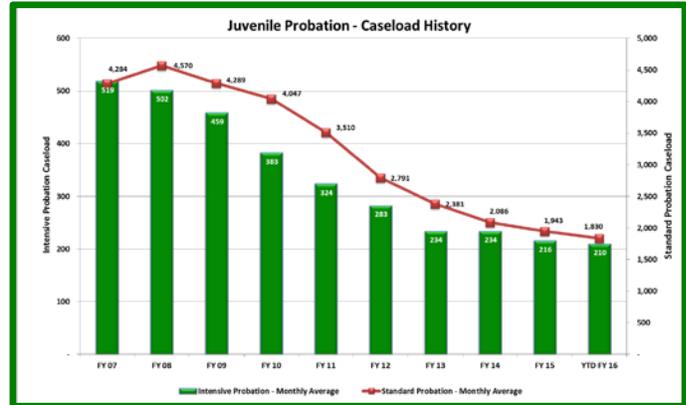


Adult Probation is known for employing evidence-based practices and maintaining safe situations with officers. There are staff increases recommended in the FY 2017 budget for a variety of caseloads including: Domestic Violence, Sex Offenders, Seriously Mentally Ill, Standard Probation, Interstate Compact, Pretrial Defendant Monitoring, Prison Reentry, DUI and Drug Courts, and Custody Integration. One of the many drivers of our increased need for staff is the Prison Reentry Program. In the past, most prisoners exiting the State Prison System would be placed on Parole, a state function. However, in recent years there is a trend to give them a Probation Tail. This means that they leave the prison environment and are placed on Probation, not Parole. This creates an additional financial and operational burden on Maricopa County.

This is just one example of the continuing state cost shifts that are occurring. In total, there are twenty-one positions that will be added on July 1, 2016, if approved. In addition, on a quarterly basis, Adult Probation will work with the Office of Management and Budget to evaluate the need for additional staff. Thereby, the County can keep the staff-to-probationer ratio effective. If the analysis shows a need for additional staff, then a contingency item will be brought to the Board of Supervisors. The operating cost associated with the 21 new positions is \$923,824 in the Detention Fund and \$602,028 in the General Fund. There is additional funding

identified in contingency in the event that adding staff during the fiscal year is needed. Finally, in the Capital Improvement Program, there is \$6 million for the expansion of the Southport and Black Canyon facilities to accommodate growth of staff.

Juvenile Probation is the last component of the Judicial Branch controlled by the Superior Court. As of April 2016, the average daily population in Juvenile Detention is 151 juveniles, down from 174 in FY 2015. In recent years, the department has focused on incarceration alternatives. Therefore, the detained population has decreased from a high of 440 in 2006. Juvenile Probation has also adopted new standards for evidence-based practices to continue to reduce recidivism. Overall, the FY 2017 budget for Juvenile Probation decreased. In the General Fund, the budget decreased by 2.8%, and the Detention Fund saw a small increase of 1.8%. There were 10.5 full-time equivalent positions that were eliminated in the budget due to recruitment inactivity. This is part of the cost reduction in this department.

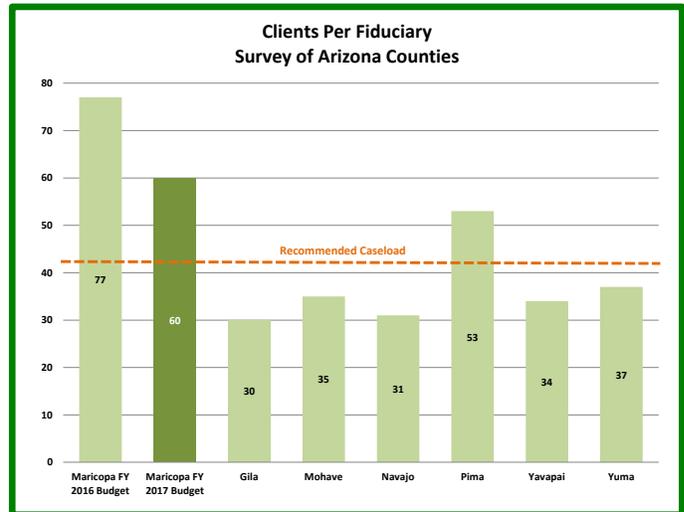


The Clerk of Superior Court is a constitutional office. The main function of this office is to support the Judges of Superior Court. Their functions include: court-related records management and financial services for the justice system, the legal community, and the public. The FY 2017 operating budget is increasing by approximately \$153,159 to provide courtroom support for the new Juvenile Court. The Clerk’s Office also has a \$1.56 million carryforward for the replacement of their Restitution, Fines and Reimbursements System.

The Justice Courts are 26 independent community courts that deal with civil and criminal traffic, misdemeanor offenses, small claims, evictions, orders of protection, injunctions, and other minor civil and criminal offenses. The Justice Courts General Fund operating budget has increased to fund four new positions which consists of two new trainers and two new Video Court positions. The operational cost increase for these four positions is \$267,603. The new Video Court will result in efficiencies for the Maricopa County Sheriff’s Office, as they will not have to transport in custody inmates out to each Justice Court for arraignments, pre-trial conferences, change of pleas, and sentencing for misdemeanor cases. This will be a cost savings in gas, wear on our vehicles, and staff time. More about the savings for the Sheriff’s Office later in the letter.

The mission of the Maricopa County Attorney’s Office (MCAO) is to provide quality prosecution, victims’ services, crime prevention, and legal counsel for County government. MCAO’s General Fund operating budget for FY 2017 is increasing by 2.4% due to increased costs associated with child abuse, sex assault and strangulation exams, victim and witness travel, and software license maintenance. The County Attorney’s Office is also expanding their law clerk program that assists prosecutors in cost effective legal research. Due to reduced funding in their Grants, Diversion, Fill the Gap, and Criminal Justice Enhancement Funds, thirteen (13) positions are being transferred to the General Fund as follows: seven (7) Attorneys, three (3) Legal Support Specialists, one (1) Administrative Staff Supervisor, one (1) Legal Assistant, and one (1) Social Worker. To minimize the impact on the General Fund, budgeted personnel savings was increased from 6.8% to 7.5%, a level for which the office has been achieving.

The Public Fiduciary Department has not received a significant budget increase since FY 2012. Because of a major increase in cases since the last staff increase, the department will receive a 12% increase. The Public Fiduciary Department serves as court-appointed Guardian, Conservator, and Personal Representative for individuals and estates when no other person or corporation qualified is found. The Public Fiduciary protects the legal rights and financial interests of vulnerable adults and administers the estates of deceased persons. In the FY 2017 budget, the office will receive four new fiduciary positions and one support staff. The increase for these new positions will be \$342,423, which will be offset by \$200,871 of additional General Fund revenue that will be generated by the four new fiduciaries.



The Maricopa County Sheriff’s Office (MCSO) is responsible for law enforcement in the unincorporated areas of the County and in contracted cities and throughout Maricopa County as needed. In addition, the Sheriff’s Office is also responsible for adult detention and operational costs related to running one of the nation’s largest jail systems. The FY 2017 recommended budget is a 0.6% increase in the General Fund and a 2.9% increase in the Detention Fund. The Melendres budget went down by \$4.2 million primarily due to a reallocation of budgeted overtime to the General Fund. There were a number of adjustments including changes in the budgeted vacancy savings, reductions in education, training, general supplies and services, fuel, leases, and capital equipment offset by increases in overtime.

In addition, the Board is continuing the funding for the new Intake, Transfer, and Release Detention Facility and will begin a new CIP project of \$1.7 million to bring electricity to the Buckeye Hills Shooting Range. This project will save in future operating costs as it currently costs \$353,342 annually to operate the existing generator. The return on investment for this project is a little less than five years.

**Supplemental Permanent Injunction/Judgment Order**  
 October 2, 2013

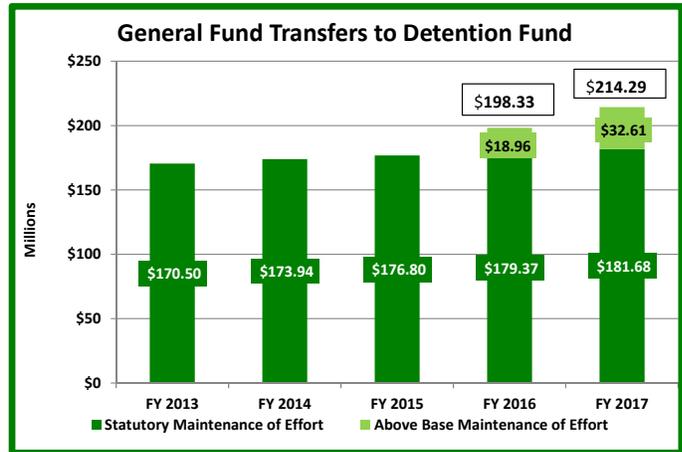
1. Detaining, holding, or arresting Latino occupants of vehicles based on a reasonable belief, without more, that such persons are in the country without authorization;
2. Following or enforcing its “LEAR” policy, as currently written, against any Latino occupant of a vehicle in Maricopa County;
3. Using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

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

In May 2013, the court issued Findings of Fact and Conclusions of Law after conducting a bench trial. The court found that MCSO operations did violate the rights of the class under the Fourth and Fourteenth Amendments. The court permanently enjoined MCSO as outlined in the October Supplemental Permanent Injunction/Judgment Order (above) which stated the requirements which MCSO must follow in order to comply with the court’s ruling. The requirements were varied and include, but are not limited to, creating an implementation unit, community outreach, a variety of training including bias-free policing and enforcement of immigration laws, documentation of traffic stops, use of video equipment, time limits for completing incident reports, and review of those reports by a

supervisor. It also provided for a Court Appointed Monitor. The total operating costs at MCSO for implementation of the order for FY 2017 will be \$10,239,881. An over \$4 million reduction is due to moving much of the overtime budget from this cost center back to the General Fund. There is also \$3,023,124 for the cost of the court monitor budgeted. This brings the total budgeted for FY 2017 to over \$13 million. These costs include: training, outreach meetings, data collection and analysis software and hardware, development and implementation of an early intervention system, bi-lingual pay and litigation costs. The cost of this case including litigation costs since the inception of the case in 2008 has been over \$42 million.

The Detention Fund is funded partially by a local tax, the Jail Excise Tax, which was approved by the voters in 1998 for use in building and operating the adult and juvenile detention facilities and to lower the inmate and juvenile populations. The tax will expire in FY 2027. Other revenue sources are the Jail Per Diem Charges that are assessed to local cities and towns that house their misdemeanor inmates in our detention facilities. As was discussed above, the Jail Excise Tax has been growing at a low rate. The Jail Per Diem collections are also declining. In FY 2017, the budget is being reduced as less city inmates are booked into our jails or are staying for shorter durations.



This is a good long-term trend, however, in the short run it means that the Detention Fund is not self-sufficient. The final major funding source is a required transfer of funding from the General Fund, referred to as the Maintenance of Effort (MOE). This revenue grows annually based on a statutory inflator. The Detention Fund is utilized by the Sheriff's Office, Correctional Health Services, Adult Probation, Juvenile Probation, Integrated Criminal Justice Information System and Facilities Management. When the fund has a structural imbalance, the General Fund must allot an above-base allocation. The required MOE and the Above Base MOE is growing substantially every year. Together these two are over \$214 million. The MOE grew by \$2,308,858 and the Above Base MOE increased by \$13,652,519. The graph above shows the tremendous financial issue that this has become for Maricopa County.

## General Government and Education Systems

Maricopa County Educational Service Agency (MCESA) is the educational arm of Maricopa County government. This agency, overseen by the Superintendent of Schools, provides services to school districts, teachers, and students throughout Maricopa County. Their services include: school finance and payroll services, small school services, election services, grant management, homeschooling, private school oversight, assessments, educator effectiveness, performance standards, and Science, Technology, Engineering, and Mathematics (STEM). The General Fund budget recommendation is an increase of 3.5%. The agency also began a pilot program, Youth Education Engagement Services (YEES), that 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. The youth education intervention (mentoring) services are provided to justice-involved youth who have been diverted from the Juvenile Justice System. They must be in grades 6 - 9 or age 15 years old or younger. The youth must be identified as mid-to-high risk to offend. Finally, the youth are demonstrating evidence of educational disengagement.

The program's services include:

1. Providing professional learning around creating a supportive school culture;
2. Providing mentors for youth demonstrating evidence of school disengagement; and
3. Supporting successful youth placement.

Funding for this program is budgeted in FY 2017 at \$679,906 and is funded out of the Detention Fund as a non-recurring expense. It will not be added to the operating budget until evidence-based data is available to validate the effectiveness of the program at the end of the pilot. The pilot will last for two years.

There are additional activities in the FY 2017 recommended budget that deserve notation. Two major general government software upgrades continue to be funded in the recommended budget: the Assessor's Computer Aided Mass Appraisal (CAMA) system and the Enterprise Resource Planning System. Project Reserve funding has also been set aside for the replacement of the Treasurer's IT System.

The Assessor's Office is responsible for providing property assessment services to Maricopa County property owners. This office also efficiently and effectively administers all laws and regulations for Maricopa County property owners so they can be assured that all ad valorem properties are fairly and equitably valued. The need for the new Computer Aided Mass Appraisal (CAMA) system has been on the horizon for many years. This system will provide the technology needed for this office which assesses 1.7 million parcels a year in support of property tax assessments for over 1,795 taxing jurisdictions in Maricopa County. This system is crucial to adequately perform the essential duties of the Assessor's Office. The planning phase of the project was completed in FY 2015, and implementation began in FY 2016. Project completion is slated for FY 2018 with no significant cost variance to the original project budget of \$24.1 million.

Maricopa County is leveraging its current Financial System (Advantage Financial from CGI) to implement its first Enterprise Resource Planning System (ERP) which is planned to go-live in July 2016 for FY 2017. The ERP project was approved for \$28.5 million and included funding for the vendor's professional services and software as well as internal resource needs. The ERP implementation impacts all County departments as they conduct financial and procurement transactions and perform budgeting functions. The Office of Enterprise Technology (OET) has provided project oversight and technical support. The ongoing costs (hosting and maintenance) are funded through the OET's technology major maintenance, \$2.1 million for FY 2017.

The Treasurer's Office collects the property taxes for the various jurisdictions in Maricopa County. They invest and provide banking services for school districts, special taxing districts, Maricopa County government, and many others. Their system also is in need of a software replacement. The Treasurer's technology staff has procured a contract with a software vendor and developed a proposed project budget. A project reserve in the amount of \$31 million has been set aside for this project, and was approved by the Board on May 2, 2016.

The Recorder and Elections departments are both constitutional offices that provide mandated services to Maricopa County residents. The Recorder's Office records official documents such as deeds, plat maps, and ordinances. The office has more than 146 million images available and is the first Recorder's Office in the nation to have documents accessible on-line. In FY 2016, the Recorder's Office began a partnership with the Maricopa County Departments of Air Quality and Environmental

Services by facilitating the acceptance of their documents at the eleven (11) kiosk locations around the valley.

The Elections department is in compliance with HAVA (Help America Vote Act) and has state-of-the-art technology to assist the estimated 2.1 million registered voters in Maricopa County. The office provides election support to most of the jurisdictions in the County. They have an Insight optical scan voting system and an Edge touch screen system in all of the 724 precincts in Maricopa County. They will also continue the utilization of electronic poll books at polling places, which will improve accuracy and decrease confusion for voters and poll workers. In the recommended budget, there is \$12.1 million in funding for the Primary and General Elections to be conducted this coming August and November.

The Parks and Recreation Department was one of the Zero-Based Budget Departments this budget development year. As a result, funding in FY 2017 of \$62,788 enables the Parks and Recreation Department to have seasonal contact station staffing in place to open entry stations and nature centers during operating hours when customers visit our parks. Additionally, the Parks and Recreation Department will be utilizing one-time Special Revenue fund balances in FY 2017 to purchase Priority One vehicles and boats totaling \$1,021,199.

Finally, the Nature Conservancy has been operating the 770-acre Hassayampa River Preserve within the Vulture Mountain Recreation Area for many years. Recently, the Board of Supervisors unanimously approved a Cooperative Agreement with the Nature Conservancy to transfer a portion of the Hassayampa River Preserve property to the County Park System. The Conservancy will retain ownership of most of the preserve but will transfer around seventy-seven acres. The space transferred will include the visitor center, a portion of the river channel and Palm Lake. The operational expenditures for staffing (3.0 FTE), along with supplies and services has also been funded, totaling \$246,735 in FY 2017.



## Technology Infrastructure and Capital Improvement

Maricopa County began its present day Capital Improvement Program (CIP) in FY 2000. Previously, the CIP plan utilized a modified “pay as you go” financial policy. The County has paid cash for most CIP projects. The County currently has Certificates of Participation and Lease Revenue Bonds. The debt service on this is paid with cash that has been set aside for capital improvements. Because of our new budgeting philosophy of utilizing the “*most likely*” scenario for revenues and funding contingency at a much lower level, less cash funding for capital projects will occur into the future. It is anticipated that our capital improvement program will slow until a new funding methodology is established by the Board of Supervisors.

The County’s CIP is found in seven distinct capital funds: Transportation Capital Projects (234), Intergovernmental Capital Projects (422), County Improvement (440), General Fund County Improvement (445), Detention Capital Projects (455), Technology Capital Improvement (460), and Detention Technology Improvement (461). There are a total of 82 projects for FY 2017: 13 technology projects, 13 facilities projects, 54 transportation projects, and two intergovernmental projects.



Technology projects consist of a Computer Aided Mass Appraisal system for the Assessor's Office, IT Infrastructure Refresh Phases I and II, IT Enterprise Data Center, County telephone system, public radio system, Enterprise Resources Planning System for the offices of Management and Budget, Finance, and Procurement, the Byte Information Exchange (BIX) Room upgrade, the Treasurer Technology System Upgrade, 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. The offices of the Assessor, Management and Budget, Finance, and Procurement started the upgrading process of their outdated systems in FY 2014. Major milestones were met in FY 2016 as full implementation is expected in following fiscal years.

Facilities projects consist of East Court improvements for the completion of the build out of the 8<sup>th</sup> floor and the building out of the 9<sup>th</sup> floor to updated courtrooms (\$7.0 million), expansion of two Adult Probation locations, Black Canyon (\$3.0 million) and Southport (\$3.0 million), bringing power to the Buckeye Hills Shooting range (\$1.7 million), the Chambers Building remodel for the exterior restoration and interior tenant improvements (\$1.5 million), and the West Court asbestos removal (\$385,000).



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



After years of planning, construction of the new Southwest Justice Courts began in FY 2016. The project will consist of the construction of a single story, 60,000 square foot facility to house the White Tank, Country Meadows, Agua Fria, and Maryvale Justice Courts, as well as providing for a future precinct.

Transportation conducts capital projects under the Board of Supervisors' approved category budgets of MAG Arterial Life Cycle Program, County Arterials, Bridge Construction and Preservation, Dust Mitigation, Intelligent Transportation System, Pavement

Construction and Preservation, Partnership Support, Right-of-Way, Safety, Transportation Administration, Traffic Improvements, and Transportation Planning.

Phase I of Northern Parkway, Sarival Road to Dysart Road, including the Reems Road and Litchfield Road overpasses, and landscaping, is complete. Phase II from Dysart Road to 111th Avenue is undergoing an evaluation, including updated traffic projections and socio-economic data. Design and right-of-way acquisitions are expected to resume in FY 2017 once the evaluation is complete. Construction of Phase II is projected to start in FY 2018 with completion in FY 2019.

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

The Hassayampa River Preserve Unit of Vulture Mountain Cooperative Recreation Area was approved by the Board of Supervisors in 2013. Vulture Mountain Cooperative Recreation Area will provide the Parks and Recreation department with management oversight for Hassayampa Day Use. The Vulture Mountain Recreation Area will be the newest addition to the Maricopa County Park System. The Hassayampa Day Use Center is currently managed by The Nature Conservancy which plans to donate the operations and management of the land and buildings to Maricopa County Parks and Recreation. There are improvements planned consisting of an ADA restroom building, basic infrastructure modernization to include electrical, sewer, and water, as well as some parking improvements. This area will become the park headquarters location for the entire Vulture Mountain Cooperative Recreation Area.

Although much of our Capital Improvement Projects (CIP) are funded with cash, in recent years there has been a need to consider debt financing for projects that are needed immediately and are large in scope. The Madison Street Jail Adaptive Reuse Project falls into this category. This is a refurbishing of the Madison Street Jail that was vacated in 2005. This \$116 million project will house the County Attorney's Office allowing us to get a number of our departments out of leased space and into County owned and operated space. The adjacency to the Downtown Courthouse makes it precisely the right location to accommodate the County Attorney's Office. Because of the size of the building project, it will require debt financing.

Finally, projects that were completed during FY 2016 include the Information Technology Infrastructure Refresh Phase 1 and East Court Building 7<sup>th</sup> and 8<sup>th</sup> floors.

## Health Care Issues

Health, Welfare and Sanitation accounts for 21.78% of Maricopa County's budget. It continues to be one of the largest components of the County budget but is the area least under the County's control. Most of these costly programs are managed by the State of Arizona, and County funding is required by State law. These programs are inclusive of a number of issues, including acute and long-term health care for the poor, behavioral health care, tuberculosis services, services for people with HIV/AIDS, public health, environmental and air quality programs, correctional health, and autopsies.

Mandated health care support costs that are distributed to the State of Arizona are \$176.5 million for FY 2016. The largest mandated contribution is \$155.5 million for the Arizona Long Term Care System (ALTCS), the State's Medicaid long-term care program. The County will also have to pay \$19.0 million to the Arizona Health Care Cost Containment System (AHCCCS), which is the State of Arizona's Medicaid system for acute medical care. The AHCCCS contribution remained relatively flat from last fiscal year, but the ALTCS program increased by \$1.2 million. Finally, the County is required to pay an

estimated 34% of the cost to treat Sexually Violent Persons who are released from prison and continue to receive mental health treatment. This was a cost shift to counties that began in FY 2010; and until a recent change in legislation, Maricopa County was paying 50% of the costs. The cost estimate for next year is \$2.3 million.

In addition, Maricopa County is mandated to contribute to the State's behavioral health programs through a court order (Arnold v. Sarn) that settled in March 2014. The total estimated amount for FY 2017 is \$57.7 million, which is a \$2.5 million increase over FY 2016 based on estimated costs for population growth and medical treatment cost increases. With the settlement of the Arnold litigation, there may be opportunities for Maricopa County to more actively participate in the allocation of this large and growing cost. A very large portion of the adult jail population has mental health needs. This population filters in and out of jail, increasing the workload for our criminal justice system and creating public safety concerns. Research on this issue will proceed in the coming fiscal year as a new Regional Behavioral Health Authority (RBHA), Mercy Maricopa, is transitioned into the community.

Correctional Health Services (CHS) provides health care in our six adult detention facilities. This service is critical to the welfare of the inmates who are either pre-sentenced or serving out their sentence with the Maricopa County Sheriff's Office. The FY 2017 budget has \$3.5 million in the General Fund and \$60.6 million in the Detention Fund, a 1.2% reduction.

This year, CHS received a great honor. Maricopa County was awarded the 2015 R. Scott Chavez Facility of the Year.

"This prestigious award is presented each year to only one facility selected from among 500 jails, prisons, and juvenile confinement facilities that participate in the NCCHC's nationwide accreditation program."

Thomas L. Joseph, President and CEO of the National Commission on Correctional Health Care (NCCHC)

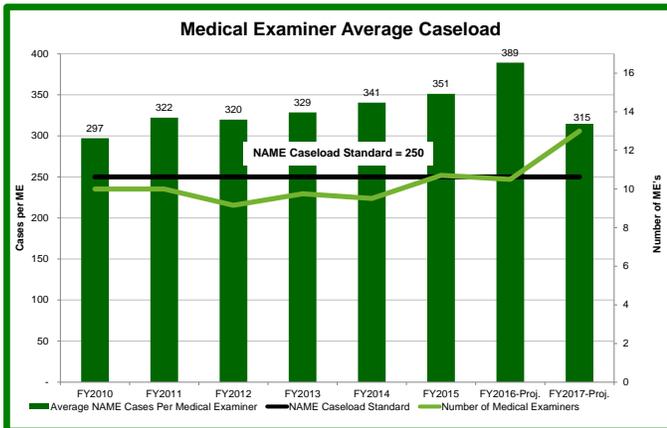
This is a tremendous achievement and should significantly limit the liability in the jails. It is a great testament to the excellent health care that it provided by Correctional Health. The last remaining obstacle for CHS is to exit a long-standing federal court case that monitors jail conditions, Graves v. Arpaio. Compliance with the 4<sup>th</sup> Amended Judgment has been documented and sent to the federal court. Funding for compliance with the 4<sup>th</sup> Amended Judgment is increasing to \$3.8 million in FY 2017.



The mission of the Department of Public Health is to provide leadership, resources, and services to people and diverse communities in Maricopa County so that health is promoted, preserved, and protected. Public Health was one of the Zero-Based Budget Departments this year, and so it was reviewed at a detailed level. As a result, Public Health's FY 2017 budget includes a reduction of 0.7%. This is due to a decrease in general and other supplies and an increase to personnel savings. This is offset somewhat by an increase in medical supplies and lab costs. The General Fund budget is \$11,855,728.

The mission of the Office of the Medical Examiner (OME) is to provide professional medicolegal death investigations of 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. This year, OME had a Zero-Based Budget Department, and as a result, will receive additional funding. The Office has



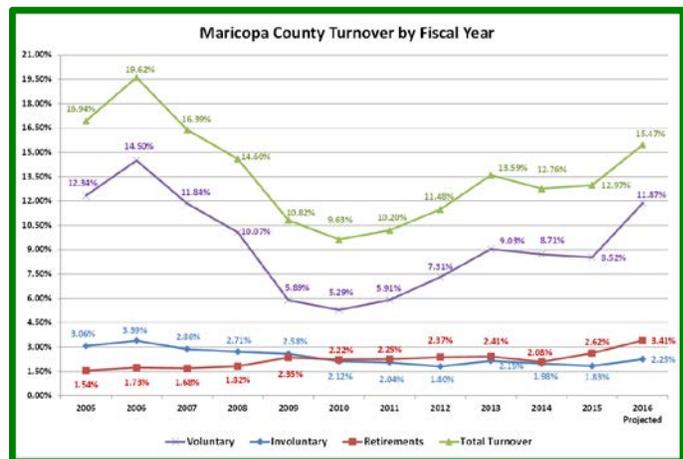
struggled over the past several years with significant increases in volume and staff turnover. This budget is recommending that 6.5 positions be added to the office including an additional Medical Examiner. The cost of this staff increase is \$496,946.

In addition, the department will receive a new Case Management System. The current system is end-of-life and is no longer functional. The one-time cost of this system is \$232,800. In addition, there are ongoing operational costs of \$128,885 for technology support and

maintenance. The Office of Enterprise Technology will assist with the development and installation of this much-needed system. Finally, the Office received \$350,000 to outsource the transport services. OME had a pilot program underway this past year and was able to significantly improve the percentage of scene arrivals within two hours. Before the pilot, this only occurred 55.9% of the time, delaying autopsies. The improvement is expected to be 86 - 92% as what occurred during the pilot interval. The total budget increase is 17.0%. If approved, the increased outcomes are likely to result in the Office receiving accreditation from the National Association of Medical Examiners (NAME).

## Employee Compensation and Benefits

Employees are our greatest asset and also our largest cost. County employees deliver our services and are the face of Maricopa County government. We count on our employees to provide excellent services and to be effective and efficient as they execute their duties as public servants. About sixty percent of our operating costs are attributed to personnel-related expenses. After a year with no pay for performance funding for the County's 12,795 (County only, not district) regular employees, funding has been provided in this recommended budget. The cost of including this increase in the FY 2017 budget is \$20.8 million. However, as you can see from the graph to the right, the voluntary turnover trend in FY 2016 has increased from 8.9% to 11.87% according to information from the Human Resources Department.



There are several retirement systems that are managed by the State of Arizona who service the employees of Maricopa County. The systems are the Arizona State Retirement System (ASRS), Public Safety Personnel Retirement System (PSPRS), Elected Officials Retirement Plan (EORP), Probation Officer Retirement Plan (PORP), and Correctional Officers Retirement Plan (CORP). The contribution rate for PSPRS decreased from 48.83% to 45.32%. While there was no change to EORP, there were slight increases for ASRS from 11.47% to 11.48%, PORP from 19.95% to 20.88% and CORP from 16.25% to 16.62%. All of these changes resulted in a net Countywide decrease of \$663,248 in costs for FY 2017.

Maricopa County provides health insurance coverage and other benefits to over 11,634 employees and when combined with their eligible covered family members, a total of over 27,500 individuals are covered. Employee benefit plans are an important part of the County's total compensation package. The quality and value of the benefits program have been maintained in a cost-effective manner. Moving to self-insurance for medical and other benefits in FY 2008 has provided the opportunity to better manage costs. Health care cost increases have been minimized by managing utilization of health care, and encouraging "consumerism" that steers patients to less-expensive, yet effective, treatment options.

However, as we move into FY 2017, costs in the Employee Benefit Trust have begun to increase. The Benefit Trust has been over funded for the past several years. At the end of FY 2010, the trust was \$10.3 million beyond the reserve requirements. Over the past several fiscal years, employee and employer rates have been set to allow the County to burn off excessive fund balances in the Employee Benefits Trust. Premium holidays have occurred in fiscal years 2011, 2014, 2015, and 2016. However, that practice will be coming to an end. The reserves are now below the recommended levels and so employer costs are increasing. It was anticipated that rates would increase in FY 2017 and that is coming to fruition. The increase in employer premiums in FY 2017 will be over \$18.0 million.

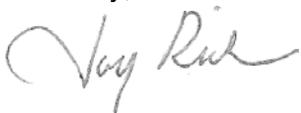
Finally, it is important to note that the FY 2017 budget has made significant adjustments to the budgeted vacancy savings in numerous departments. As part of the budget review, all departments had their budgeted vacancy savings compared to the actual vacancy savings being achieved. Vacancy savings occurs in departmental budgets because of turnover. Inevitably, it takes time to fill vacant positions and as a result, savings against the budget occur. Many departments were far exceeding the vacancy savings that were part of the FY 2016 budget. After the review, adjustments were made which resulted in a \$4.4 million savings in the General Fund and \$4.1 million in the Detention Fund. These savings were used to offset other budgetary increases that were necessary in FY 2017. During the fiscal year, these vacancy savings will be tracked closely.

## Conclusion

This is a budget that we can and should be proud of. It is conservative, but still is able to accomplish many goals. We have continued to fund the structural imbalance in the Detention Fund by allocating funding from the General Fund. In addition, we have maintained our General Fund reserve goal of two-months of operating costs, and established the two-month reserve in the Detention Fund. This was a significant achievement. The new Madison Street Jail Adaptive Reuse Project is being funded in order to plan for the future needs of the County Attorney's Office, while getting a number of County departments out of leased space. We have continued to fund the needs of the criminal justice system by adding needed resources in Adult Probation, the County Attorney's Office, and Superior Court.

These accomplishments are a result of a collaborative process with Chairman Hickman and Board members, the County constitutional officers, the Judicial Branch, and our appointed officials. It is with sincerity that I thank everyone who curtailed requests for additional funding in order to ensure that our budget was structurally balanced, and that we were able to provide for a modest pay for performance plan for our employees.

Sincerely,



Joy Rich  
Maricopa County Manager

On May 16, 2016, the Board of Supervisors approved the FY 2017 Tentative Budget in the amount of \$2,356,007,976.

On June 20, 2016, the Board of Supervisors approved the FY 2017 Budget in the amount of \$2,356,007,976. This amount represented no change from the Tentative Budget, but included shifts within expenditure categories of uses.

On August 15, 2016, the Board of Supervisors approved the FY 2017 Tax Levy and Rates.



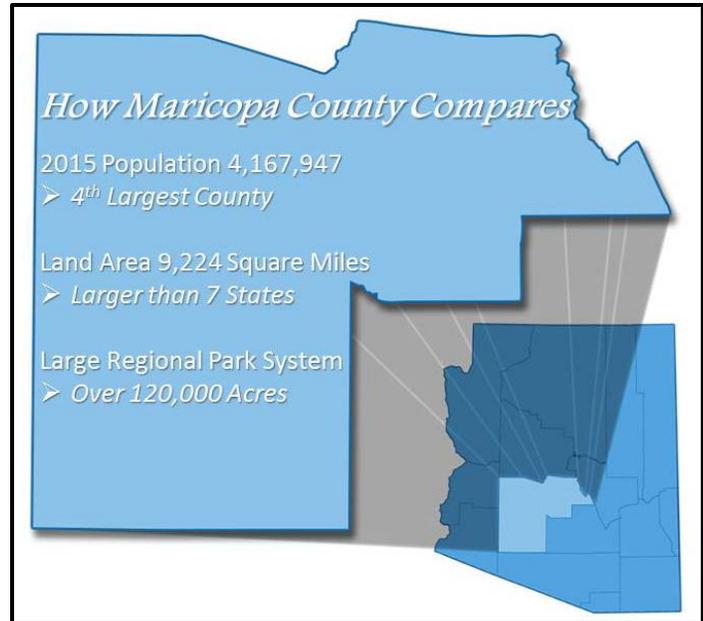
## Maricopa County Profile

### Introduction

Maricopa County, Arizona is the nation's fourth largest county in terms of population, estimated to be approximately 4.167 million as of 2015, 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 14<sup>th</sup> largest county in land area in the continental United States, and larger than seven states.

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



### History



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 4,167,947 in 2015, an 8.4 percent increase.

## County Seal and Flag

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



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



## Climate and Topography



Maricopa County is known world-wide for its unique climate and topography. Situated in the Sonoran Desert, Maricopa County encompasses the majority of the Valley of the Sun and is home to many unique species of animals, insects and flora including 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.

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

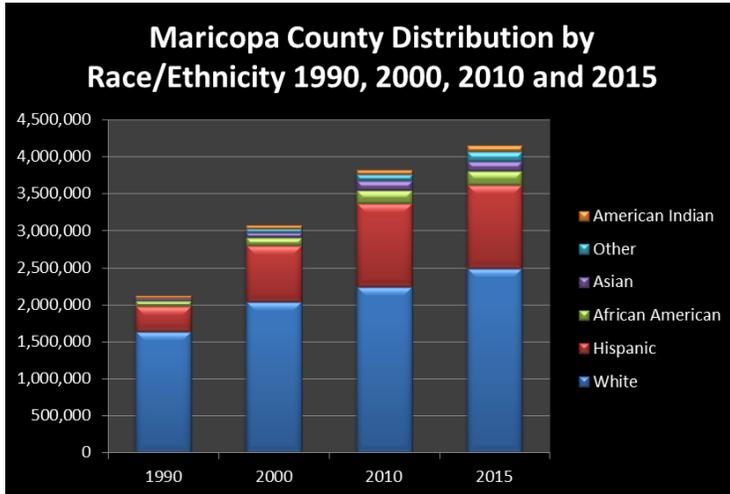


## Population

According to the U.S. Census Bureau, more than half of the state's population resides in Maricopa County. By comparison, Maricopa County has a population density of 415 persons per square mile, whereas the State of Arizona has a density of 56 persons per square mile and the United States has a density of 87 persons per square mile.

While all race/ethnicity groups have increased in population over the past two and a half decades in Maricopa County, the rate of growth has been exceedingly strong for Hispanics, African Americans and Asians. These three groups have seen the largest average decadal increases, respectively at 56%, 41% and 64%.

Like the rest of the nation, Maricopa County's population is aging. According to the U.S. Census Bureau, the median age of Maricopa County's residents is 35.7 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 average, and the largest age group of individuals has been the 25 to 34 age group since the 1990s. Maricopa County has a 6.9 per 1,000 population rate of natural increase from births with 77.6% of the births by mothers between the ages of 20 and 34, according to the Arizona Health

Status and Vital Statistics 2014.

## 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. Nationally, Arizona is known as "a top state for workforce quality and availability, ranking number 2 in the country and number 1 in higher education degree opportunities," according to the the Arizona Commerce Authority (ACA).

Fiscal Year 2015-16 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	5.4%	5.3%	5.1%
Natural Resources and Mining		0.5%	0.5%
Construction		4.9%	4.6%
Manufacturing	6.2%	6.0%	8.6%
Trade, Transportation, and Utilities	19.9%	19.3%	19.0%
Information	1.9%	1.7%	1.9%
Financial Activities	9.0%	7.4%	5.7%
Professional and Business Services	17.1%	15.2%	13.9%
Educational and Health Services	14.9%	15.2%	15.6%
Leisure and Hospitality	10.8%	11.2%	10.7%
Other Services	3.4%	3.3%	4.0%
Government	11.4%	15.3%	15.3%

Data through February 2016  
 \*\*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	26,500
State of Arizona	23,818
Walmart	15,437
Frys Food Stores	12,415
Maricopa County	12,404
Wells Fargo	12,184
Arizona State University	12,000
Intel Corporation	11,760
City of Phoenix	11,524
Honeywell	9,680

Source: 2014 Maricopa Association of Governments Employment Data

San Francisco-based technology company, DoubleDutch, announced in February 2016 that they will be opening their second major US office in Phoenix. The company plans to initially hire 50 people in the Phoenix Area. Carlisle Companies Incorporated, a \$3.5 billion global manufacturer and Fortune 1000 company, will relocate its Corporate Headquarters to in Phoenix in 2016. Galvanize, a technology education company that trains students in software development and data science, announced plans in December 2015 to expand to the Phoenix area in partnership with the city of Phoenix and Allstate Insurance Company. Planned to open in 2016, 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	\$27,477
Median Household Income	\$53,689
Total Workforce	1,936,885
Mean travel time to work (minutes)	25.4
Families above poverty line	82.9%
Median Values Single Family Home*	\$161,800
Median Family Income	\$64,072

Source: U.S. Census Bureau (2014 ACS)  
 \*Maricopa County Assessor's Office, Full Cash Value TY16 FY17

## 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 (the largest private university in North America) is also located in Maricopa County. Although these large and well known institutions form the largest sources of education within the County, the County is home to many more universities, colleges, and schools that provide technical, vocational, executive, job-specific and interdisciplinary studies and research programs. Grand Canyon University (GCU), a premier private Christian university, is changing the landscape of the West Valley. With a scheduled \$180 million construction project this year, GCU plans on building more dorms to keep up with enrollment growth on campus.

## 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 was ranked 11<sup>th</sup> in best airports in the nation by Travel+Leisure magazine. They are ranked in the top ten busiest airports in United States and ranked 29<sup>th</sup> in the world with access to all major domestic destinations and both direct and indirect access to every major international destination. The Phoenix-Mesa Gateway Airport is currently being used as a support airport to Sky Harbor, and is home to many flight training schools, major shipping providers, ASU Polytechnic Campus and also has regular passenger flights to several destinations.

Valley Metro RPTA (Regional Public Transit Authority) is a non-profit organization, responsible for coordination of all public transportation needs throughout the metro area, currently providing local and express commuter bus services, dial-a-ride services for disabled and elderly patrons, as well as coordination services for carpools and vanpools. Recently awarded the Innovative Transportation Solutions Award in 2016, Valley Metro RPTA is also responsible for construction, implementation and maintenance of the METRO light rail services connecting Mesa, Tempe and Phoenix with a 20-mile route which opened for service on December 27, 2008. Ridership is currently averaging about 48,969 daily. 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 and East Economy parking. The PHX Sky Train® operates 24-hours a day, 365 day a year and runs every three to four minutes. Amenities at the 44<sup>th</sup> Street and Washington Station include,

early bag check, boarding pass kiosks, pet park, and cell phone waiting lot for those waiting to pick up passengers.

## 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 was the host of the Copa America

Centenario 2016. This is the first time the South American championship was held outside of South America. Six teams from CONCACAF and 10 teams from CONMEBOL took part in the games. The NCAA Final Four is scheduled for Spring 2017. Professional sports teams include the Arizona Cardinals (National Football League), Arizona Diamondbacks (Major League Baseball), the Arizona Coyotes (National Hockey League), the Phoenix Mercury (Women's National Basketball Association), and the Phoenix Suns (National Basketball Association). Maricopa County is home to many other professional sports and events including golf, thoroughbred horse and greyhound racing, car and boat racing, and minor league baseball. Several spring training baseball parks are located within the boundaries of Maricopa County, providing facilities for the Major League spring training games for Arizona's Cactus League and housing minor league training facilities for 15 Major League teams. The City of Glendale is home to the University of Phoenix Football Stadium. The area is world famous for golfing and golf tournaments such as the Waste Management (WM) Phoenix Open, and NASCAR

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

## County Government

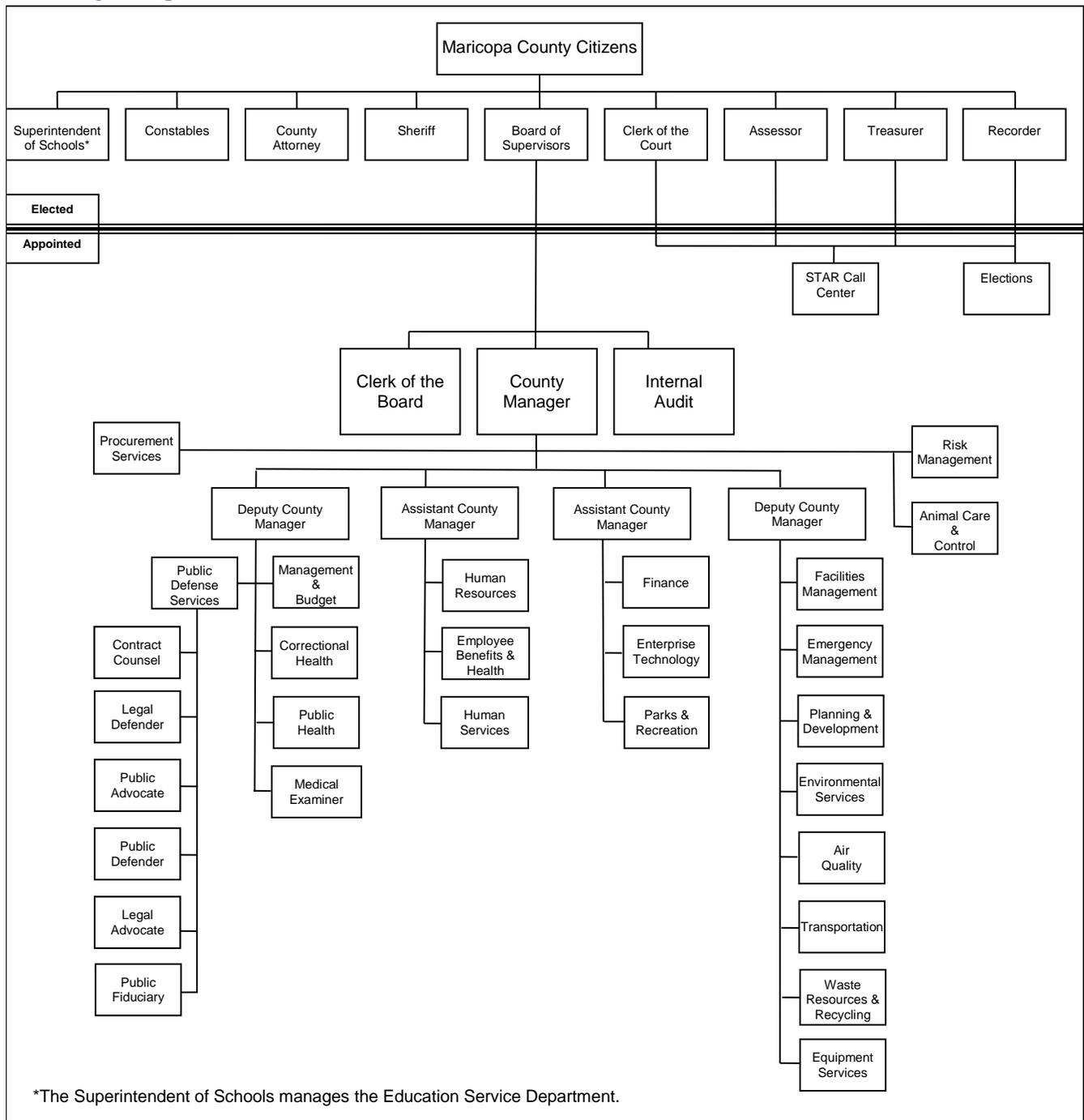
Maricopa County is the second largest local government in Arizona, behind the City of Phoenix. The County has over 14,600 full-time County and District employees who serve the public in such areas as public health, flood control, law enforcement, libraries, parks and recreation, courts, transportation, animal care and control, economic and community development, and elections. The County serves both incorporated and unincorporated areas. For the unincorporated areas, the County provides some services similar to those provided by municipalities in incorporated areas—law enforcement, development planning, code enforcement, libraries, and parks and recreation.

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

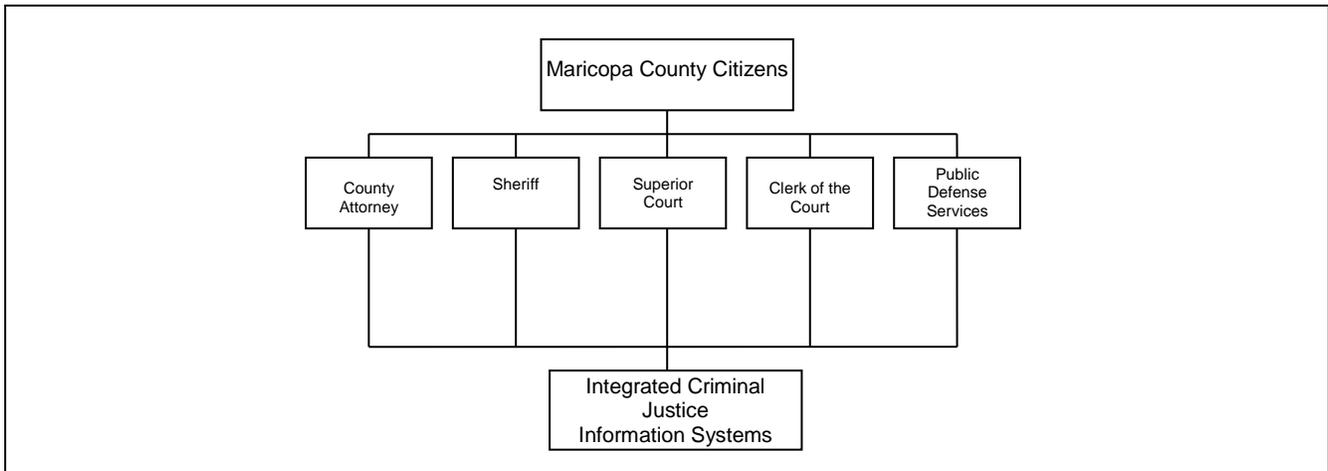
The County organization reflects the constitutional separation of powers and the unique constitutional and statutory provisions that establish county government in Arizona.



County Organization Chart



## Integrated Criminal Justice Information Systems (ICJIS)



## Board of Supervisors



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

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

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

## Other Elected Officials

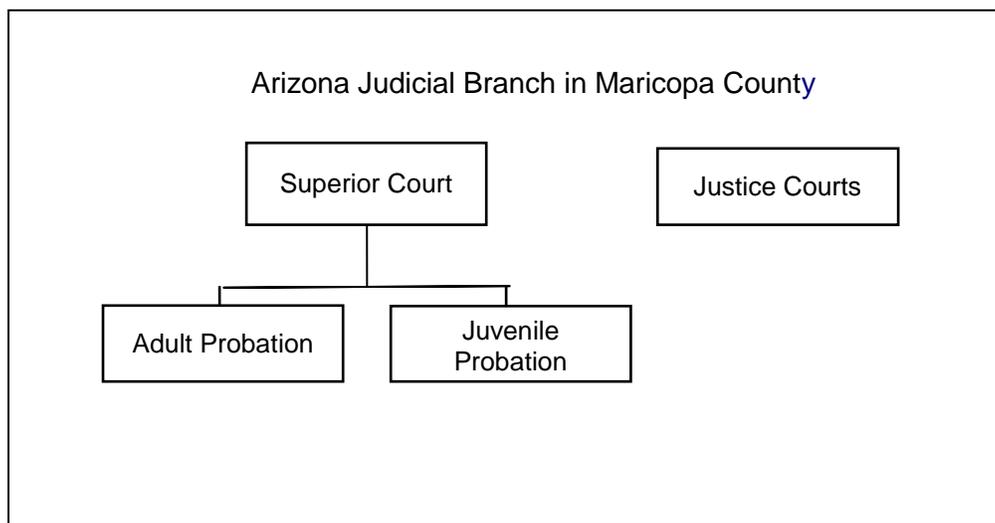
Maricopa County's mandated functions are defined by both the Arizona State Constitution and the Arizona Revised Statutes. Nine County offices are independently overseen by elected officials: Assessor, County Attorney, Clerk of the Superior Court, Constables, Justices of the Peace, Recorder, Sheriff,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

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

## Judicial Branch

### Jurisdiction

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



Judges of the Superior Court

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

Judge		Judge		Judge	
Adleman, Jay	Div 72	Foster Jr., George	Div 19	Moskowitz, Frank	Div 80
Anderson, Aimee	Div 47	Fox, Dewain	Div 83	Mroz, Rosa	Div 22
Anderson, Arthur	Div 6	Frasher Gates, Pamela	Div 54	Mullins, Karen	Div 34
Astrowsky, Brad	Div 68	Garcia, Jeanne	Div 23	Myers, Samuel	Div 45
Bachus, Alison	Div 91	Gass, David	Div 50	O'Connor, Karen	Div 8
Bailey, Cynthia	Div 63	Gentry, Jo Lynn	Div 27	Oberbillig, Robert	Div 2
Barton, Janet	Div 9	Gerlach, Douglas	Div 58	Padilla, Jose	Div 33
Bassett, Edward	Div 48	Gordon, Michael	Div 29	Palmer, David	Div 53
Beene, James	Div 52	Granville, Warren	Div 7	Pineda, Susanna	Div 42
Bergin, Dawn	Div 44	Green, Jennifer	Div 82	Polk, Jay	Div 65
Blomo, James	Div 61	Hannah Jr., John	Div 31	Rea, John	Div 21
Brain, Mark	Div 59	Harrison, Cari	Div 12	Rechart, Laura	Div 95
Brnovich, Susan	Div 49	Hearn Svoboda, Pamela	Div 67	Reinstein, Peter	Div 3
Brodman, Roger	Div 41	Hegy, Hugh	Div 39	Rogers, Joshua	Div 88
Brotherton Jr., William	Div 36	Herrod, Michael	Div 62	Rueter, Jeffrey	Div 86
Campagnolo, Theodore	Div 85	Hoffman, Kristin	Div 26	Ryan, Timothy	Div 28
Coffey, Rodrick	Div 75	Hopkins, Stephen	Div 87	Ryan-Touhill, Jennifer	Div 81
Cohen, Bruce	Div 25	Horn-Bustamante, Lori	Div 77	Sanders, Teresa	Div 15
Cohen, Susanne	Div 71	Kemp, Michael	Div 24	Sinclair, Joan	Div 70
Como, Gregory	Div 94	Kiley, Daniel	Div 56	Smith, James	Div 84
Contes, Connie	Div 17	Klein, Andrew	Div 14	Starr, Patricia	Div 76
Cooper, Katherine	Div 64	Korbin-Steiner, Ronee	Div 89	Stephens, Sherry	Div 13
Coury, Christopher	Div 55	Kreamer, Joseph	Div 40	Sukenic, Howard	Div 92
Crawford, Janice	Div 66	LeMaire, Kerstin	Div 90	Talamante, David	Div 4
Culbertson, Kristin	Div 96	Mahoney, Margaret	Div 18	Thomason, Timothy	Div 78
Cunanan, David	Div 69	Martin, Daniel	Div 43	Thompson, Peter	Div 57
Ditsworth, John	Div 11	McClennen, Crane	Div 1	Udall, David	Div 16
Duncan, Sally	Div 20	McCoy, Scott	Div 51	Viola, Danielle	Div 60
Fenzel, Alfred	Div 5	McMurdie, Paul	Div 30	Warner, Randall	Div 46
Fink, Dean	Div 38	McNally, Colleen	Div 10	Welty, Joseph	Div 37
Fish, Geoffrey	Div 79	Mead, Kathleen	Div 74	Whitehead, Roy	Div 93
Flores, Lisa	Div 32	Mikitish, Joseph	Div 73	Whitten, Christopher	Div 35

\*\*Divisions 97 and 98 are Vacant as of June 13, 2016

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.

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

**Justices of the Peace**

<b>Justice of the Peace</b>	<b>Precinct</b>	<b>Justice of the Peace</b>	<b>Precinct</b>
Joe "Pep" Guzman	Agua Fria	Donald Watts	Manistee
Steven Sarkis	Arcadia Biltmore	Andy Gastelum	Maryvale
Craig Wismer	Arrowhead	Michael Reagan	McDowell Mountain
Anna Hubeman	County Meadows	Rebecca Macbeth	Moon Valley
Clancy Jayne	Desert Ridge	Cecil Ash	North Mesa
Jimmie R. Hernandez	Downtown	Gerald A. Williams	North Valley
Frank Conti Jr	Dreamy Draw	Keith Frankel	San Marcos
Keith Russell	East Mesa	Sam Goodman	San Tan
C Steven McMurry, Presiding JP	Encanto	Cody Williams	South Mountain
Keegan Miles	Hassayampa	Tyler Kissel	University Lakes
Steven Urie	Highland	Rachel Torres Carrillo	West McDowell
Joe B Getzwiller	Ironwood	Mark Anderson	West Mesa
John McComish	Kyrene	David Osterfeld	White Tank

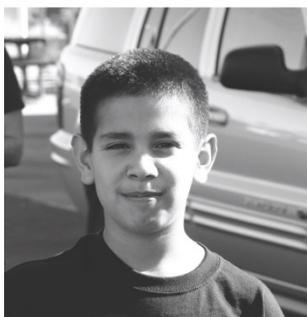
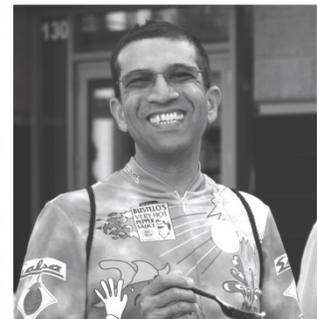
**Constables**

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

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



# Citizens' Budget Brief



2017 Citizens' Budget Brief

WELCOME!

Welcome to the fourth annual Citizens' Budget Brief! This document is one of the ways to continue the conversation on the Maricopa County budget and how to best spend our tax dollars in Fiscal Year (FY) 2017. The word "OUR" indicates the collective responsibility and opportunity we all have in improving our community, Maricopa County. We believe that increased transparency fosters informed and engaged citizens. This budget brief provides an overview of the organization of the County, the budget process and the revenues and expenditures for FY 2017. Thank you for engaging in this partnership of shared governance!

2017 Budget

For the FY 2017 Budget, Chairman Hickman and his fellow supervisors placed an emphasis on building a sustainable budget addressing core mandates and public safety concerns. This budget is built upon the values of fiscal stewardship and operational efficiency to address Maricopa County's growing population and continue *best-in-class* public service.

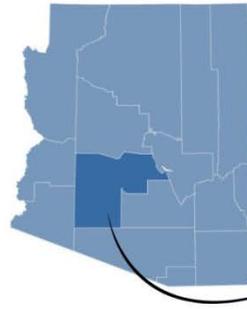


CLINT HICKMAN

Chairman of the Board

*"This budget follows a conservative fiscal path that the Board has embraced for many years. I asked my fellow Board members to endorse a budget process that continued to encourage collaboration, but that also emphasized fiscal restraint."*

INTRODUCTION



Population: 4,167,947  
 Land Area: 9,224 Sq Miles  
 Household Income: \$53,689  
 % of AZ Population: 61%  
 Median Assessed Value of Single Family Homes: \$121,100

OUR  
**Maricopa  
 County**



Highlights

- FY 2017 Budget -



Expenditure budget of \$2.356 billion, an increase of \$122 million as compared to Fiscal Year 2016. This increase is primarily attributed to how capital debt is issued.



Primary property tax levy budgeted at \$506 million or \$150 million below the maximum levy.



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



Capital projects budgeted at \$290 million to complete the Southwest Justice Center, continue the design/build of the new intake, transfer and release jail facility and fund \$100 million in transportation projects.



Over 53% or \$1.2 billion of total County expenditures allocated to public safety services.

2017 Citizens' Budget Brief

**ORGANIZATIONAL  
 STRUCTURE**

**Board of Supervisors**



(from left) Denny Barney, Chairman Clint Hickman, Steve Chucri, Steve Gallardo, Andrew Kunasek

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

**Constitutional Officials**



(From upper left to right)  
**Assessor:** Paul D. Peterson  
**Clerk of the Superior Court:** Michael K. Jeanes  
**County Attorney:** Bill Montgomery  
**Presiding Judge of the Superior Court:** Janet Barton  
**Presiding Justice of the Peace:** C. Steven McMurry  
**Recorder:** Helen Purcell  
**Sheriff:** Joseph M. Arpaio  
**Superintendent of Schools:** Dr. Don Covey  
**Treasurer:** Charles "Hos" Hoskins

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

**County Staff**



In FY 2017, there are 14,288 full-time positions delivering services to Maricopa County residents. We refer to County employees as *Citizens Serving Citizens*. This describes the shared commitment and responsibility in public service of staff and residents.

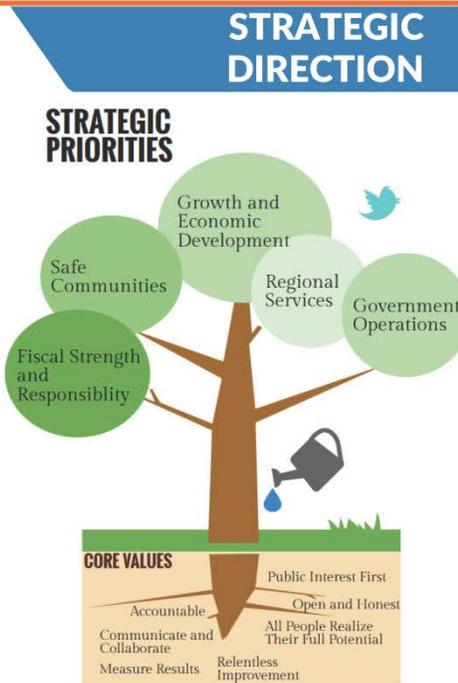
2017 Citizens' Budget Brief

### A Budget is a Plan

The budget is a policy document which establishes the operational plan for delivering on-going services to County residents. It directs the funding priorities and strategic direction in levying taxes, setting fees and appropriating expenditures for service delivery.

### County Budget Philosophy

Maricopa County develops and maintains a structurally balanced budget, which means that recurring revenues meet or exceed recurring expenses. Therefore, the County does not use one-time resources, such as fund balance, as a funding source for on-going operations. This serves to protect against unforeseen declines in revenues and promotes sustainable service expansion.



## Road map for Action

The Strategic Plan contains the County's mission and vision statements and a set of strategic priorities and goals that establish a road map of what the County aspires to achieve over the four-year period. Each priority area has several goals to achieve the Board of Supervisors' vision for the community.

## 2017 Budget Guidelines

- Sustainable, Structurally-Balanced Budget**
- No Requests for New Funding**
- Budget will Incrementally Restore Operating Contingency**
- Increases Will Be Evaluated for Impact on Expenditure Limitation**

Each year the Board of Supervisors establishes budget guidelines to provide direction to the County Manager, Office of Management and Budget and all departments so that they can develop a sustainable, structurally-balanced budget that achieves, within available resources, the County's mission and strategic goals as set forth in the Maricopa County Strategic Plan.

2017 Citizens' Budget Brief

ECONOMY

Maricopa County Recovery

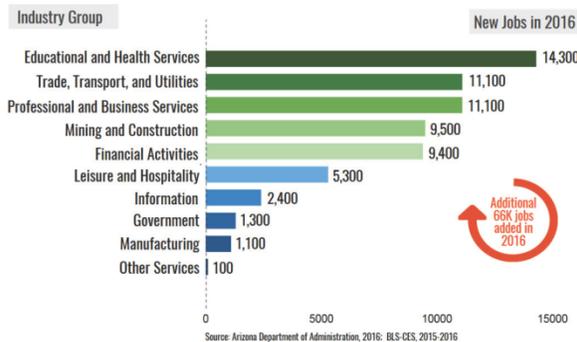
Maricopa County has nearly recovered from the job losses of the *Great Recession* and is bracing for the next economic downturn. It has been seven years since the end of the Great Recession and according to local economist Elliott Pollack, job figures from July of 2016 indicate the County has recovered 92% (274,000) of the jobs lost from the high-point previous to the recession to the low-point of the recession. Estimates from the Arizona Department of Administration show Maricopa County added an additional 66,000 jobs in FY 2016, with the service industries posting the majority of the gains. Also, the unemployment rate in the County for the first half of 2016 improved to 4.5%, the lowest it has been since 2007.

Housing Market

In 2012 and 2013, Maricopa County single-family homes appreciated 28% and 25% annually (MLS sales data). Appreciation slowed to 8.5% in 2014 and 2015 sales trends indicate further slowing, which is expected due to previous years' gains. While there has been steady growth in multi-family permits for new construction, single family permit activity decreased in 2014. The number of permits for new construction is an indicator of housing demand; accordingly the housing recovery is expected to be tempered in the coming years.

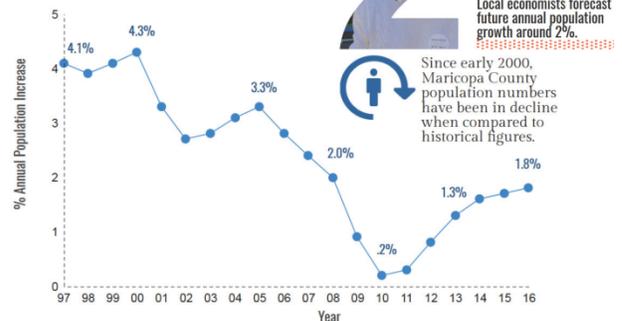
Employment Change by Industry Group

- Maricopa County  
 (June 2015 to June 2016)



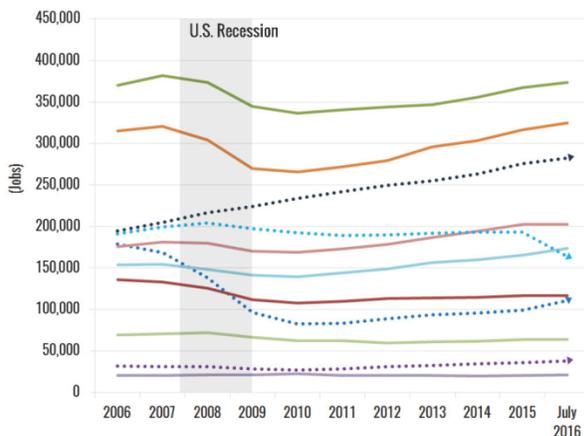
Population

Maricopa County Population Figures  
 (Annual % Change)



Maricopa County Non-Farm Employment

Number of Jobs 2006 - July 2016 (Not Seasonally Adjusted)



**STRONG/WEAK GROWTH SECTORS**

- EDUC & HEALTH SRVS** (Green Plus): Average annual growth rate 4%. No annual declines since prior to 2006.
- STATE & LOCAL GOVT** (Red Minus): Steady decline since 2008. Pronounced decline in 2015.
- MINING & CONSTRUCTION** (Blue Minus): Annual declines of -18% (2008), -31% (2009) and -14% (2010). Sector slow to regain jobs.
- INFORMATION** (Green Plus): 10% annual increase in 2012 and 2013 through 2016, 5%-6% annual growth.

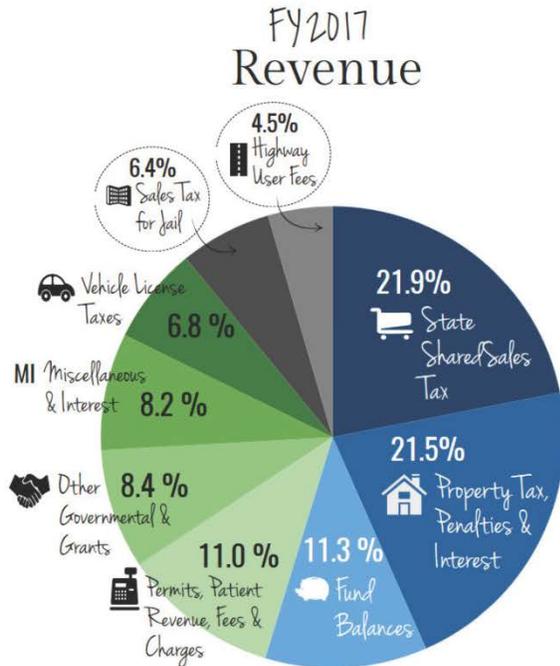
**LEGEND**

- Mining and Construction (Blue Dotted)
- Manufacturing (Red Solid)
- Trade, Transportation, and Utilities (Green Solid)
- Information (Purple Dotted)
- Financial Activities (Light Blue Solid)
- Professional and Business Services (Orange Solid)
- Educational and Health Services (Black Dotted)
- Leisure and Hospitality (Brown Solid)
- Other Services (Light Green Solid)
- Federal Government (Dark Purple Solid)
- State and Local Government (Blue Dotted)

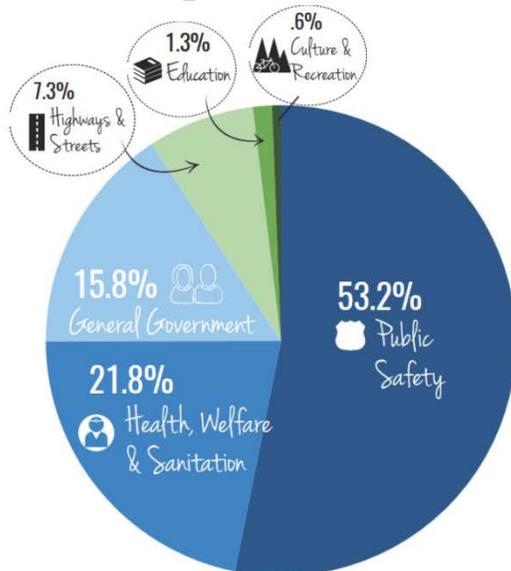
2017 Citizens' Budget Brief

# Budget Appropriation

The FY 2017 County Adopted budget is \$2,356,007,976, an increase of \$122 million from 2016.



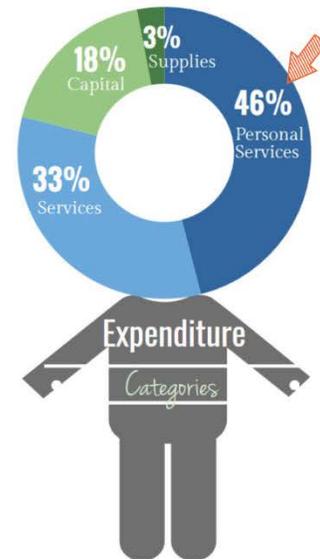
# FY2017 Expenditures



# BUDGET OVERVIEW

## Expenditure Categories

The four major expenditure categories are Personal Services, Supplies, Services and Capital. These categories are used to account for the spending decisions of the County. The majority of expenses fall into the Personal Services or Services category.

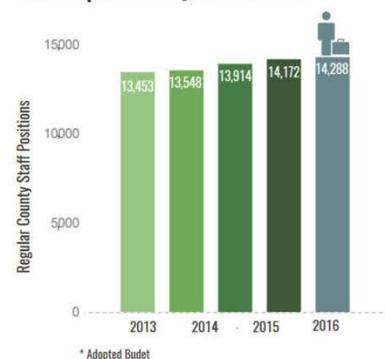


**Note:**  
 Human capital is the largest investment by Maricopa County and represents nearly HALF of all County expenditures.

## Personnel

The expected increase in County personnel in 2017 (116 positions) is primarily due to the Human Services Department applying for a grant to expand Head Start Services, and increased staff in the justice system departments (County Attorney, Adult Probation, Public Defender and Superior Court). Departments significantly reducing staff include Education Service, Environmental Services, Juvenile Probation, Public Health and the Sheriff's Office.

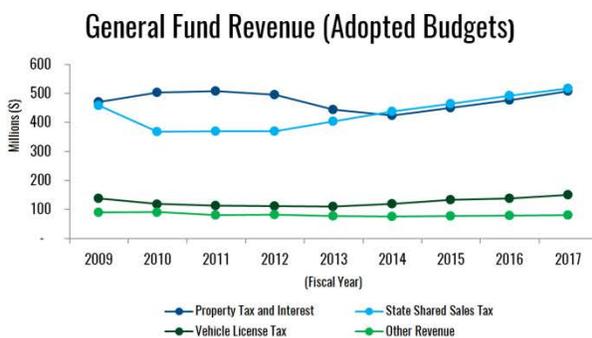
Maricopa County Personnel\*



2017 Citizens' Budget Brief

Revenue

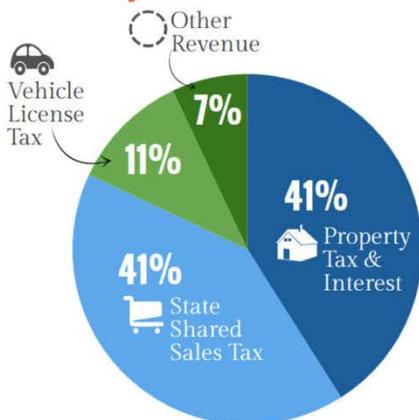
Prior to the Great Recession, State Shared Sales Tax was the leading source of General Fund revenue. However, with the economic downturn, Property Taxes became the primary source of General Fund Revenue in 2009 and this continued through 2013. In 2014, State Shared Sales Tax regained its placement as the top General Fund Revenue source.



Since 2009, Property and State Shared Sales Tax represent over 80% of General Fund revenue.

Revenue Distribution

5 Year Average



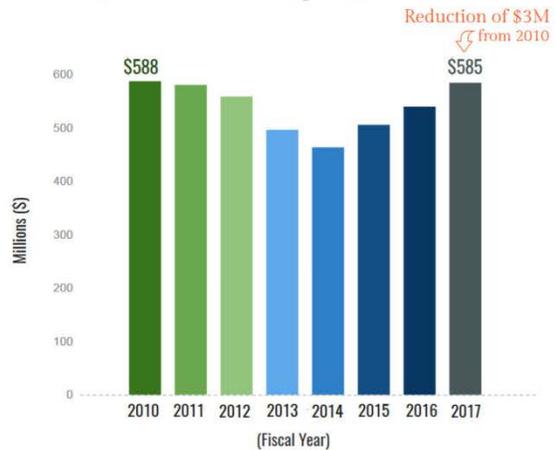
Property Taxes

Primary property taxes finance the County's general operations through its General Fund. The County is currently \$150 million below the maximum allowable primary property tax levy.

GENERAL FUND REVENUE

Since FY 2010, the County-controlled property taxes have been reduced by almost \$3 million.

County-Controlled Property Taxes\*




2017 Citizens' Budget Brief

Understanding Your MC Property Tax Bill

**MC PROPERTY TAX BILL Example**

Primary Limited Value	\$121,100
LPV Assessed Value (10%)	\$12,110
Primary Tax Rate Per \$100 of Assessed Value	1.4009
<b>MC Taxes Due</b>	<b>\$170</b>
Secondary Full Cash Values	\$145,000
FCV Assessed Value	\$14,500
Secondary Tax Rate Per \$100 of Assessed Value	0
<b>MC Taxes Due</b>	<b>\$0</b>

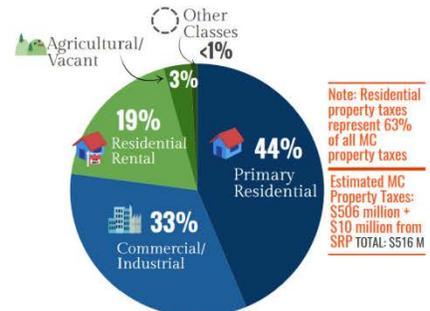
Note: This property tax bill example excludes Maricopa County Special Districts (Flood Control, Library and Stadium Districts).

PROPERTY TAXES

Property Taxes Complexity

The example to the left 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 2017 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.

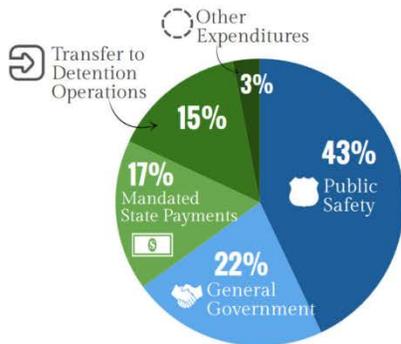
	Primary Residential	Commercial & Industrial	Residential Rental	Agricultural & Vacant	NOTES
Assessment Ratio	10%	18.5%	10%	16%	Assessment ratios are defined by Arizona State Statute.
Expected Property Taxes in FY 2017 (in millions of dollars)	\$221 M	\$169 M	\$94 M	\$17 M	Commercial & Industrial assessed ratios have been decreasing over the last couple years. Additional classes make up remaining \$5M. Salt River Project property taxes are an additional \$10M.

2017 Citizens' Budget Brief

**Expenditures**

In FY 2017, about 30% of the County's General Fund operating and non-recurring expenditures are required payments, leaving only 70% for unrestricted spending. Public safety receives the largest allocation of General Fund expenditures at 43%, this increases to 58% if the transfer to the Detention Fund for mandated and budget balancing funding is included.

**FY 2017 General Fund Expenditures**



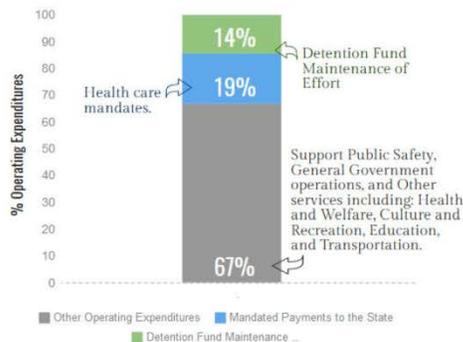
**General Fund Operating Expenditures**

- FY2017 -



Only 67% of General Fund operating expenditures are available for spending in 2017. The other 33% are statutorily allocated to payments to the State of Arizona and to the Detention Fund.

**Operating Expenditures by Use**



**GENERAL FUND EXPENDITURES**

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.



Over the past 10 years, the County has judiciously managed the growth of the General Fund Operating budget, it has only grown by a total of 4% since 2007. During this time, the County's population increased by more than 450,000 residents and inflation increased by an average of 1.8% annually.

Fiscal Year	Operating Budget	Year-over-Year Change	Change from 2007
2007	1,203,772,576		
2008	1,176,981,072	(26,791,504)	(26,791,504)
2009	1,166,652,302	(10,328,770)	(37,120,274)
2010	1,090,162,676	(76,489,626)	(113,609,900)
2011	1,075,560,244	(14,602,432)	(128,212,332)
2012	1,058,467,146	(17,093,098)	(145,305,430)
2013	1,034,486,471	(23,980,675)	(169,286,105)
2014	1,056,343,141	21,856,670	(147,429,435)
2015	1,123,183,239	66,840,098	(80,589,337)
2016	1,183,450,935	60,267,696	(20,321,641)
2017	1,252,877,305	69,426,370	49,104,729

2017 Citizens' Budget Brief

### Capital Improvement Program

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

#### WHAT ARE CAPITAL PROJECTS?

- Any acquisition of or improvement of land for a public purpose.
- Any construction of a new facility (e.g. a public building, parking lot, road, bridge, etc.) or an addition to or extension of such a facility.
- A nonrecurring rehabilitation that increases the service potential of the building (i.e. something that is infrequent and would not be considered annual or other recurrent maintenance) or major repair of all or a part of a building, its grounds or a facility.
- Any planning, feasibility, engineering or design study related to an individual capital improvement project or to a program that is implemented through individual capital improvement projects.

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

The County's CIP is divided into three parts: Facility CIP, Technology CIP and Transportation CIP.

### Facility

Typical land and building improvements

### Technology

Major technology projects that substantially impact how the County does business

### Transportation

Projects that are associated with roads and bridges

## CAPITAL IMPROVEMENTS

### 5-Year Capital Improvement Program

Projected Expenditures



FY 2017-2021

CAPITAL Project Highlights\*

**Public Safety Radio System**  
Project Cost: \$131 Million

**Southwest Justice Center**  
Project Cost: \$31 Million

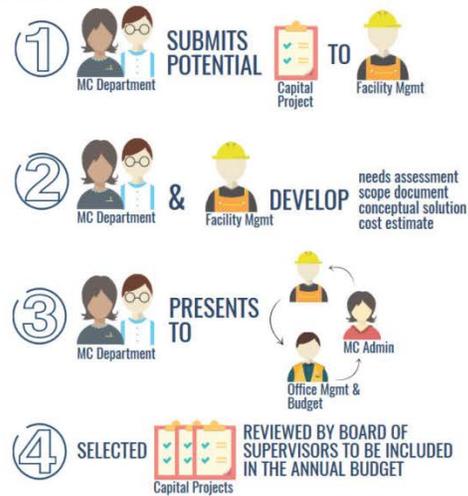
**Intake, Transfer & Release Jail Facility**  
Project Cost: \$185 Million

**Infrastructure Refresh I & II**  
Project Cost: \$72 Million

**MAG Arterial Life Cycle Program**  
Project Cost: \$294 Million

\*Project Costs can include previous year expenditures

### MC Capital Improvement Plan Process



2017 Citizens' Budget Brief

**"OUR" Maricopa County**

We welcome the opportunity to hear from you on the quality of service being delivered and the value you place on Maricopa County services. Consider Maricopa County as "OUR County"; together we engage in a partnership in delivering legal services and law enforcement, public works, parks and trails and health services while promoting a strong and vibrant community.

There are various methods of being involved in the Maricopa County budget process—citizens can engage departments directly (department contact information can be found online at [www.maricopa.gov](http://www.maricopa.gov) or call 602-506-3011), attend Board of Supervisors' Budget Meetings, on social media, or contact the Office of Management and Budget.

**Board Meetings**

The Maricopa County Board of Supervisors typically have Formal Meetings on Wednesdays twice a month, Informal Meetings on Mondays as scheduled and Special Meetings as necessary. The Clerk of the Board posts copies of the Board of Supervisors' meetings and agendas at 301 West Jefferson, Tenth Floor, Phoenix, Arizona and online at [www.maricopa.gov/Clk\\_board](http://www.maricopa.gov/Clk_board).

**Social Media** 

Participate in the online conversation on Facebook ([fb.com/maricopacountyaz](https://www.facebook.com/maricopacountyaz)) and Twitter (@maricopacounty).



**Enhanced Regulatory Outreach Program**

This policy allows multiple opportunities for stakeholder input on the adoption and amendment of all regulatory requirements and includes alternative expedited processes.

Adopted by the Maricopa Board of Supervisors in order to promote consistency and transparency among regulatory departments.

**CITIZEN ENGAGEMENT**

**WE NEED TO HEAR FROM YOU!**



ONLINE SOCIAL MEDIA  
 TELEPHONE  
 IN PERSON  
 BOARD MEETINGS

*"At its core... Democracy is a conversation."*  
 - Supervisor Steve Chucri

**CONTACT US**

301 W. Jefferson Ave  
 Phoenix, AZ 85003

or

<http://www.maricopa.gov>  
[fb.com/maricopacountyaz](https://www.facebook.com/maricopacountyaz)  
 @maricopacounty  
 (602) 506-3011

**Maricopa County Budget Questions?**



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

**Contact the Budget Office**

(602) 506-7280  
[www.maricopa.gov/budget](http://www.maricopa.gov/budget)  
 ombweb@mail.maricopa.gov

**Like us on Facebook** 

<https://www.facebook.com/pages/Maricopa-County-Office-of-Management-and-Budget/400209810137345>

2017 Citizens' Budget Brief

# 2016 RECAP

## 2016 RECAP

**2016 NACO Achievement Awards**

**57** Awards

**2** "Best in Category" Awards

Most awards in the nation!

### 2016 SERVICES

 <b>229,314</b> Sheriff's Service Call Responses	 <b>3,312,858</b> Ballots Sent Out
 <b>113,016</b> Immunizations Provided	 <b>75.2</b> Miles of Road Constructed
 <b>1,523,106</b> County Park Visitors	 <b>7,544</b> Average Daily Inmate Population
 <b>58,730</b> Civil & Felony Cases Resolved	 <b>1,620,449</b> Property Assessments

**Complete Budget**  
<http://www.maricopa.gov/Budget/BudgetDocument.aspx>

Visit us online!

**Information**

## Budget at a Glance

### Introduction

For 23 years, Maricopa County’s Office of Management and Budget has received the Government Finance Officers Association (GFOA) *Distinguished Budget Presentation* award. This award is presented to government entities that meet certain criteria in the presentation of their budgets. This “*Budget at a Glance*” section is designed to provide the layperson with a broad view of the contents included in the Maricopa County budget, its processes, issues, and anticipated results. Document sections are cited in order to guide the reader to more in-depth information and explanation of Maricopa County’s operating budget and capital improvement program.

### The Budget as a Policy Document

#### Organization-wide Financial and Programmatic Policies and Goals

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

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

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



## Short-term Financial and Operational Policies That Guide Budget Development

Maricopa County financial and operational policies guide the development of the budget for the upcoming year. These policies provide the tools for building a structurally-balanced budget, ensuring that the County delivers results as stewards of public funds. These policies deal with a wide range of matters such as appropriated budgets and levels of budgetary control, budget development, budgetary reserves, tax reduction, internal charges, and indirect cost allocations. These policies are referenced in the *Transmittal Letter*, the *Budget Policies and Process* section under *Policies and Their Budgetary Impact*, the *Capital Improvement Program*, the *Department Strategic Business Plans and Budgets* section under mission, goals, issues and mandates, while the actual policies are included in the *Attachments* section. 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 Employee Benefits and Health Department has a goal that "By 2021 95% of all Ryan White clients in the Phoenix EMA will be virally suppressed." This goal describes long-term anticipated results. Through the budget process, departments also set annual targets for their performance measures, which address results, output, demand and efficiency.

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

### **Maricopa County Strategic Priorities/Goals:**

- Fiscal Strength and Responsibility
  - By the end of FY 2018, 100% of all County funds will obtain structural balance.
  - By the end of FY 2019, Maricopa County's General Fund Operating reserves will equal two months of operating expenditures.

### **Management and Budget Mission Statement:**

The mission of the Office of Management and Budget (OMB) 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.

**Management and Budget Strategic Goals (connected to 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.
- By June 30, 2022, the Maricopa County budgeted mandate payments to/cost shifts from the State of Arizona will be 10.7% overall compared to 11.6% in the FY 2016 Adopted Budget of \$2,234,405,833.
- By the end of 2022, Maricopa County’s General Fund Operating reserves will equal two months of the prior year’s operating expenditures.

**Program Name:** PLANNING AND BUDGETING

**Program Purpose:**

The purpose of the Planning and Budgeting Program is to provide planning, performance management, and budgeting services to the Board of Supervisors, Departments, and Districts so they can plan the provision of services to the residents of Maricopa County, provide those services in a financially effective manner, and be accountable for transparently measuring and reporting progress in meeting measurable goals and in meeting their Board approved budget.

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of appropriated budgets with expenditures within budget at the end of the fiscal year.	98.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast.	49.3%	70.0%	70.0%	70.0%	0.0%	0.0%

**Budget Development, Monitoring and Forecasting Activity**

The purpose of the Budget Development, Monitoring and Forecasting Activity is to provide budget services to the Board of Supervisors, Maricopa County Departments, and Districts so they can provide their services to their constituents in a financially effective manner and meet their Board approved budget.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of appropriated budgets with expenditures within budget at the end of the fiscal year.	98.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast.	49.3%	70.0%	70.0%	70.0%	0.0%	0.0%
Output	Number of appropriated budgets monitored and forecasted.	339	312	312	310	(2)	-0.6%
Output	Number of budgeted activities monitored and forecasted.	801	816	816	815	(1)	-0.1%
Demand	Number of appropriated budgets established by the Board of Supervisors/Board of Directors.	369	312	312	310	(2)	-0.6%
Demand	Number of activities to be budgeted.	845	816	816	815	(1)	-0.1%
Expenditure Ratio	Expenditure per appropriated budget monitored and forecasted.	\$ 5,924.25	\$ 7,076.70	\$ 6,725.90	\$ 6,935.75	\$ 140.94	2.0%
Expenditure Ratio	Expenditure per budgeted activity monitored and forecasted.	\$ 2,507.27	\$ 2,705.80	\$ 2,571.67	\$ 2,638.14	\$ 67.66	2.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,008,320	\$ 2,207,930	\$ 2,098,480	\$ 2,150,084	\$ 57,846	2.6%
	TOTAL USES	\$ 2,008,320	\$ 2,207,930	\$ 2,098,480	\$ 2,150,084	\$ 57,846	2.6%

## Budget Priorities and Issues

The *Transmittal Letter* articulates budget priorities and issues for all funds, including significant priority changes from the prior fiscal year, and the factors that led to those changes. These priorities and issues are highlighted by headings in the *Transmittal Letter*, which include: Strategic Plan, Revenue Outlook, Property Taxes, Expenditure Uses, Econometric and Demographic Trends, State Budget Impacts, Justice and Public Safety, General Government and Education Systems, Technology Infrastructure and Capital Improvement, Health Care Issues, Employee Compensation and Benefits. Adopted budget priorities are provided in the *Budget Policies and Process* section and the *Attachments* section.

## The Budget as a Financial Plan

### Fund Structure and Appropriations

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

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

**Governmental Funds** include the following fund types:

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

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

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

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

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

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

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

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

- 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.

Fiscal Year	Jail Excise Tax	
	Annual Collections	Growth Rate
2008	\$ 138,206,968	-4.9%
2009	116,878,703	-15.4%
2010	107,094,679	-8.4%
2011	112,451,802	5.0%
2012	118,052,954	5.0%
2013	124,595,909	5.5%
2014	133,929,832	7.5%
2015	140,492,833	4.9%
2016 *	146,027,297	3.9%
2017 **	149,670,043	2.5%
2018 ***	152,661,242	2.0%
2019 ***	155,561,806	1.9%
2020 ***	159,606,413	2.6%
2021 ***	165,352,244	3.6%
2022 ***	172,297,038	4.2%

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

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 2016 collections are forecasted to be on the order of 4% growth and the Most Likely revenue forecast projects an average of 2.9% growth through FY 2022.

## 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:

### 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**



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 RELEASE JAIL	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
455 - DETENTION CAPITAL PROJECTS	\$ -	\$ 4,000,000	\$ 31,000,000	\$ 103,000,000	\$ 47,000,000	\$ -	\$ -	\$ 181,000,000	\$ 185,000,000
<b>Project Total</b>	<b>\$ -</b>	<b>\$ 4,000,000</b>	<b>\$ 31,000,000</b>	<b>\$ 103,000,000</b>	<b>\$ 47,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 181,000,000</b>	<b>\$ 185,000,000</b>

**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.

**Associated Impacts of Capital Spending**

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

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

**Debt Service**

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

## The Budget as an Operations Guide

### Organizational Structure

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

### Performance Measurement

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

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

### Organizational Chart

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

### Personnel

A key element in position control is the historical tracking of funded positions and their full-time equivalent (FTE) status. A trend view of FTE levels puts into perspective the prior year's staff 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 2017 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 2017 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](http://www.maricopa.gov/Budget/BudgetDocument.aspx).

The capital budget process is described in the *Capital Improvement Program* section. A direct relationship exists between Maricopa County's capital and operating budgets. Operating cost estimates are the anticipated annual costs to operate facilities and improvements upon completion or acquisition. Completed capital projects 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*, *Mandates*, and *Department Strategic Business Plans and Budgets* sections contain the most charts, tables and graphs.

## Revenue and Expenditure Classifications

Narrative, tables, schedules, and matrices show the relationships between different revenue and expenditure classifications (e.g., funds, programs, organizational units) in the *Budget Summary*

*Schedules* section. Maricopa County's fund structure, or relationship between the County's functional units and its financial structure, is explained in the *Budget Policies and Process* section.

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

## Table of Contents

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

**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.

**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 Annual Business Strategies Document

This document is formatted and printed to enhance understanding for the reader. Page formats are consistent, each showing the current section of the document in the header, the page number at the bottom, and the department name at the top of each page in the *Department Strategic Business Plans and Budgets* section. Large bold headings identify what is being presented, and the use of “(continued)” on the top of pages is added when deemed essential and when related information is split between pages.

Although this document is large, as is the County it represents, the information presented is vital to a full understanding of Maricopa County, its budget, budget processes, mandates, impacts, and the 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*, *Mandates Summary*, and *Department Strategic Business Plans and Budgets* sections to view the areas containing the most charts and graphs.



## Strategic Direction

### Strategic Business Planning Philosophy and Cycle

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

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

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

### Countywide Strategic Plan 2015-2018

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

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

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

<i>Strategic Priorities and Goals</i>
<b>Strategic Priority: SAFE COMMUNITIES</b> - Maricopa County will support safe communities and neighborhoods by providing access to a timely, integrated, and cost-effective smart justice system.
<u>Strategic Goal:</u> By end of FY 2018, public safety is enhanced by reducing the number of adult probationers convicted of a new felony offense to 8% or lower.
<u>Strategic Goal:</u> By end of FY 2018, the overall rate of juvenile recidivism is 20% or less.
<u>Strategic Goal:</u> By end of FY 2017, 90% of Cradle to Crayons youth with petitions filed will have a permanency plan established within 365 days of the petition filing.
<u>Strategic Goal:</u> 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.
<u>County Indicators:</u> Violent Crime Rate • Property Crime Rate • Average length of pre-trial stay in County jail Number of persons with mental health issues (Rule 11 finding)
<b>Strategic Priority: REGIONAL SERVICES</b> - Maricopa County will provide best-in-class regional services, both mandated and of concern to citizens, while coordinating with municipalities, other local jurisdictions, and community-based entities to consolidate services and avoid duplication, when applicable.
<u>Strategic Goal:</u> By end of CY 2018, 100% of all air quality monitors are in compliance with federal health standards.
<u>Strategic Goal:</u> By end of FY 2018, 85% or more of citizens indicating satisfaction with the amount of and access to open space, parks and recreation land in Maricopa County.
<u>Strategic Goal:</u> By end of FY 2018, 4-5 year olds in Head Start increase their school readiness by 60% (on average in the year of their participation in Head Start--based on the State's assessment tool).
<u>County Indicators:</u> Coverage levels of immunizations (MMR & Tdap) • Public Health Accreditation

**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.

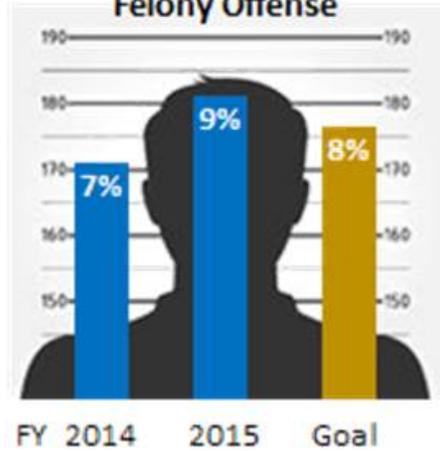
**County Indicators:**

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.

### Adult Probationers Convicted of a New Felony Offense



### Cradle to Crayons Permanency Established within 365 Days

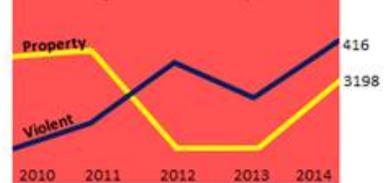


### Moderate-to-High SMI Recidivism

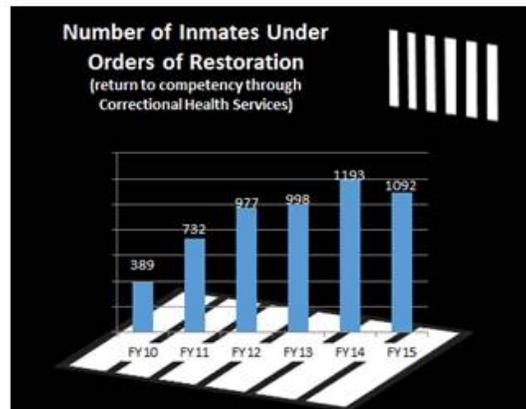
Data being gathered to determine baseline and goal during FY 2016



### Greater Phoenix Area Crime Rates (per 100,000 inhabitants)



### Number of Inmates Under Orders of Restoration (return to competency through Correctional Health Services)



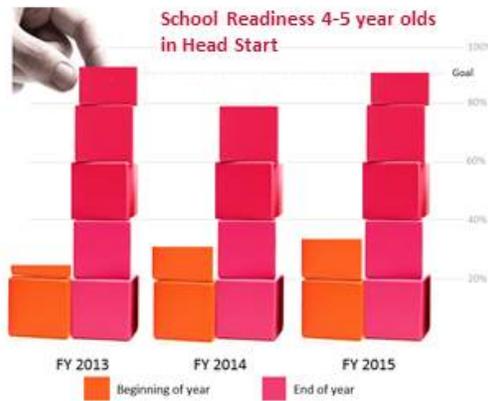
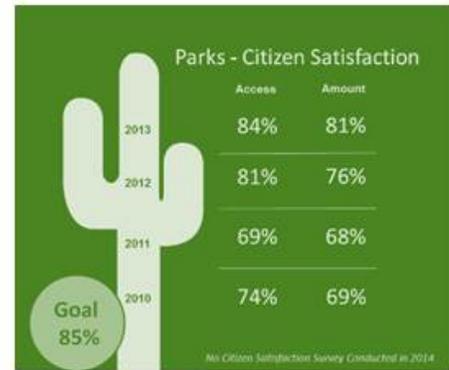
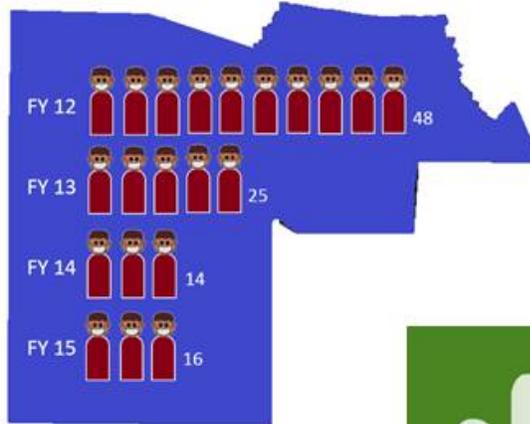
### Average Length of Pretrial Stay in County Jail (Days)



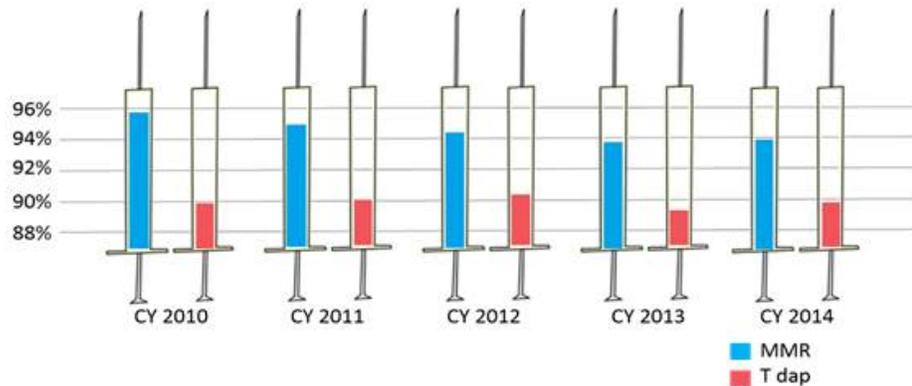
# Regional Services

*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.*

**Air Quality Compliance**  
 Exceedance Days for Ozone, PM-10, PM-2.5, or Nitrogen Oxide

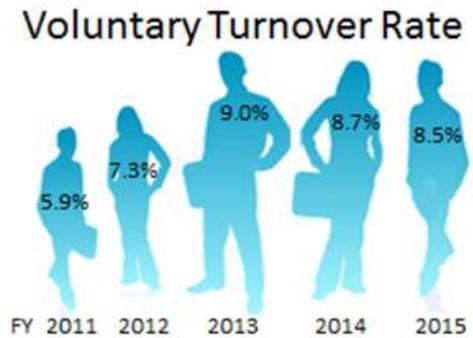
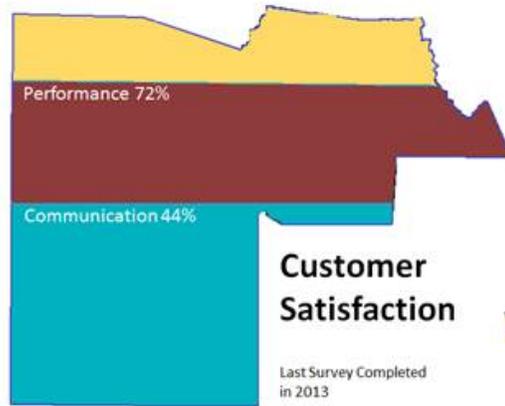
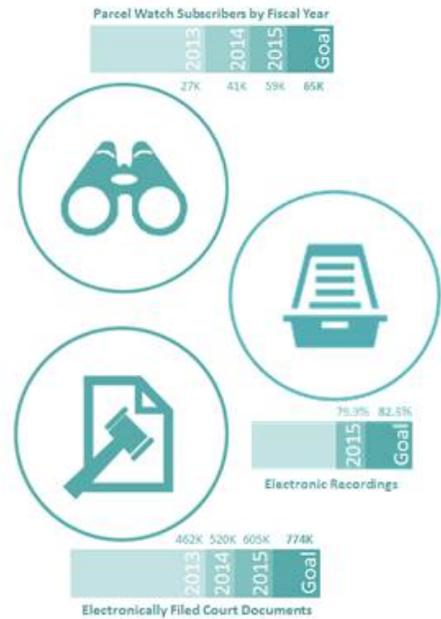
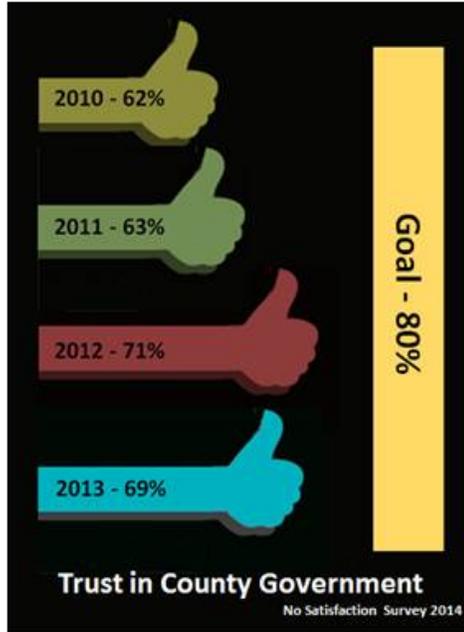


**Immunization Coverage**  
 (MMR 2 doses by Kindergarten, Tdap 1 dose by 6th Grade)



# 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.*

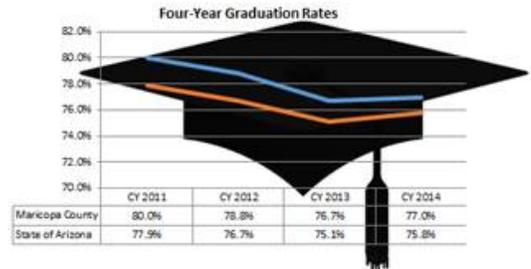


# Growth & Economic Development

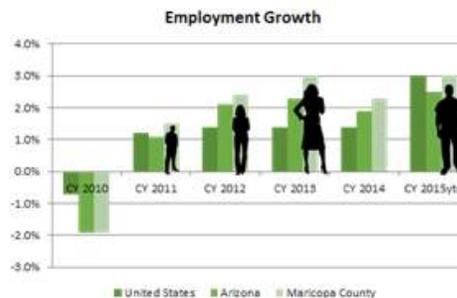
*Maricopa County will be innovative in leveraging its resources, adaptive in its regulatory policies and practices, and proactive in its public relations to attract, promote, and support the growth of business enterprises to produce a vibrant and balanced regional economy.*



### Satisfaction of Regulated Entities



Per Capita Income as Percent of U.S.



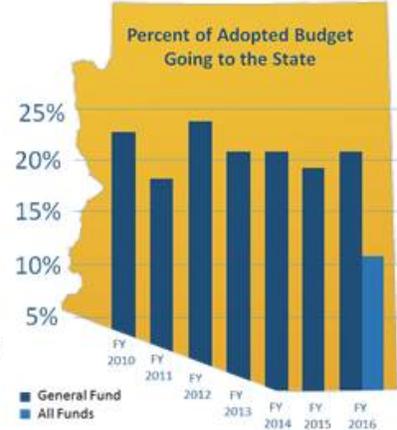
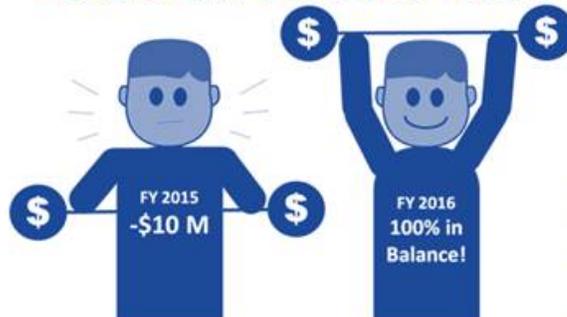
**Fiscal Strength**  
 and Responsibility

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.

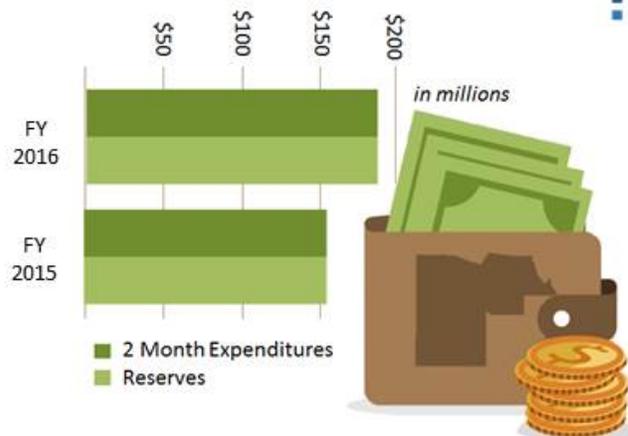
**Structural Balance All Funds**



**Structural Balance General and Detention Funds**



**Two Months General Fund Operating Expenditures & Reserves**



## Budget Policies and Process

### Policies and Their Budgetary Impact

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

### Managing for Results Policy

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

Key provisions:

- “Managing for Results” means that the entire organization, its management system, its employees and its organizational culture (beliefs, behavior and language) are focused on achieving results for the customer. Managing for Results provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results.
- All Departments will participate in the Managing for Results system and shall comply with the policy.
- The County Manager will develop and present a Countywide strategic plan to the Board.
- The mission, strategic goals, services, results and performance measures for a department are set forth in strategic business plans. Departments will participate in the annual Planning for Results process by developing and submitting strategic business plans for review as part of the budget process with required elements and in the prescribed format.
- All managers will work with assigned employees to establish performance plans that align with department strategic business plans.
- The Office of Management and Budget (OMB) and the Department of Finance will develop and maintain a financial structure aligned with the Managing for Results system.
- OMB will review department strategic business plans and performance measures as a basis for funding recommendations.
- Departments will report on their family of performance measures for budget and planning purposes quarterly, according to the annual budget calendar.
- Internal Audit will review and report on strategic business plans and performance measures.

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

## Budgeting and Accountability Policy

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

Key provisions:

- Each year, the Board will establish priorities and guidelines for budget development and will adopt Appropriated Budgets for all Departments.
- 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 Function level, unless specifically noted.
- The Board segregates a portion of the General Fund resources for budget stabilization which will be sufficient to minimize cash flow borrowing. It may also be used for future year Capital Improvement Program (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 Budgeting for Results Guidelines and Priorities

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

## Summary of Significant Accounting Policies

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

### Reporting Entity

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

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

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

### Housing Authority of Maricopa County

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

Housing Authority of Maricopa County  
8910 N. 78<sup>th</sup> Avenue, Building D  
Peoria, Arizona 85345  
[www.maricopahousing.org](http://www.maricopahousing.org)

### Maricopa County Flood Control District

The Maricopa County Flood Control District is a legally separate, tax-levying entity pursuant to A.R.S. §48-3602 that provides flood control facilities and regulates floodplains and drainage to prevent flooding of property in Maricopa County. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Flood Control District, it is able to 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, Series 2007A; Lease Revenue Refunding Bonds, Series 2007B; and other long-term obligations. Funding is provided by transfers from the General Fund, special revenue funds and intergovernmental revenue from the Maricopa County Special Health Care District, a separate legal entity.

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

The County also reports the following fund types:

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

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

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

## Basis of Accounting

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

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

as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital lease agreements are reported as other financing sources.

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

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

## Cash and Investments

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

## Inventories

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

## Property Tax Calendar

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

## Capital Assets

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

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

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

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

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

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

## Investment Income

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

## Compensated Absences

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

Employees may accumulate an unlimited number of sick leave hours. Generally, sick leave benefits provide for ordinary sick pay and are cumulative but are forfeited upon termination of employment.

Because sick leave benefits do not vest with employees, a liability for sick leave benefits is not accrued in the financial statements. However, upon retirement, County employees with accumulated sick leave in excess of 1,000 hours are entitled to a \$10,000 nontaxable investment in a Post Employment Health Plan (PEHP) established pursuant to Internal Revenue Code §501(c)(9).

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

## Basis of Budgeting and Budgetary Control

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

Appropriation levels are established by department, fund and function class (operating vs. non-recurring, including projects), and lapse annually. During the year, budget transfers from the contingency account to a department's budget require approval by the Board of Supervisors. The budget is appropriated by fund and function for the three departments of the Judicial Branch and the five departments of the Public Defense System, 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 2017 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						

Maricopa County Annual Business Strategies  
 FY 2017 Adopted Budget

Budget Policies and Process

FY 2017 DEPARTMENT/FUND MATRIX CONTINUED

DEPARTMENT	GENERAL*	DETENTION OPERATIONS*	NON MAJOR SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS
150 - EMERGENCY MANAGEMENT	X		X				
160 - CLERK OF THE SUPERIOR COURT	X		X				
180 - FINANCE	X						
190 - COUNTY ATTORNEY	X		X				
200 - COUNTY MANAGER	X		X				
210 - ELECTIONS	X		X				
220 - HUMAN SERVICES	X		X				
230 - INTERNAL AUDIT	X						
240 - JUSTICE COURTS	X		X				
250 - CONSTABLES	X						
260 - CORRECTIONAL HEALTH	X	X					
270 - JUVENILE PROBATION	X	X	X				
290 - MEDICAL EXAMINER	X		X				
300 - PARKS AND RECREATION	X		X				
310 - HUMAN RESOURCES	X						
340 - PUBLIC FIDUCIARY	X						
360 - RECORDER	X		X				
370 - EDUCATION SERVICE	X	X	X				
390 - EMPLOYEE BENEFITS AND HEALTH	X		X			X	
410 - ENTERPRISE TECHNOLOGY	X	X				X	
420 - INTEGRATED CRIM JUSTICE INFO		X					
430 - TREASURER	X		X				
440 - PLANNING AND DEVELOPMENT	X		X				
470 - NON DEPARTMENTAL	X	X	X	X	X		
490 - MANAGEMENT AND BUDGET	X						
500 - SHERIFF	X	X	X				
520 - PUBLIC DEFENDER	X		X				
540 - LEGAL DEFENDER	X		X				
550 - LEGAL ADVOCATE	X		X				
560 - CONTRACT COUNSEL	X						
570 - PUBLIC ADVOCATE	X						
640 - TRANSPORTATION			X		X		X
670 - WASTE RESOURCES AND RECYCLING	X		X				
700 - FACILITIES MANAGEMENT	X	X					
730 - PROCUREMENT SERVICES	X					X	
740 - EQUIPMENT SERVICES						X	
750 - RISK MANAGEMENT						X	
790 - ANIMAL CARE AND CONTROL	X		X				
800 - SUPERIOR COURT	X		X				
850 - AIR QUALITY	X		X				
860 - PUBLIC HEALTH	X		X				
880 - ENVIRONMENTAL SERVICES	X		X				
920 - DEPUTY COUNTY MANAGER 920	X						
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 volume of this document. The Public Finance Corporation is excluded from this document, as are one discretely presented component unit (Housing Authority) and one related organization (Industrial Development Authority). Activity associated with the Accommodation Schools and Sports Authority is not included in the County budget, as the Board of Supervisors does not adopt the budgets for these entities. The Sheriff Warehouse Fund is also not included in the budget, as it is an Internal Service Fund that serves only one department, the Sheriff.

## The Budget Process

### Annual Budget Process

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

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

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

### Financial Forecasting

The Office of Management and Budget 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.

## Planning for Results

Through the summer and fall, departments review and update their strategic business plans in accordance with the Managing for Results process. Departments update their strategic issues and goals, and set initial performance thresholds for their Activities and Programs. The Board of Supervisors updated the Countywide strategic plan in May 2014. The County strategic plan is presented in the *Strategic Direction* section of this document, while department strategic business plans are presented in the *Department Strategic Business Plans and Budgets* section.

## Budget Guidelines and Priorities

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

## Budget Preparation

Upon adoption of the budget guidelines and priorities, OMB prepares budget baselines and detailed instructions for departments. Departments then prepare their budget requests from December through February and submit them to OMB. Departments that manage capital improvement projects prepare and submit capital project budgets as part of a five-year Capital Improvement Program.

## Budget Review and Analysis

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

## Budget Adoption

### Tentative Adoption

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

### Final Adoption

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

### Property Tax Levy Adoption

According to A.R.S. §42-17151, the Board of Supervisors meets on 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 2017 Budget Process

Departments updated their strategic business plans in the summer and fall prior to budget preparation, following a normal schedule. Revenue collections were monitored closely, and the major revenues were forecasted quarterly. Department budget baselines and instructions for FY 2017 were developed and issued in November 2015. The FY 2017 Budgeting for Results Guidelines and Priorities were adopted by the Board of Supervisors on January 6, 2016.

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

The FY 2017 Recommended Budget was presented to the Board of Supervisors on May 16, 2016 and was adopted the same day. Final Adoption of the budget occurred on June 20, 2016. Property Tax levies and rates were adopted on August 15, 2016.

This process aligns with the Statutory Requirements, which can be found in the *Attachments* section of this document. If mid-year adjustments need to be made after the budget is adopted, the statutory requirements that govern this process are followed as outlined in the *Budget Adjustment Process* section below.

## Fiscal Year 2018 Budget Process

The FY 2018 budget process is anticipated to mirror that of a normal budget process timeline, as indicated in the *Annual Budget Process* section. However, a new Performance Budgeting system has been implemented for FY 2017 Budget Maintenance and will be used for development for the first time in FY 2018.

## Budget Adjustment Process

After final budget adoption, departments requesting a mid-year adjustment to their appropriated budgets must do so in a written request that must be approved by the Board of Supervisors. According to A.R.S. §42-17106, the Board of Supervisors may transfer monies between budget items if the monies are available, if the transfer is in the public interest and based on a demonstrated need, and if the transfer does not result in a violation of the County's constitutional property tax levy and expenditure limitations. Once approved, budget adjustments are entered in the detailed budget and reflected in budget and accounting reports.

## Programmatic Budgeting

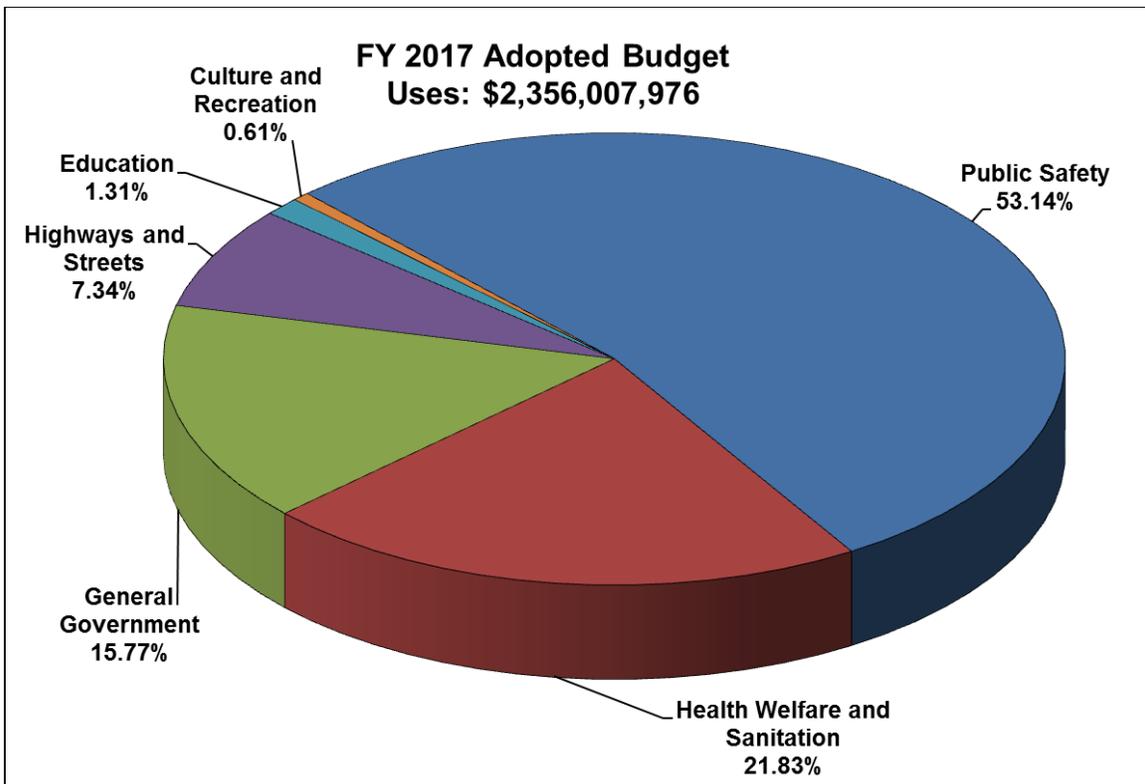
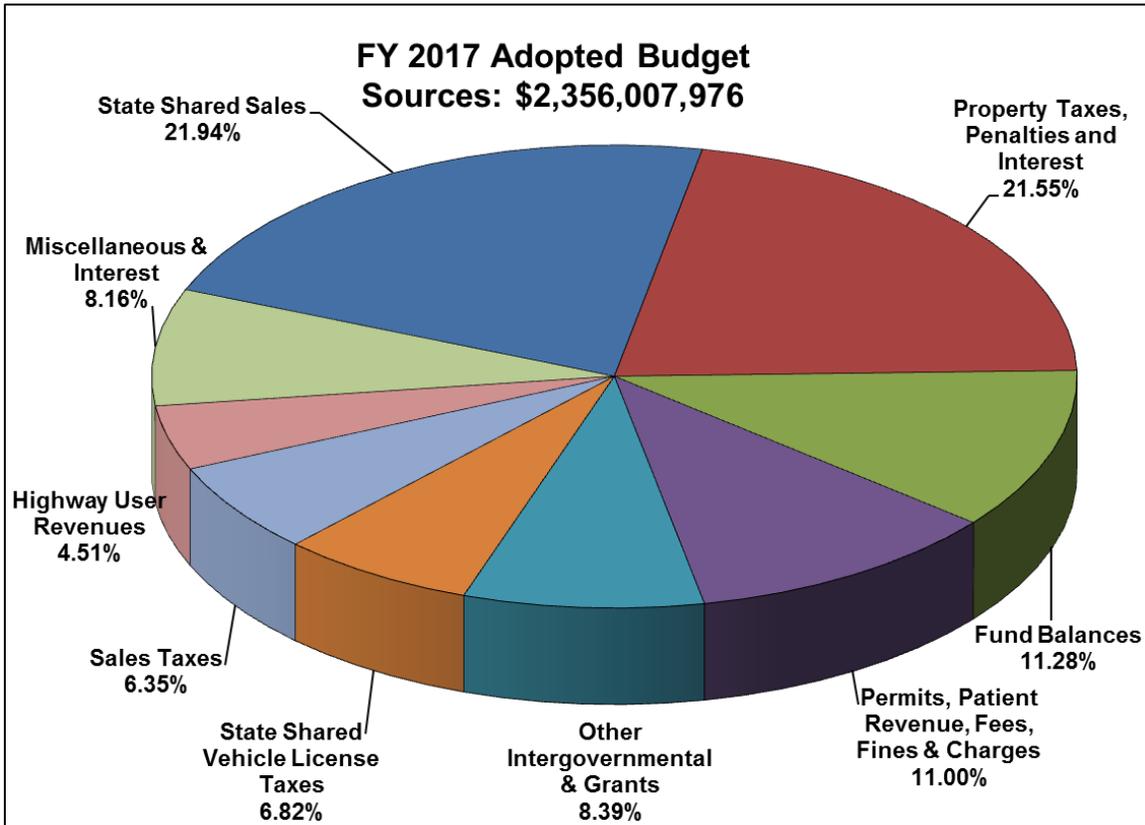
Budgeting on a programmatic basis in Maricopa County is defined by the Managing for Results process. Managing for Results required a shift in the focus of budgeting and monitoring from the object of expenditure (salaries, supplies, etc.) to the purpose of expenditures (prosecuting crimes, issuing permits, etc.).

- Services are defined in Managing for Results as the deliverables or products that the customer receives. Services are expressed as nouns, not verbs, thus are defined in terms of what the customer actually receives from the County rather than in terms of what the department “does.”
- Services are grouped into Activities, which are defined as a set of Services with a common purpose or result that produces Outputs and Results for customers. Activities become the “building blocks” of Maricopa County’s performance-based budget in Budgeting for Results. Each Activity has a “Family of Measures” that includes Results, Outputs, Demands and Efficiencies.
- Activities are in turn grouped into Programs, which are a set of Activities that have a common purpose or result. A Program is a higher-level management view of a collection of Activities.
- The Program/Activity/Service structure is fully incorporated into Maricopa County’s accounting and budgeting structure.

Consolidated Sources, Uses and Fund Balance by Fund Type

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
<b>BEGINNING FUND BALANCE</b>	\$ 133,944,163	\$ 132,906,884	\$ 19,691,150	\$ 946,250,675	\$ 16,597,557	\$ 1,249,390,429	\$ -	\$ 1,249,390,429
<b>SOURCES OF FUNDS</b>								
<b>OPERATING</b>								
PROPERTY TAXES	\$ 500,147,476	\$ -	\$ -	\$ -	\$ -	\$ 500,147,476	\$ -	\$ 500,147,476
TAX PENALTIES & INTEREST	7,519,586	-	-	-	-	7,519,586	-	7,519,586
SALES TAXES	-	149,670,043	-	-	-	149,670,043	-	149,670,043
LICENSES AND PERMITS	2,329,936	39,531,300	-	-	-	41,861,236	-	41,861,236
GRANTS	-	156,952,708	-	-	-	156,952,708	-	156,952,708
OTHER INTERGOVERNMENTAL	2,393,521	14,375,636	-	-	-	16,769,157	-	16,769,157
PAYMENTS IN LIEU OF TAXES	13,659,917	-	-	-	-	13,659,917	-	13,659,917
STATE SHARED SALES TAX	516,863,039	-	-	-	-	516,863,039	-	516,863,039
STATE SHARED HIGHWAY USER REV	-	106,154,321	-	-	-	106,154,321	-	106,154,321
STATE SHARED VEHICLE LICENSE	149,955,458	10,769,580	-	-	-	160,725,038	-	160,725,038
INTERGOV CHARGES FOR SERVICES	18,624,116	33,496,842	-	-	4,662,059	56,783,017	-	56,783,017
OTHER CHARGES FOR SERVICES	26,101,214	69,038,627	-	-	28,596,699	123,736,540	-	123,736,540
INTERNAL SERVICE CHARGES	-	-	-	-	205,447,397	205,447,397	(205,447,397)	-
PATIENT SERVICES REVENUE	6,988	2,460,757	-	-	-	2,467,745	-	2,467,745
FINES & FORFEITS	10,372,054	13,454,834	-	-	-	23,826,888	-	23,826,888
INTEREST EARNINGS	2,400,000	838,319	-	-	524,938	3,763,257	-	3,763,257
MISCELLANEOUS REVENUE	2,504,000	5,931,457	-	-	33,000	8,468,457	-	8,468,457
GAIN ON FIXED ASSETS	-	250,000	-	-	-	250,000	-	250,000
TRANSFERS IN	-	214,322,323	14,992,954	26,431,474	-	255,746,751	(255,746,751)	-
<b>TOTAL OPERATING SOURCES</b>	<b>\$ 1,252,877,305</b>	<b>\$ 817,246,747</b>	<b>\$ 14,992,954</b>	<b>\$ 26,431,474</b>	<b>\$ 239,264,093</b>	<b>\$ 2,350,812,573</b>	<b>\$ (461,194,148)</b>	<b>\$ 1,889,618,425</b>
<b>NON RECURRING</b>								
GRANTS	\$ -	\$ 713,617	\$ -	\$ 7,713,620	\$ -	\$ 8,427,237	\$ -	\$ 8,427,237
OTHER INTERGOVERNMENTAL	1,913,301	-	-	-	-	1,913,301	-	1,913,301
INTERGOV CHARGES FOR SERVICES	8,007	-	-	10,371,914	-	10,379,921	-	10,379,921
OTHER CHARGES FOR SERVICES	-	1,046	-	-	-	1,046	-	1,046
INTEREST EARNINGS	-	750,774	-	200	-	750,974	-	750,974
MISCELLANEOUS REVENUE	-	65,000	-	-	-	65,000	-	65,000
PROCEEDS FROM FINANCING	5,156,400	5,715,440	-	168,120,251	-	178,992,091	-	178,992,091
TRANSFERS IN	12,104,659	112,473	125,199,086	139,394,957	3,517,901	280,329,076	(280,329,076)	-
<b>TOTAL NON RECURRING SOURCES</b>	<b>\$ 19,182,367</b>	<b>\$ 7,358,350</b>	<b>\$ 125,199,086</b>	<b>\$ 325,600,942</b>	<b>\$ 3,517,901</b>	<b>\$ 480,858,646</b>	<b>\$ (280,329,076)</b>	<b>\$ 200,529,570</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,272,059,672</b>	<b>\$ 824,605,097</b>	<b>\$ 140,192,040</b>	<b>\$ 352,032,416</b>	<b>\$ 242,781,994</b>	<b>\$ 2,831,671,219</b>	<b>\$ (741,523,224)</b>	<b>\$ 2,090,147,995</b>
<b>USES OF FUNDS</b>								
<b>OPERATING</b>								
PERSONAL SERVICES	\$ 549,836,366	\$ 514,732,860	\$ -	\$ -	\$ 14,957,115	\$ 1,079,526,341	\$ -	\$ 1,079,526,341
SUPPLIES	14,077,219	45,565,074	-	-	11,928,279	71,570,572	(6,412,224)	65,158,348
SERVICES	429,825,054	205,466,775	-	-	218,994,507	854,286,336	(199,035,173)	655,251,163
CAPITAL	5,206,321	6,179,768	13,353,000	-	65,000	24,804,089	-	24,804,089
OTHER FINANCING USES	253,932,345	1,814,406	-	-	-	255,746,751	(255,746,751)	-
<b>TOTAL OPERATING USES</b>	<b>\$ 1,252,877,305</b>	<b>\$ 773,758,883</b>	<b>\$ 13,353,000</b>	<b>\$ -</b>	<b>\$ 245,944,901</b>	<b>\$ 2,285,934,089</b>	<b>\$ (461,194,148)</b>	<b>\$ 1,824,739,941</b>
<b>NON RECURRING</b>								
PERSONAL SERVICES	\$ 98,198	\$ 3,386,934	\$ -	\$ 5,042,052	\$ 258,188	\$ 8,785,372	\$ -	\$ 8,785,372
SUPPLIES	1,580,802	1,991,605	-	2,050	50,000	3,624,457	-	3,624,457
SERVICES	60,086,165	41,524,071	-	14,126,615	2,218,209	117,955,060	-	117,955,060
CAPITAL	1,795,731	5,938,518	118,428,210	274,468,187	272,500	400,903,146	-	400,903,146
OTHER FINANCING USES	89,565,634	69,997,124	-	120,766,318	-	280,329,076	(280,329,076)	-
<b>TOTAL NON RECURRING USES</b>	<b>\$ 153,126,530</b>	<b>\$ 122,838,252</b>	<b>\$ 118,428,210</b>	<b>\$ 414,405,222</b>	<b>\$ 2,798,897</b>	<b>\$ 811,597,111</b>	<b>\$ (280,329,076)</b>	<b>\$ 531,268,035</b>
<b>TOTAL USES</b>	<b>\$ 1,406,003,835</b>	<b>\$ 896,597,135</b>	<b>\$ 131,781,210</b>	<b>\$ 414,405,222</b>	<b>\$ 248,743,798</b>	<b>\$ 3,097,531,200</b>	<b>\$ (741,523,224)</b>	<b>\$ 2,356,007,976</b>
<b>STRUCTURAL BALANCE</b>	\$ -	\$ 43,487,864	\$ 1,639,954	\$ 26,431,474	\$ (6,680,808)	\$ 64,878,484	\$ -	\$ 64,878,484
<b>ENDING FUND BALANCE:</b>								
RESTRICTED	\$ -	\$ 67,017,922	\$ 7,414,230	\$ 391,152,466	\$ 45,403,730	\$ 510,988,348	\$ -	\$ 510,988,348
COMMITTED	-	14,220,891	20,687,750	492,725,403	2,557,158	530,191,202	-	530,191,202
UNASSIGNED	-	(20,323,967)	-	-	(37,325,135)	(57,649,102)	-	(57,649,102)

Sources and Uses of Funds



## Reconciliation of Budget Changes

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,274,904,388</b>	<b>\$ 912,941,504</b>	<b>\$ 9,580,777</b>	<b>\$ 309,815,776</b>	<b>\$ 237,991,656</b>	<b>\$ (510,828,268)</b>	<b>\$ 2,234,405,833</b>
<b>Operating Adjustments:</b>							
Grants, Donations and Intergovernmental Agreements	\$ -	\$ 11,593,002	\$ -	\$ -	\$ -	\$ -	\$ 11,593,002
Information and Communications Technology	-	(1,012,000)	-	-	1,800,000	(1,207,648)	(419,648)
Other Supplemental Funding	-	25,157	-	-	-	-	25,157
<b>Total Operating Adjustments</b>	<b>\$ -</b>	<b>\$ 10,606,159</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,800,000</b>	<b>\$ (1,207,648)</b>	<b>\$ 11,198,511</b>
<b>Non Recurring Adjustments:</b>							
Grants, Donations and Intergovernmental Agreements	\$ 6,333	\$ 2,580,200	\$ -	\$ -	\$ -	\$ -	\$ 2,586,533
Information and Communications Technology	669,080	(12,788,180)	5,837,361	9,782,567	300,000	(3,381,180)	419,648
Other Non Recurring	4,176,733	(14,009,335)	38,721,984	8,072,749	-	(32,683,743)	4,278,388
<b>Total Non Recurring Adjustments</b>	<b>\$ 4,852,146</b>	<b>\$ (24,217,315)</b>	<b>\$ 44,559,345</b>	<b>\$ 17,855,316</b>	<b>\$ 300,000</b>	<b>\$ (36,064,923)</b>	<b>\$ 7,284,569</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,279,756,534</b>	<b>\$ 899,330,348</b>	<b>\$ 54,140,122</b>	<b>\$ 327,671,092</b>	<b>\$ 240,091,656</b>	<b>\$ (548,100,839)</b>	<b>\$ 2,252,888,913</b>

Reconciliation of Budget Changes (continued)

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
<b>FY 2016 Revised Budget</b>	\$ 1,279,756,534	\$ 899,330,348	\$ 54,140,122	\$ 327,671,092	\$ 240,091,656	\$ (548,100,839)	\$ 2,252,888,913
<b>Operating Adjustments</b>							
<b>Mandated State Health Contributions</b>							
AHCCCS Contribution	\$ (192,000)	\$ -	\$ -	\$ -	\$ -	\$ -	(192,000)
ALTCS Contribution	1,870,300	-	-	-	-	-	1,870,300
Arnold v. Sarn Contribution	2,519,603	-	-	-	-	-	2,519,603
Payment Sexually Viol Persons	145,000	-	-	-	-	-	145,000
	\$ 4,342,903	\$ -	\$ -	\$ -	\$ -	\$ -	4,342,903
<b>Other Mandated Expenditures</b>							
Jail Excise Tax MOE	\$ 2,308,858	\$ -	\$ -	\$ -	\$ -	(2,308,858)	-
Payment to AZ for Juv Corr	6,724,062	-	-	-	-	-	6,724,062
One-time Credit for Arizona State for Mandated Services	(4,777,234)	-	-	-	-	-	(4,777,234)
Payment for Az State Dept of Revenue	4,030,498	-	-	-	-	-	4,030,498
County Residual Long Term Care	(73,039)	-	-	-	-	-	(73,039)
Mental Health Testimony	(50,000)	-	-	-	-	-	(50,000)
	\$ 8,163,145	\$ -	\$ -	\$ -	\$ -	(2,308,858)	5,854,287
<b>Central and Internal Service Charge Changes</b>							
Base Telecom Adjustment	\$ 3,011,455	\$ 1,274,825	\$ -	\$ -	16,813	(4,303,090)	3
Other Internal Service Charges	577,289	(456,479)	-	-	63,650	(184,460)	-
Central Service Cost Allocation	344,088	244,722	-	-	8,420	-	597,230
	\$ 3,932,832	\$ 1,063,068	\$ -	\$ -	88,883	(4,487,550)	597,233
<b>Contingencies</b>	\$ 1,958,911	\$ 157,933	\$ -	\$ -	\$ -	\$ -	2,116,844
<b>Employee Related Costs</b>							
Employee Health/Dental Premiums	\$ 9,953,666	\$ 8,552,886	\$ -	\$ -	227,702	(12,438,644)	6,295,610
Increase Revenues for Health/Dental Premiums	-	6,467,400	-	-	-	(6,467,400)	-
Vacancy Savings Assoc with Benefit Adjustments	(432,513)	(733,598)	-	-	(5,880)	-	(1,171,991)
Personnel Savings	(378,789)	-	-	-	-	-	(378,789)
Performance-Based Salary Increases	11,516,115	5,040,765	-	-	-	-	16,556,880
Retirement Contributions	(1,319,355)	655,119	-	-	988	-	(663,248)
	\$ 19,339,124	\$ 19,982,572	\$ -	\$ -	222,810	(18,906,044)	20,638,462
<b>Facility Related Adjustments</b>							
Major Maintenance Program	\$ 1,937,145	\$ -	\$ -	\$ -	\$ -	\$ -	1,937,145
	\$ 1,937,145	\$ -	\$ -	\$ -	\$ -	\$ -	1,937,145
<b>Grants and Intergovernmental Agreements</b>							
Grants	\$ -	(13,533,307)	\$ -	\$ -	\$ -	\$ -	(13,533,307)
Intergovernmental Agreements	(113,793)	-	-	-	-	-	(113,793)
	\$ (113,793)	\$ (13,533,307)	\$ -	\$ -	\$ -	\$ -	(13,647,100)
<b>IT Related Expenditures</b>							
HR System Operations Adj	\$ 102,002	\$ -	\$ -	\$ -	\$ -	\$ -	102,002
	\$ 102,002	\$ -	\$ -	\$ -	\$ -	\$ -	102,002
<b>Personnel and Staffing Related Adjustments</b>							
Personnel Savings	\$ (3,976,625)	\$ (14,543,072)	\$ -	\$ -	(404,340)	\$ -	(18,924,037)
Personnel Additions and Related Costs	1,489,949	-	-	-	-	-	1,489,949
Personnel Fund or Function Shifts	(83,655)	83,278	-	-	-	-	(377)
Vacant Position Elimination	(150,018)	(1,367,042)	-	-	-	-	(1,517,060)
	\$ (2,720,349)	\$ (15,826,836)	\$ -	\$ -	(404,340)	\$ -	(18,951,525)
<b>Program Volume Changes and Structural Balance</b>	\$ -	\$ (92,440)	\$ -	\$ -	7,138,245	\$ -	7,045,805
<b>Public Safety Related Expenditures</b>							
Adult Probation Caseload Increase	\$ 602,028	\$ 923,824	\$ -	\$ -	\$ -	\$ -	1,525,852
Jail Excise Tax MOE Above Base	13,652,519	-	-	-	-	(13,652,519)	-
Justice System Contingency	3,549,272	1,040,954	-	-	-	-	4,590,226
	\$ 17,803,819	\$ 1,964,778	\$ -	\$ -	\$ -	(13,652,519)	6,116,078
<b>Reallocations</b>							
Adult Probation Reallocation Between Funds	\$ (108,273)	\$ 108,273	\$ -	\$ -	\$ -	\$ -	-
Reallocation of Sheriff General and Detention Funds	(3,221,249)	3,221,249	-	-	-	-	-
Realloc between Juvenile Funds	(502,204)	502,204	-	-	-	-	-
Other Reallocation Between Funds	(1,720,374)	878,647	-	-	53,727	788,000	-
Other Reallocation Between Functions	(500,327)	(159,993)	-	-	(87,450)	-	(747,770)
	\$ (6,052,427)	\$ 4,550,380	\$ -	\$ -	(33,723)	788,000	(747,770)
<b>Transfers, Capital Related Expenditures and Debt Service</b>	\$ 19,351,855	\$ -	\$ 13,353,000	\$ -	\$ -	(19,351,855)	13,353,000
<b>Other Adjustments</b>	\$ 1,381,203	\$ 8,552,339	\$ -	\$ -	2,686,024	366,881	12,986,447
<b>Total - Operating Adjustments</b>	\$ 69,426,370	\$ 6,818,487	\$ 13,353,000	\$ -	\$ 9,697,899	\$ (57,551,945)	\$ 41,743,811

Reconciliation of Budget Changes (continued)

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
<b>Non Recurring Adjustments</b>							
<b>Other Mandated Expenditures</b>							
Primary and General Elections	\$ 3,497,115	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,497,115
<b>Capital Projects and Debt Service</b>							
Capital Improvement Projects and Infrastructure Improvements	\$ (1,221,000)	\$ (2,279,409)	\$ -	\$ 7,627,932	\$ -	\$ -	\$ 4,127,523
Debt Service	-	18,000,000	60,484,016	(18,000,000)	-	30,000,000	90,484,016
	\$ (1,221,000)	\$ 15,720,591	\$ 60,484,016	\$ (10,372,068)	\$ -	\$ 30,000,000	\$ 94,611,539
<b>Contingencies</b>							
General Contingency	\$ 1,914,371	\$ (20,222,003)	\$ -	\$ -	\$ -	\$ -	\$ (18,307,632)
<b>Grant Reconciliation and Related Expenditures</b>							
	\$ (6,333)	\$ (2,309,394)	\$ -	\$ -	\$ -	\$ -	\$ (2,315,727)
<b>IT Projects</b>							
Base Telecom Adjustment	\$ 6,306	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,306
Expenditure Auth Adj for Infrastructure Fund	-	300,000	-	-	(300,000)	-	-
Office of the Medical Examiner Database and Software	364,309	-	-	-	-	-	364,309
OET Cybersecurity/VMWare	2,406,468	-	-	-	-	-	2,406,468
Facilities Management Servers, Scanners and Equipment	139,321	-	-	-	-	-	139,321
Superior Court Ecourt Refresh/ICIS-NG program/Disaster Rec	3,736,500	-	-	-	-	-	3,736,500
Environmental Services IT Equipment	197,869	-	-	-	-	-	197,869
Other IT Non Recurring	(11,772,665)	(5,533,587)	2,085,864	7,484,286	-	(2,314,111)	(10,050,213)
PC and Laptop and VDI Funding	(1,297,061)	212,069	(4,506,550)	(2,883,838)	-	1,991,173	(6,484,207)
VMWare Enterprise License Agreement	(8,007)	4,269,344	(1,330,811)	(4,740,181)	-	1,809,655	-
	\$ (6,226,960)	\$ (752,174)	\$ (3,751,497)	\$ (139,733)	\$ (300,000)	\$ 1,486,717	\$ (9,683,647)
<b>Personnel Related Expenditures</b>							
	\$ 1,312	\$ 13,157	\$ -	\$ -	\$ 1,260	\$ -	\$ 15,729
<b>Public Safety Related Expenditures</b>							
Graves v Arpaio	\$ -	\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ (100,000)
Justice System Contingency	81,000	243,000	-	-	-	-	324,000
Public Defense Capital/PCR Backlog	693,519	-	-	-	-	-	693,519
	\$ 774,519	\$ 143,000	\$ -	\$ -	\$ -	\$ -	\$ 917,519
<b>Reallocations</b>							
	\$ 500,327	\$ 159,993	\$ -	\$ -	\$ 87,450	\$ -	\$ 747,770
<b>Transfers</b>							
Elections Transfer	\$ 5,046,955	\$ -	\$ -	\$ -	\$ -	\$ (5,046,955)	\$ -
Transfers to/from Capital Funds	54,572,756	(10,868,770)	-	96,453,807	-	(140,157,793)	-
	\$ 59,619,711	\$ (10,868,770)	\$ -	\$ 96,453,807	\$ -	\$ (145,204,748)	\$ -
<b>Vehicle Transfers and Replacements</b>							
	\$ 8,775,554	\$ 1,718,241	\$ 7,555,569	\$ -	\$ -	\$ (10,794,141)	\$ 7,255,223
<b>Other Non Recurring Expenditures</b>							
Economic Development	\$ (250,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (250,000)
Reimburse Environmental Services for Fee Waivers	-	(95,081)	-	-	-	95,081	-
Other Base Adjustments	-	(1,389,649)	-	-	-	-	(1,389,649)
Adult Probation Vehicles for New Staff	54,000	27,000	-	-	-	-	81,000
Adult Probation Fleet Study	250,000	250,000	-	-	-	-	500,000
Air Quality Monitoring Equipment	308,080	-	-	-	-	-	308,080
Environmental Services Equipment	287,718	-	-	-	-	-	287,718
Parks Hassayampa Design/Engineering/Installation	1,000,000	-	-	-	-	-	1,000,000
NeoGov Contract	342,090	-	-	-	-	-	342,090
Other Non Recurring	(12,799,573)	8,053,389	-	792,124	(834,467)	(11,453,349)	(16,241,876)
	\$ (10,807,685)	\$ 6,845,659	\$ -	\$ 792,124	\$ (834,467)	\$ (11,358,268)	\$ (15,362,637)
<b>Total - Non Recurring Adjustments</b>	<b>\$ 56,820,931</b>	<b>\$ (9,551,700)</b>	<b>\$ 64,288,088</b>	<b>\$ 86,734,130</b>	<b>\$ (1,045,757)</b>	<b>\$ (135,870,440)</b>	<b>\$ 61,375,252</b>
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,406,003,835</b>	<b>\$ 896,597,135</b>	<b>\$ 131,781,210</b>	<b>\$ 414,405,222</b>	<b>\$ 248,743,798</b>	<b>\$ (741,523,224)</b>	<b>\$ 2,356,007,976</b>

Major and Non-major Fund Budget Summary Schedules

OBJECT/SOURCE	ALL FUNDS		ALL FUNDS		ALL FUNDS		ALL FUNDS	
	FY 2015		FY 2016		FY 2016		FY 2017	
	ACTUAL		ADOPTED		REVISED		ADOPTED	
0601 - PROPERTY TAXES	\$ 439,142,285	\$	465,539,207	\$	465,539,207	\$	500,147,476	
0605 - TAX PENALTIES & INTEREST	11,835,775		11,087,186		11,087,186		7,519,586	
0606 - SALES TAXES	140,492,833		146,085,926		146,085,926		149,670,043	
0610 - LICENSES AND PERMITS	42,384,934		40,535,658		40,346,958		41,861,236	
0615 - GRANTS	153,605,743		184,323,935		197,737,861		165,379,945	
0620 - OTHER INTERGOVERNMENTAL	19,664,810		20,272,144		24,376,849		18,682,458	
0621 - PAYMENTS IN LIEU OF TAXES	12,523,287		13,686,679		13,686,679		13,659,917	
0625 - STATE SHARED SALES TAX	476,452,381		492,019,045		492,019,045		516,863,039	
0626 - STATE SHARED HIGHWAY USER REV	97,931,745		98,175,564		98,175,564		106,154,321	
0630 - STATE SHARED VEHICLE LICENSE	145,066,002		147,090,706		147,090,706		160,725,038	
0634 - INTERGOV CHARGES FOR SERVICES	59,125,950		72,799,196		72,956,368		67,162,938	
0635 - OTHER CHARGES FOR SERVICES	124,425,921		122,571,708		122,733,392		123,737,586	
0638 - PATIENT SERVICES REVENUE	2,877,921		2,297,795		2,297,795		2,467,745	
0637 - FINES & FORFEITS	24,514,455		23,087,298		23,606,798		23,826,888	
0645 - INTEREST EARNINGS	6,204,967		5,279,526		5,279,766		4,514,231	
0650 - MISCELLANEOUS REVENUE	14,167,118		44,024,146		44,024,051		8,533,457	
TOTAL REVENUE	\$ 1,770,416,127	\$	1,888,875,719	\$	1,907,044,151	\$	1,910,905,904	
0651 - GAIN ON FIXED ASSETS	\$ 428,680	\$	200,000	\$	200,000	\$	250,000	
0652 - PROCEEDS FROM FINANCING	209,542,509		-		9,782,567		178,992,091	
OTHER FINANCING SOURCES	\$ 209,971,189	\$	200,000	\$	9,982,567	\$	179,242,091	
TOTAL SOURCES	\$ 1,980,387,316	\$	1,889,075,719	\$	1,917,026,718	\$	2,090,147,995	
PERSONAL SERVICES	\$ 989,082,428	\$	1,070,830,610	\$	1,068,086,961	\$	1,088,311,713	
SUPPLIES	95,163,990		80,654,192		73,914,710		68,782,805	
SERVICES	669,510,202		794,424,187		812,904,947		773,206,223	
CAPITAL	119,778,870		288,496,844		297,982,295		425,707,235	
TOTAL EXPENDITURES	\$ 1,873,535,490	\$	2,234,405,833	\$	2,252,888,913	\$	2,356,007,976	
TOTAL USES	\$ 1,873,535,490	\$	2,234,405,833	\$	2,252,888,913	\$	2,356,007,976	

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

OBJECT/SOURCE	GENERAL		GENERAL	
	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED
0601 - PROPERTY TAXES	\$ 439,142,285	\$ 465,539,207	\$ 465,539,207	\$ 500,147,476
0605 - TAX PENALTIES & INTEREST	11,835,775	11,087,186	11,087,186	7,519,586
0610 - LICENSES AND PERMITS	2,192,729	2,311,877	2,311,877	2,329,936
0615 - GRANTS	34,752	-	6,333	-
0620 - OTHER INTERGOVERNMENTAL	5,339,982	5,103,302	9,389,697	4,306,822
0621 - PAYMENTS IN LIEU OF TAXES	12,523,287	13,686,679	13,686,679	13,659,917
0625 - STATE SHARED SALES TAX	476,452,381	492,019,045	492,019,045	516,863,039
0630 - STATE SHARED VEHICLE LICENSE	135,043,055	138,282,676	138,282,676	149,955,458
0634 - INTERGOV CHARGES FOR SERVICES	16,339,728	18,211,659	17,888,754	18,632,123
0635 - OTHER CHARGES FOR SERVICES	24,952,942	24,559,638	24,559,638	26,101,214
0638 - PATIENT SERVICES REVENUE	7,634	6,988	6,988	6,988
0637 - FINES & FORFEITS	10,863,122	9,802,082	9,802,082	10,372,054
0645 - INTEREST EARNINGS	3,499,671	2,800,000	2,800,000	2,400,000
0650 - MISCELLANEOUS REVENUE	7,680,517	2,782,364	2,782,614	2,504,000
TOTAL REVENUE	\$ 1,145,907,860	\$ 1,186,192,703	\$ 1,190,162,776	\$ 1,254,798,613
0652 - PROCEEDS FROM FINANCING	\$ -	\$ -	\$ -	\$ 5,156,400
0680 - TRANSFERS IN	14,805,346	5,809,670	6,691,743	12,104,659
OTHER FINANCING SOURCES	\$ 14,805,346	\$ 5,809,670	\$ 6,691,743	\$ 17,261,059
TOTAL SOURCES	\$ 1,160,713,206	\$ 1,192,002,373	\$ 1,196,854,519	\$ 1,272,059,672
PERSONAL SERVICES	\$ 497,668,408	\$ 536,237,676	\$ 535,192,758	\$ 549,934,564
SUPPLIES	22,627,554	18,288,888	19,277,596	15,658,021
SERVICES	394,954,929	469,559,657	482,396,476	489,911,219
CAPITAL	13,159,658	9,569,668	6,908,882	7,002,052
TOTAL EXPENDITURES	\$ 928,410,549	\$ 1,033,655,889	\$ 1,043,775,712	\$ 1,062,505,856
0880 - TRANSFERS OUT	\$ 254,509,775	\$ 241,248,499	\$ 235,980,822	\$ 343,497,979
OTHER FINANCING USES	\$ 254,509,775	\$ 241,248,499	\$ 235,980,822	\$ 343,497,979
TOTAL USES	\$ 1,182,920,324	\$ 1,274,904,388	\$ 1,279,756,534	\$ 1,406,003,835

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

OBJECT/SOURCE	DETENTION OPERATIONS	DETENTION OPERATIONS	DETENTION OPERATIONS	DETENTION OPERATIONS
	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED
0606 - SALES TAXES	\$ 140,492,833	\$ 146,085,926	\$ 146,085,926	\$ 149,670,043
0620 - OTHER INTERGOVERNMENTAL	-	-	-	400,000
0634 - INTERGOV CHARGES FOR SERVICES	27,851,567	30,449,852	30,449,852	25,686,372
0635 - OTHER CHARGES FOR SERVICES	43,846	7,000	7,000	42,233
0645 - INTEREST EARNINGS	1,389,223	1,100,000	1,100,000	750,000
0650 - MISCELLANEOUS REVENUE	503,972	60,000	60,000	64,150
TOTAL REVENUE	\$ 170,281,441	\$ 177,702,778	\$ 177,702,778	\$ 176,612,798
0652 - PROCEEDS FROM FINANCING	\$ -	\$ -	\$ -	\$ 1,154,241
0680 - TRANSFERS IN	177,061,315	198,483,977	190,922,075	214,404,796
OTHER FINANCING SOURCES	\$ 177,061,315	\$ 198,483,977	\$ 190,922,075	\$ 215,559,037
TOTAL SOURCES	\$ 347,342,756	\$ 376,186,755	\$ 368,624,853	\$ 392,171,835
PERSONAL SERVICES	\$ 276,113,686	\$ 294,246,734	\$ 294,826,149	\$ 305,442,428
SUPPLIES	23,552,637	31,689,903	23,653,415	23,121,887
SERVICES	58,866,559	84,792,467	84,573,466	86,685,819
CAPITAL	3,360,239	2,747,000	2,998,000	1,315,716
TOTAL EXPENDITURES	\$ 361,893,121	\$ 413,476,104	\$ 406,051,030	\$ 416,565,850
0880 - TRANSFERS OUT	\$ 4,891,273	\$ 1,469,193	\$ 1,332,365	\$ 9,962,412
OTHER FINANCING USES	\$ 4,891,273	\$ 1,469,193	\$ 1,332,365	\$ 9,962,412
TOTAL USES	\$ 366,784,394	\$ 414,945,297	\$ 407,383,395	\$ 426,528,262

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

OBJECT/SOURCE	NON MAJOR		NON MAJOR	
	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED
0610 - LICENSES AND PERMITS	\$ 40,192,205	\$ 38,223,781	\$ 38,035,081	\$ 39,531,300
0615 - GRANTS	153,570,991	184,323,935	197,731,528	165,379,945
0620 - OTHER INTERGOVERNMENTAL	14,324,828	15,168,842	14,987,152	13,975,636
0626 - STATE SHARED HIGHWAY USER REV	97,931,745	98,175,564	98,175,564	106,154,321
0630 - STATE SHARED VEHICLE LICENSE	10,022,947	8,808,030	8,808,030	10,769,580
0634 - INTERGOV CHARGES FOR SERVICES	14,934,655	24,137,685	24,617,762	22,844,443
0635 - OTHER CHARGES FOR SERVICES	99,429,133	98,005,070	98,166,754	97,594,139
0638 - PATIENT SERVICES REVENUE	2,870,287	2,290,807	2,290,807	2,460,757
0637 - FINES & FORFEITS	13,651,333	13,285,216	13,804,716	13,454,834
0645 - INTEREST EARNINGS	1,316,073	1,379,526	1,379,766	1,364,231
0650 - MISCELLANEOUS REVENUE	5,982,629	41,181,782	41,181,437	5,965,307
TOTAL REVENUE	\$ 454,226,826	\$ 524,980,238	\$ 539,178,597	\$ 479,494,493
0651 - GAIN ON FIXED ASSETS	\$ 428,680	\$ 200,000	\$ 200,000	\$ 250,000
0652 - PROCEEDS FROM FINANCING	209,542,509	-	9,782,567	172,681,450
0680 - TRANSFERS IN	(191,866,661)	(204,293,647)	(197,613,818)	(226,509,455)
OTHER FINANCING SOURCES	\$ 18,104,528	\$ (204,093,647)	\$ (187,631,251)	\$ (53,578,005)
TOTAL SOURCES	\$ 472,331,354	\$ 320,886,591	\$ 351,547,346	\$ 425,916,488
PERSONAL SERVICES	\$ 215,300,334	\$ 240,346,200	\$ 238,068,054	\$ 232,934,721
SUPPLIES	48,983,799	30,675,401	30,983,699	30,002,897
SERVICES	215,688,714	240,072,063	245,935,005	196,609,185
CAPITAL	103,258,973	276,180,176	288,075,413	417,389,467
TOTAL EXPENDITURES	\$ 583,231,820	\$ 787,273,840	\$ 803,062,171	\$ 876,936,270
0880 - TRANSFERS OUT	\$ (259,401,048)	\$ (242,717,692)	\$ (237,313,187)	\$ (353,460,391)
OTHER FINANCING USES	\$ (259,401,048)	\$ (242,717,692)	\$ (237,313,187)	\$ (353,460,391)
TOTAL USES	\$ 323,830,772	\$ 544,556,148	\$ 565,748,984	\$ 523,475,879

Consolidated Revenues and Other Sources by Fund Type / Department

ALL FUNDS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>JUDICIAL</b>							
110 - ADULT PROBATION	\$ 15,702,889	\$ 15,514,919	\$ 15,590,748	\$ 15,546,912	\$ 15,551,394	\$ (39,354)	-0.3%
240 - JUSTICE COURTS	21,503,629	20,627,952	20,627,952	21,943,413	21,104,680	476,728	2.3%
270 - JUVENILE PROBATION	7,299,333	6,714,778	6,854,827	6,473,343	6,714,778	(140,049)	-2.0%
800 - SUPERIOR COURT	17,036,678	16,520,060	19,034,384	18,785,016	17,366,426	(1,667,958)	-8.8%
<b>SUBTOTAL</b>	<b>\$ 61,542,529</b>	<b>\$ 59,377,709</b>	<b>\$ 62,107,911</b>	<b>\$ 62,748,684</b>	<b>\$ 60,737,278</b>	<b>\$ (1,370,633)</b>	<b>-2.2%</b>
<b>ELECTED</b>							
120 - ASSESSOR	\$ 282,921	\$ 240,000	\$ 240,000	\$ 223,347	\$ 180,000	\$ (60,000)	-25.0%
160 - CLERK OF THE SUPERIOR COURT	16,931,555	15,682,829	15,711,927	16,302,210	16,248,753	536,826	3.4%
190 - COUNTY ATTORNEY	12,866,929	12,296,969	12,814,338	12,794,303	13,136,834	322,496	2.5%
210 - ELECTIONS	4,319,659	4,698,688	9,480,292	7,719,025	4,173,461	(5,306,831)	-56.0%
250 - CONSTABLES	1,648,168	1,798,574	1,804,907	1,636,415	1,630,200	(174,707)	-9.7%
360 - RECORDER	9,353,456	10,792,689	10,792,689	12,492,716	11,726,087	933,398	8.6%
370 - EDUCATION SERVICE	22,271,415	27,459,710	28,016,364	25,818,083	26,408,324	(1,608,040)	-5.7%
430 - TREASURER	41,076	344,341	344,341	49,042	344,341	-	0.0%
500 - SHERIFF	62,146,643	68,341,158	68,429,831	64,181,226	62,742,050	(5,687,781)	-8.3%
<b>SUBTOTAL</b>	<b>\$ 129,861,822</b>	<b>\$ 141,654,958</b>	<b>\$ 147,634,689</b>	<b>\$ 141,216,367</b>	<b>\$ 136,590,050</b>	<b>\$ (11,044,639)</b>	<b>-7.5%</b>
<b>APPOINTED</b>							
150 - EMERGENCY MANAGEMENT	1,537,560	1,696,323	1,884,122	2,008,217	1,725,737	(158,385)	-8.4%
180 - FINANCE	342,294	285,000	285,000	309,097	285,000	-	0.0%
200 - COUNTY MANAGER	3,046,510	5,600	1,624,176	1,350,963	327,055	(1,297,121)	-79.9%
220 - HUMAN SERVICES	48,345,207	65,389,861	73,756,757	58,004,853	57,729,065	(16,027,692)	-21.7%
260 - CORRECTIONAL HEALTH	12,059	7,000	7,000	14,883	7,000	-	0.0%
290 - MEDICAL EXAMINER	424,235	391,730	400,136	420,625	394,581	(5,555)	-1.4%
300 - PARKS AND RECREATION	8,354,471	8,065,714	8,065,714	8,255,321	9,416,055	1,350,341	16.7%
310 - HUMAN RESOURCES	63,242	55,000	55,000	57,708	55,000	-	0.0%
340 - PUBLIC FIDUCIARY	1,225,892	1,000,000	1,000,000	1,060,871	1,200,871	200,871	20.1%
390 - EMPLOYEE BENEFITS AND HEALTH	150,134,020	168,103,125	168,103,125	168,149,791	187,353,539	19,250,414	11.5%
410 - ENTERPRISE TECHNOLOGY	18,123,465	17,534,404	18,330,411	18,173,094	22,198,153	3,867,742	21.1%
440 - PLANNING AND DEVELOPMENT	8,887,583	8,010,200	8,010,200	12,143,883	8,010,200	-	0.0%
470 - NON DEPARTMENTAL	1,738,211,574	1,570,710,014	1,614,805,708	1,560,514,494	2,010,439,418	395,633,710	24.5%
520 - PUBLIC DEFENDER	1,711,414	1,542,448	1,542,448	1,436,721	1,302,142	(240,306)	-15.6%
540 - LEGAL DEFENDER	133,449	123,606	123,606	120,740	120,740	(2,866)	-2.3%
550 - LEGAL ADVOCATE	17,471	17,168	17,168	33,877	20,627	3,459	20.1%
560 - CONTRACT COUNSEL	50,348	-	-	9,246	-	-	N/A
640 - TRANSPORTATION	126,551,477	138,417,683	138,746,310	129,024,260	140,738,090	1,991,780	1.4%
670 - WASTE RESOURCES AND RECYCLING	5,228,962	4,888,710	4,888,710	5,024,673	4,981,341	92,631	1.9%
700 - FACILITIES MANAGEMENT	838,131	450,341	450,341	484,247	466,341	16,000	3.6%
730 - PROCUREMENT SERVICES	1,519,299	1,606,217	1,606,217	1,468,214	1,500,834	(105,383)	-6.6%
740 - EQUIPMENT SERVICES	17,637,703	16,854,693	16,854,693	16,433,029	16,854,693	-	0.0%
750 - RISK MANAGEMENT	20,811,722	24,088,690	24,088,690	20,830,710	24,088,690	-	0.0%
790 - ANIMAL CARE AND CONTROL	14,900,720	12,933,898	13,129,898	13,662,036	13,649,714	519,816	4.0%
850 - AIR QUALITY	16,108,317	16,057,307	16,057,307	15,911,369	16,223,338	166,031	1.0%
860 - PUBLIC HEALTH	46,256,649	50,759,524	50,759,524	54,382,198	49,522,794	(1,236,730)	-2.4%
880 - ENVIRONMENTAL SERVICES	19,856,219	19,405,422	19,570,701	19,542,465	19,472,620	(98,081)	-0.5%
940 - ASSISTANT COUNTY MANAGER 940	3,408,413	-	-	-	-	-	N/A
950 - ASSISTANT COUNTY MANAGER 950	912,862	68,459	818,812	1,158,565	68,459	(750,353)	-91.6%
<b>SUBTOTAL</b>	<b>\$ 2,254,651,268</b>	<b>\$ 2,128,468,137</b>	<b>\$ 2,184,981,774</b>	<b>\$ 2,109,986,150</b>	<b>\$ 2,588,152,097</b>	<b>\$ 403,170,323</b>	<b>18.5%</b>
<b>ELIMINATIONS</b>							
980 - ELIMINATIONS COUNTY	\$ (465,668,303)	\$ (440,425,085)	\$ (477,697,656)	\$ (444,057,821)	\$ (695,331,430)	\$ (217,633,774)	45.6%
<b>SUBTOTAL</b>	<b>\$ (465,668,303)</b>	<b>\$ (440,425,085)</b>	<b>\$ (477,697,656)</b>	<b>\$ (444,057,821)</b>	<b>\$ (695,331,430)</b>	<b>\$ (217,633,774)</b>	<b>45.6%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 1,980,387,316</b>	<b>\$ 1,889,075,719</b>	<b>\$ 1,917,026,718</b>	<b>\$ 1,869,893,380</b>	<b>\$ 2,090,147,995</b>	<b>\$ 173,121,277</b>	<b>9.0%</b>

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

GENERAL FUND	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>JUDICIAL</b>							
240 - JUSTICE COURTS	\$ 14,178,669	\$ 13,511,769	\$ 13,511,769	\$ 13,989,353	\$ 13,702,070	\$ 190,301	1.4%
270 - JUVENILE PROBATION	5,866	15,550	15,550	10,088	15,550	-	0.0%
800 - SUPERIOR COURT	2,171,403	1,880,100	1,880,100	2,241,399	2,200,000	319,900	17.0%
<b>SUBTOTAL</b>	<b>\$ 16,355,938</b>	<b>\$ 15,407,419</b>	<b>\$ 15,407,419</b>	<b>\$ 16,240,840</b>	<b>\$ 15,917,620</b>	<b>\$ 510,201</b>	<b>3.3%</b>
<b>ELECTED</b>							
120 - ASSESSOR	\$ 282,921	\$ 240,000	\$ 240,000	\$ 223,347	\$ 180,000	\$ (60,000)	-25.0%
160 - CLERK OF THE SUPERIOR COURT	8,823,130	7,802,467	7,802,467	8,614,218	8,400,000	597,533	7.7%
190 - COUNTY ATTORNEY	17,479	84,559	84,559	71,156	62,079	(22,480)	-26.6%
210 - ELECTIONS	4,201,796	4,228,410	8,506,798	7,084,039	3,766,711	(4,740,087)	-55.7%
250 - CONSTABLES	1,648,168	1,798,574	1,804,907	1,636,415	1,630,200	(174,707)	-9.7%
360 - RECORDER	5,864,023	7,000,000	7,000,000	8,746,128	7,933,398	933,398	13.3%
370 - EDUCATION SERVICE	843,754	117,000	117,000	124,333	117,000	-	0.0%
430 - TREASURER	41,076	40,000	40,000	49,042	40,000	-	0.0%
500 - SHERIFF	13,533,098	15,557,804	15,235,149	16,196,639	15,435,908	200,759	1.3%
<b>SUBTOTAL</b>	<b>\$ 35,255,445</b>	<b>\$ 36,868,814</b>	<b>\$ 40,830,880</b>	<b>\$ 42,745,317</b>	<b>\$ 37,565,296</b>	<b>\$ (3,265,584)</b>	<b>-8.0%</b>
<b>APPOINTED</b>							
180 - FINANCE	342,294	285,000	285,000	309,097	285,000	-	0.0%
200 - COUNTY MANAGER	860	600	600	720	600	-	0.0%
220 - HUMAN SERVICES	2,213	-	-	-	-	-	N/A
290 - MEDICAL EXAMINER	416,654	391,730	391,730	412,220	385,730	(6,000)	-1.5%
310 - HUMAN RESOURCES	63,242	55,000	55,000	57,708	55,000	-	0.0%
340 - PUBLIC FIDUCIARY	1,225,892	1,000,000	1,000,000	1,060,871	1,200,871	200,871	20.1%
410 - ENTERPRISE TECHNOLOGY	752,676	465,100	473,107	471,907	561,827	88,720	18.8%
470 - NON DEPARTMENTAL	1,101,154,227	1,136,124,447	1,137,006,520	1,158,224,988	1,214,580,781	77,574,261	6.8%
520 - PUBLIC DEFENDER	65,038	38,332	38,332	35,439	32,385	(5,947)	-15.5%
540 - LEGAL DEFENDER	8,801	-	-	-	-	-	N/A
560 - CONTRACT COUNSEL	50,348	-	-	9,246	-	-	N/A
670 - WASTE RESOURCES AND RECYCLING	256,698	132,369	132,369	238,332	225,000	92,631	70.0%
700 - FACILITIES MANAGEMENT	560,110	450,341	450,341	484,247	466,341	16,000	3.6%
720 - PROTECTIVE SERVICES	-	-	-	-	-	-	N/A
730 - PROCUREMENT SERVICES	762,678	761,000	761,000	761,000	761,000	-	0.0%
880 - ENVIRONMENTAL SERVICES	31,679	22,221	22,221	22,221	22,221	-	0.0%
940 - ASSISTANT COUNTY MANAGER 940	3,408,413	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 1,109,101,823</b>	<b>\$ 1,139,726,140</b>	<b>\$ 1,140,616,220</b>	<b>\$ 1,162,123,907</b>	<b>\$ 1,218,576,756</b>	<b>\$ 77,960,536</b>	<b>6.8%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 1,160,713,206</b>	<b>\$ 1,192,002,373</b>	<b>\$ 1,196,854,519</b>	<b>\$ 1,221,110,064</b>	<b>\$ 1,272,059,672</b>	<b>\$ 75,205,153</b>	<b>6.3%</b>

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

SPECIAL REVENUE	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>JUDICIAL</b>							
110 - ADULT PROBATION	\$ 15,702,889	\$ 15,514,919	\$ 15,590,748	\$ 15,546,912	\$ 15,551,394	\$ (39,354)	-0.3%
240 - JUSTICE COURTS	7,324,960	7,116,183	7,116,183	7,954,060	7,402,610	286,427	4.0%
270 - JUVENILE PROBATION	7,293,467	6,699,228	6,839,277	6,463,255	6,699,228	(140,049)	-2.0%
800 - SUPERIOR COURT	14,865,275	14,639,960	17,154,284	16,543,617	15,166,426	(1,987,858)	-11.6%
<b>SUBTOTAL</b>	<b>\$ 45,186,591</b>	<b>\$ 43,970,290</b>	<b>\$ 46,700,492</b>	<b>\$ 46,507,844</b>	<b>\$ 44,819,658</b>	<b>\$ (1,880,834)</b>	<b>-4.0%</b>
<b>ELECTED</b>							
160 - CLERK OF THE SUPERIOR COURT	\$ 8,108,425	\$ 7,880,362	\$ 7,909,460	\$ 7,687,992	\$ 7,848,753	\$ (60,707)	-0.8%
190 - COUNTY ATTORNEY	12,849,450	12,212,410	12,729,779	12,723,147	13,074,755	344,976	2.7%
210 - ELECTIONS	117,863	470,278	973,494	634,986	406,750	(566,744)	-58.2%
360 - RECORDER	3,489,433	3,792,689	3,792,689	3,746,588	3,792,689	-	0.0%
370 - EDUCATION SERVICE	21,427,661	27,342,710	27,899,364	25,693,750	26,291,324	(1,608,040)	-5.8%
430 - TREASURER	-	304,341	304,341	-	304,341	-	0.0%
500 - SHERIFF	48,613,545	52,783,354	53,194,682	47,984,587	47,306,142	(5,888,540)	-11.1%
<b>SUBTOTAL</b>	<b>\$ 94,606,377</b>	<b>\$ 104,786,144</b>	<b>\$ 106,803,809</b>	<b>\$ 98,471,050</b>	<b>\$ 99,024,754</b>	<b>\$ (7,779,055)</b>	<b>-7.3%</b>
<b>APPOINTED</b>							
150 - EMERGENCY MANAGEMENT	\$ 1,537,560	\$ 1,696,323	\$ 1,884,122	\$ 2,008,217	\$ 1,725,737	\$ (158,385)	-8.4%
200 - COUNTY MANAGER	3,045,650	5,000	1,623,576	1,350,243	326,455	(1,297,121)	-79.9%
220 - HUMAN SERVICES	48,342,994	65,389,861	73,756,757	58,004,853	57,729,065	(16,027,692)	-21.7%
260 - CORRECTIONAL HEALTH	12,059	7,000	7,000	14,883	7,000	-	0.0%
290 - MEDICAL EXAMINER	7,581	-	8,406	8,405	8,851	445	5.3%
300 - PARKS AND RECREATION	8,443,769	8,065,714	8,065,714	8,255,321	9,416,055	1,350,341	16.7%
390 - EMPLOYEE BENEFITS AND HEALTH	6,149,274	7,935,127	7,935,127	7,011,265	7,891,088	(44,039)	-0.6%
440 - PLANNING AND DEVELOPMENT	8,887,583	8,010,200	8,010,200	12,143,883	8,010,200	-	0.0%
470 - NON DEPARTMENTAL	318,940,526	382,826,567	375,251,395	338,643,064	367,911,509	(7,339,886)	-2.0%
520 - PUBLIC DEFENDER	1,646,376	1,504,116	1,504,116	1,401,282	1,269,757	(234,359)	-15.6%
540 - LEGAL DEFENDER	124,648	123,606	123,606	120,740	120,740	(2,866)	-2.3%
550 - LEGAL ADVOCATE	17,471	17,168	17,168	20,627	20,627	3,459	20.1%
640 - TRANSPORTATION	110,847,739	109,053,065	109,381,692	112,399,611	122,652,556	13,270,864	12.1%
670 - WASTE RESOURCES AND RECYCLING	4,972,264	4,756,341	4,756,341	4,786,341	4,756,341	-	0.0%
700 - FACILITIES MANAGEMENT	278,021	-	-	-	-	-	N/A
790 - ANIMAL CARE AND CONTROL	14,900,720	12,933,898	13,129,898	13,662,036	13,649,714	519,816	4.0%
850 - AIR QUALITY	16,108,317	16,057,307	16,057,307	15,888,708	16,223,338	166,031	1.0%
860 - PUBLIC HEALTH	46,256,649	50,759,524	50,759,524	54,382,198	49,522,794	(1,236,730)	-2.4%
880 - ENVIRONMENTAL SERVICES	19,824,540	19,383,201	19,548,480	19,520,244	19,450,399	(98,081)	-0.5%
950 - ASSISTANT COUNTY MANAGER 950	912,862	68,459	818,812	1,158,565	68,459	(750,353)	-91.6%
<b>SUBTOTAL</b>	<b>\$ 611,256,603</b>	<b>\$ 688,592,477</b>	<b>\$ 692,639,241</b>	<b>\$ 650,780,486</b>	<b>\$ 680,760,685</b>	<b>\$ (11,878,556)</b>	<b>-1.7%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 751,049,571</b>	<b>\$ 837,348,911</b>	<b>\$ 846,143,542</b>	<b>\$ 795,759,380</b>	<b>\$ 824,605,097</b>	<b>\$ (21,538,445)</b>	<b>-2.5%</b>

DEBT SERVICE	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>APPOINTED</b>							
470 - NON DEPARTMENTAL	\$ 15,861,203	\$ 13,520,787	\$ 54,527,013	\$ 24,401,735	\$ 140,192,040	\$ 85,665,027	157.1%
<b>SUBTOTAL</b>	<b>\$ 15,861,203</b>	<b>\$ 13,520,787</b>	<b>\$ 54,527,013</b>	<b>\$ 24,401,735</b>	<b>\$ 140,192,040</b>	<b>\$ 85,665,027</b>	<b>157.1%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 15,861,203</b>	<b>\$ 13,520,787</b>	<b>\$ 54,527,013</b>	<b>\$ 24,401,735</b>	<b>\$ 140,192,040</b>	<b>\$ 85,665,027</b>	<b>157.1%</b>

CAPITAL PROJECTS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>APPOINTED</b>							
470 - NON DEPARTMENTAL	\$ 302,255,618	\$ 38,238,213	\$ 48,020,780	\$ 39,244,707	\$ 287,755,088	\$ 239,734,308	499.2%
640 - TRANSPORTATION	63,838,535	99,767,801	99,767,801	87,027,832	64,277,328	(35,490,473)	-35.6%
<b>SUBTOTAL</b>	<b>\$ 366,094,153</b>	<b>\$ 138,006,014</b>	<b>\$ 147,788,581</b>	<b>\$ 126,272,539</b>	<b>\$ 352,032,416</b>	<b>\$ 204,243,835</b>	<b>138.2%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 366,094,153</b>	<b>\$ 138,006,014</b>	<b>\$ 147,788,581</b>	<b>\$ 126,272,539</b>	<b>\$ 352,032,416</b>	<b>\$ 204,243,835</b>	<b>138.2%</b>

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

INTERNAL SERVICE	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>APPOINTED</b>							
390 - EMPLOYEE BENEFITS AND HEALTH	\$ 143,984,746	\$ 160,167,998	\$ 160,167,998	\$ 161,138,526	\$ 179,462,451	\$ 19,294,453	12.0%
410 - ENTERPRISE TECHNOLOGY	17,370,789	17,069,304	17,857,304	17,701,187	21,636,326	3,779,022	21.2%
730 - PROCUREMENT SERVICES	756,621	845,217	845,217	707,214	739,834	(105,383)	-12.5%
740 - EQUIPMENT SERVICES	17,637,703	16,854,693	16,854,693	16,433,029	16,854,693	-	0.0%
750 - RISK MANAGEMENT	20,811,722	24,088,690	24,088,690	20,830,710	24,088,690	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 200,561,581</b>	<b>\$ 219,025,902</b>	<b>\$ 219,813,902</b>	<b>\$ 216,810,666</b>	<b>\$ 242,781,994</b>	<b>\$ 22,968,092</b>	<b>10.4%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 200,561,581</b>	<b>\$ 219,025,902</b>	<b>\$ 219,813,902</b>	<b>\$ 216,810,666</b>	<b>\$ 242,781,994</b>	<b>\$ 22,968,092</b>	<b>10.4%</b>

ELIMINATIONS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>APPOINTED</b>							
300 - PARKS AND RECREATION	\$ (89,298)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
640 - TRANSPORTATION	(48,134,797)	(70,403,183)	(70,403,183)	(70,403,183)	(46,191,794)	24,211,389	-34.4%
<b>SUBTOTAL</b>	<b>\$ (48,224,095)</b>	<b>\$ (70,403,183)</b>	<b>\$ (70,403,183)</b>	<b>\$ (70,403,183)</b>	<b>\$ (46,191,794)</b>	<b>\$ 24,211,389</b>	<b>-34.4%</b>
<b>ELIMINATIONS</b>							
980 - ELIMINATIONS COUNTY	\$ (465,668,303)	\$ (440,425,085)	\$ (477,697,656)	\$ (444,057,821)	\$ (695,331,430)	\$ (217,633,774)	45.6%
<b>SUBTOTAL</b>	<b>\$ (465,668,303)</b>	<b>\$ (440,425,085)</b>	<b>\$ (477,697,656)</b>	<b>\$ (444,057,821)</b>	<b>\$ (695,331,430)</b>	<b>\$ (217,633,774)</b>	<b>45.6%</b>
<b>MARICOPA COUNTY</b>	<b>\$ (513,892,398)</b>	<b>\$ (510,828,268)</b>	<b>\$ (548,100,839)</b>	<b>\$ (514,461,004)</b>	<b>\$ (741,523,224)</b>	<b>\$ (193,422,385)</b>	<b>35.3%</b>

Consolidated Revenues and Other Sources by Department and Fund Type

	FUND TYPE:							ELIMINATIONS	TOTAL
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL			
<b>JUDICIAL</b>									
110 - ADULT PROBATION	\$ -	\$ 15,551,394	\$ -	\$ -	\$ -	\$ 15,551,394	\$ -	\$ -	\$ 15,551,394
240 - JUSTICE COURTS	13,702,070	7,402,610	-	-	-	21,104,680	-	-	21,104,680
270 - JUVENILE PROBATION	15,550	6,699,228	-	-	-	6,714,778	-	-	6,714,778
800 - SUPERIOR COURT	2,200,000	15,166,426	-	-	-	17,366,426	-	-	17,366,426
<b>SUBTOTAL</b>	<b>\$ 15,917,620</b>	<b>\$ 44,819,658</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,737,278</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,737,278</b>
<b>ELECTED</b>									
120 - ASSESSOR	\$ 180,000	\$ -	\$ -	\$ -	\$ -	180,000	\$ -	\$ -	180,000
160 - CLERK OF THE SUPERIOR COURT	8,400,000	7,848,753	-	-	-	16,248,753	-	-	16,248,753
190 - COUNTY ATTORNEY	62,079	13,074,755	-	-	-	13,136,834	-	-	13,136,834
210 - ELECTIONS	3,766,711	406,750	-	-	-	4,173,461	-	-	4,173,461
250 - CONSTABLES	1,630,200	-	-	-	-	1,630,200	-	-	1,630,200
360 - RECORDER	7,933,398	3,792,689	-	-	-	11,726,087	-	-	11,726,087
370 - EDUCATION SERVICE	117,000	26,291,324	-	-	-	26,408,324	-	-	26,408,324
430 - TREASURER	40,000	304,341	-	-	-	344,341	-	-	344,341
500 - SHERIFF	15,435,908	47,306,142	-	-	-	62,742,050	-	-	62,742,050
<b>SUBTOTAL</b>	<b>\$ 37,565,296</b>	<b>\$ 99,024,754</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 136,590,050</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 136,590,050</b>
<b>APPOINTED</b>									
150 - EMERGENCY MANAGEMENT	\$ -	\$ 1,725,737	\$ -	\$ -	\$ -	1,725,737	\$ -	\$ -	1,725,737
180 - FINANCE	285,000	-	-	-	-	285,000	-	-	285,000
200 - COUNTY MANAGER	600	326,455	-	-	-	327,055	-	-	327,055
220 - HUMAN SERVICES	-	57,729,065	-	-	-	57,729,065	-	-	57,729,065
260 - CORRECTIONAL HEALTH	-	7,000	-	-	-	7,000	-	-	7,000
290 - MEDICAL EXAMINER	385,730	8,851	-	-	-	394,581	-	-	394,581
300 - PARKS AND RECREATION	-	9,416,055	-	-	-	9,416,055	-	-	9,416,055
310 - HUMAN RESOURCES	55,000	-	-	-	-	55,000	-	-	55,000
340 - PUBLIC FIDUCIARY	1,200,871	-	-	-	-	1,200,871	-	-	1,200,871
390 - EMPLOYEE BENEFITS AND HEALTH	-	7,891,088	-	-	179,462,451	187,353,539	-	-	187,353,539
410 - ENTERPRISE TECHNOLOGY	561,827	-	-	-	21,636,326	22,198,153	-	-	22,198,153
440 - PLANNING AND DEVELOPMENT	-	8,010,200	-	-	-	8,010,200	-	-	8,010,200
470 - NON DEPARTMENTAL	1,214,580,781	367,911,509	140,192,040	287,755,088	-	2,010,439,418	-	-	2,010,439,418
520 - PUBLIC DEFENDER	32,385	1,269,757	-	-	-	1,302,142	-	-	1,302,142
540 - LEGAL DEFENDER	-	120,740	-	-	-	120,740	-	-	120,740
550 - LEGAL ADVOCATE	-	20,627	-	-	-	20,627	-	-	20,627
640 - TRANSPORTATION	-	122,652,556	-	64,277,328	-	186,929,884	(46,191,794)	-	140,738,090
670 - WASTE RESOURCES AND RECYCLING	225,000	4,756,341	-	-	-	4,981,341	-	-	4,981,341
700 - FACILITIES MANAGEMENT	466,341	-	-	-	-	466,341	-	-	466,341
730 - PROCUREMENT SERVICES	761,000	-	-	-	739,834	1,500,834	-	-	1,500,834
740 - EQUIPMENT SERVICES	-	-	-	-	16,854,693	16,854,693	-	-	16,854,693
750 - RISK MANAGEMENT	-	-	-	-	24,088,690	24,088,690	-	-	24,088,690
790 - ANIMAL CARE AND CONTROL	-	13,649,714	-	-	-	13,649,714	-	-	13,649,714
850 - AIR QUALITY	-	16,223,338	-	-	-	16,223,338	-	-	16,223,338
860 - PUBLIC HEALTH	-	49,522,794	-	-	-	49,522,794	-	-	49,522,794
880 - ENVIRONMENTAL SERVICES	22,221	19,450,399	-	-	-	19,472,620	-	-	19,472,620
950 - ASSISTANT COUNTY MANAGER 950	-	68,459	-	-	-	68,459	-	-	68,459
<b>SUBTOTAL</b>	<b>\$ 1,218,576,756</b>	<b>\$ 680,760,685</b>	<b>\$ 140,192,040</b>	<b>\$ 352,032,416</b>	<b>\$ 242,781,994</b>	<b>\$ 2,634,343,891</b>	<b>\$ (46,191,794)</b>	<b>\$ -</b>	<b>\$ 2,588,152,097</b>
980 - ELIMINATIONS COUNTY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (695,331,430)	\$ -	\$ (695,331,430)
<b>MARICOPA COUNTY</b>	<b>\$ 1,272,059,672</b>	<b>\$ 824,605,097</b>	<b>\$ 140,192,040</b>	<b>\$ 352,032,416</b>	<b>\$ 242,781,994</b>	<b>\$ 2,831,671,219</b>	<b>\$ (741,523,224)</b>	<b>\$ -</b>	<b>\$ 2,090,147,995</b>

Consolidated Revenues and Other Sources by Category

ALL FUNDS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>TAXES</b>							
0601 - PROPERTY TAXES	\$ 439,142,285	\$ 465,539,207	\$ 465,539,207	\$ 465,539,207	\$ 500,147,476	\$ 34,608,269	7.4%
0605 - TAX PENALTIES AND INTEREST	11,835,775	11,087,186	11,087,186	11,084,407	7,519,586	(3,567,600)	-32.2%
0606 - SALES TAXES	140,492,833	146,085,926	146,085,926	146,027,297	149,670,043	3,584,117	2.5%
<b>SUBTOTAL</b>	<b>\$ 591,470,893</b>	<b>\$ 622,712,319</b>	<b>\$ 622,712,319</b>	<b>\$ 622,650,911</b>	<b>\$ 657,337,105</b>	<b>\$ 34,624,786</b>	<b>5.6%</b>
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 42,384,934	\$ 40,535,658	\$ 40,346,958	\$ 43,057,861	\$ 41,861,236	\$ 1,514,278	3.8%
<b>SUBTOTAL</b>	<b>\$ 42,384,934</b>	<b>\$ 40,535,658</b>	<b>\$ 40,346,958</b>	<b>\$ 43,057,861</b>	<b>\$ 41,861,236</b>	<b>\$ 1,514,278</b>	<b>3.8%</b>
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 153,605,743	\$ 184,323,935	\$ 197,737,861	\$ 171,006,464	\$ 165,379,945	\$ (32,357,916)	-16.4%
0620 - OTHER INTERGOVERNMENTAL	19,664,810	20,272,144	24,376,849	24,386,721	18,682,458	(5,694,391)	-23.4%
0621 - PAYMENTS IN LIEU OF TAXES	12,523,287	13,686,679	13,686,679	14,234,759	13,659,917	(26,762)	-0.2%
0625 - STATE SHARED SALES TAX	476,452,381	492,019,045	492,019,045	499,440,776	516,863,039	24,843,994	5.0%
0626 - STATE SHARED HIGHWAY USER REV	97,931,745	98,175,564	98,175,564	98,175,564	106,154,321	7,978,757	8.1%
0630 - STATE SHARED VEHICLE LICENSE	145,066,002	147,090,706	147,090,706	153,462,525	160,725,038	13,634,332	9.3%
<b>SUBTOTAL</b>	<b>\$ 905,243,968</b>	<b>\$ 955,568,073</b>	<b>\$ 973,086,704</b>	<b>\$ 960,706,809</b>	<b>\$ 981,464,718</b>	<b>\$ 8,378,014</b>	<b>0.9%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 59,125,950	\$ 72,799,196	\$ 72,956,368	\$ 66,890,902	\$ 67,162,938	\$ (5,793,430)	-7.9%
0635 - OTHER CHARGES FOR SERVICES	124,425,921	122,571,708	122,733,392	128,666,541	123,737,586	1,004,194	0.8%
0636 - INTERNAL SERVICE CHARGES	-	-	-	(63,854)	-	-	N/A
0638 - PATIENT SERVICES REVENUE	2,877,921	2,297,795	2,297,795	2,605,083	2,467,745	169,950	7.4%
<b>SUBTOTAL</b>	<b>\$ 186,429,792</b>	<b>\$ 197,668,699</b>	<b>\$ 197,987,555</b>	<b>\$ 198,098,672</b>	<b>\$ 193,368,269</b>	<b>\$ (4,619,286)</b>	<b>-2.3%</b>
<b>FINES AND FORFEITS</b>							
0637 - FINES AND FORFEITS	\$ 24,514,455	\$ 23,087,298	\$ 23,606,798	\$ 24,200,220	\$ 23,826,888	\$ 220,090	0.9%
<b>SUBTOTAL</b>	<b>\$ 24,514,455</b>	<b>\$ 23,087,298</b>	<b>\$ 23,606,798</b>	<b>\$ 24,200,220</b>	<b>\$ 23,826,888</b>	<b>\$ 220,090</b>	<b>0.9%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 6,204,967	\$ 5,279,526	\$ 5,279,766	\$ 5,743,519	\$ 4,514,231	\$ (765,535)	-14.5%
0650 - MISCELLANEOUS REVENUE	14,167,118	44,024,146	44,024,051	7,774,388	8,533,457	(35,490,594)	-80.6%
<b>SUBTOTAL</b>	<b>\$ 20,372,085</b>	<b>\$ 49,303,672</b>	<b>\$ 49,303,817</b>	<b>\$ 13,517,907</b>	<b>\$ 13,047,688</b>	<b>\$ (36,256,129)</b>	<b>-73.5%</b>
<b>ALL REVENUES</b>	<b>\$ 1,770,416,127</b>	<b>\$ 1,888,875,719</b>	<b>\$ 1,907,044,151</b>	<b>\$ 1,862,232,380</b>	<b>\$ 1,910,905,904</b>	<b>\$ 3,861,753</b>	<b>0.2%</b>
<b>OTHER FINANCING SOURCES</b>							
0651 - GAIN ON FIXED ASSETS	\$ 428,680	\$ 200,000	\$ 200,000	\$ 200,000	\$ 250,000	\$ 50,000	25.0%
0652 - PROCEEDS FROM FINANCING	209,542,509	-	9,782,567	7,461,000	178,992,091	169,209,524	1729.7%
<b>ALL OTHER FINANCING SOURCES</b>	<b>\$ 209,971,189</b>	<b>\$ 200,000</b>	<b>\$ 9,982,567</b>	<b>\$ 7,661,000</b>	<b>\$ 179,242,091</b>	<b>\$ 169,259,524</b>	<b>1695.6%</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,980,387,316</b>	<b>\$ 1,889,075,719</b>	<b>\$ 1,917,026,718</b>	<b>\$ 1,869,893,380</b>	<b>\$ 2,090,147,995</b>	<b>\$ 173,121,277</b>	<b>9.0%</b>

Consolidated Revenues and Other Sources by Category (continued)

GENERAL FUND	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>TAXES</b>							
0601 - PROPERTY TAXES	\$ 439,142,285	\$ 465,539,207	\$ 465,539,207	\$ 465,539,207	\$ 500,147,476	\$ 34,608,269	7.4%
0605 - TAX PENALTIES AND INTEREST	11,835,775	11,087,186	11,087,186	11,084,407	7,519,586	(3,567,600)	-32.2%
<b>SUBTOTAL</b>	<b>\$ 450,978,060</b>	<b>\$ 476,626,393</b>	<b>\$ 476,626,393</b>	<b>\$ 476,623,614</b>	<b>\$ 507,667,062</b>	<b>\$ 31,040,669</b>	<b>6.5%</b>
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 2,192,729	\$ 2,311,877	\$ 2,311,877	\$ 1,993,721	\$ 2,329,936	\$ 18,059	0.8%
<b>SUBTOTAL</b>	<b>\$ 2,192,729</b>	<b>\$ 2,311,877</b>	<b>\$ 2,311,877</b>	<b>\$ 1,993,721</b>	<b>\$ 2,329,936</b>	<b>\$ 18,059</b>	<b>0.8%</b>
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 34,752	\$ -	\$ 6,333	\$ 6,215	\$ -	\$ (6,333)	-100.0%
0620 - OTHER INTERGOVERNMENTAL	5,339,982	5,103,302	9,389,697	10,796,567	4,306,822	(5,082,875)	-54.1%
0621 - PAYMENTS IN LIEU OF TAXES	12,523,287	13,686,679	13,686,679	14,234,759	13,659,917	(26,762)	-0.2%
0625 - STATE SHARED SALES TAX	476,452,381	492,019,045	492,019,045	499,440,776	516,863,039	24,843,994	5.0%
0630 - STATE SHARED VEHICLE LICENSE	135,043,055	138,282,676	138,282,676	144,654,495	149,955,458	11,672,782	8.4%
<b>SUBTOTAL</b>	<b>\$ 629,393,457</b>	<b>\$ 649,091,702</b>	<b>\$ 653,384,430</b>	<b>\$ 669,132,812</b>	<b>\$ 684,785,236</b>	<b>\$ 31,400,806</b>	<b>4.8%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 16,339,728	\$ 18,211,659	\$ 17,888,754	\$ 18,608,705	\$ 18,632,123	\$ 743,369	4.2%
0635 - OTHER CHARGES FOR SERVICES	24,952,942	24,559,638	24,559,638	27,103,191	26,101,214	(1,541,576)	6.3%
0638 - PATIENT SERVICES REVENUE	7,634	6,988	6,988	7,271	6,988	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 41,300,304</b>	<b>\$ 42,778,285</b>	<b>\$ 42,455,380</b>	<b>\$ 45,719,167</b>	<b>\$ 44,740,325</b>	<b>\$ 2,284,945</b>	<b>5.4%</b>
<b>FINES AND FORFEITS</b>							
0637 - FINES AND FORFEITS	\$ 10,863,122	\$ 9,802,082	\$ 9,802,082	\$ 10,478,212	\$ 10,372,054	\$ 569,972	5.8%
<b>SUBTOTAL</b>	<b>\$ 10,863,122</b>	<b>\$ 9,802,082</b>	<b>\$ 9,802,082</b>	<b>\$ 10,478,212</b>	<b>\$ 10,372,054</b>	<b>\$ 569,972</b>	<b>5.8%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 3,499,671	\$ 2,800,000	\$ 2,800,000	\$ 3,087,867	\$ 2,400,000	\$ (400,000)	-14.3%
0650 - MISCELLANEOUS REVENUE	7,680,517	2,782,364	2,782,614	3,512,798	2,504,000	(278,614)	-10.0%
<b>SUBTOTAL</b>	<b>\$ 11,180,188</b>	<b>\$ 5,582,364</b>	<b>\$ 5,582,614</b>	<b>\$ 6,600,665</b>	<b>\$ 4,904,000</b>	<b>\$ (678,614)</b>	<b>-12.2%</b>
<b>ALL REVENUES</b>	<b>\$ 1,145,907,860</b>	<b>\$ 1,186,192,703</b>	<b>\$ 1,190,162,776</b>	<b>\$ 1,210,548,191</b>	<b>\$ 1,254,798,613</b>	<b>\$ 64,635,837</b>	<b>5.4%</b>
<b>OTHER FINANCING SOURCES</b>							
0652 - PROCEEDS FROM FINANCING	-	-	-	3,869,500	5,156,400	5,156,400	N/A
0680 - TRANSFERS IN	\$ 14,805,346	\$ 5,809,670	\$ 6,691,743	\$ 6,692,373	\$ 12,104,659	\$ 5,412,916	80.9%
<b>ALL OTHER FINANCING SOURCES</b>	<b>\$ 14,805,346</b>	<b>\$ 5,809,670</b>	<b>\$ 6,691,743</b>	<b>\$ 10,561,873</b>	<b>\$ 17,261,059</b>	<b>\$ 10,569,316</b>	<b>157.9%</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,160,713,206</b>	<b>\$ 1,192,002,373</b>	<b>\$ 1,196,854,519</b>	<b>\$ 1,221,110,064</b>	<b>\$ 1,272,059,672</b>	<b>\$ 75,205,153</b>	<b>6.3%</b>

Consolidated Revenues and Other Sources by Category (continued)

SPECIAL REVENUE	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>TAXES</b>							
0606 - SALES TAXES	\$ 140,492,833	\$ 146,085,926	\$ 146,085,926	\$ 146,027,297	\$ 149,670,043	\$ 3,584,117	2.5%
<b>SUBTOTAL</b>	\$ 140,492,833	\$ 146,085,926	\$ 146,085,926	\$ 146,027,297	\$ 149,670,043	\$ 3,584,117	2.5%
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 40,192,205	\$ 38,223,781	\$ 38,035,081	\$ 41,064,140	\$ 39,531,300	\$ 1,496,219	3.9%
<b>SUBTOTAL</b>	\$ 40,192,205	\$ 38,223,781	\$ 38,035,081	\$ 41,064,140	\$ 39,531,300	\$ 1,496,219	3.9%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 138,491,645	\$ 165,610,817	\$ 179,018,410	\$ 161,953,862	\$ 157,666,325	\$ (21,352,085)	-11.9%
0620 - OTHER INTERGOVERNMENTAL	14,324,828	15,168,842	14,987,152	13,590,154	14,375,636	(611,516)	-4.1%
0626 - STATE SHARED HIGHWAY USER REV	97,931,745	98,175,564	98,175,564	98,175,564	106,154,321	7,978,757	8.1%
0630 - STATE SHARED VEHICLE LICENSE	10,022,947	8,808,030	8,808,030	8,808,030	10,769,580	1,961,550	22.3%
<b>SUBTOTAL</b>	\$ 260,771,165	\$ 287,763,253	\$ 300,989,156	\$ 282,527,610	\$ 288,965,862	\$ (12,023,294)	-4.0%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 36,054,969	\$ 37,862,937	\$ 38,343,014	\$ 34,234,568	\$ 33,496,842	\$ (4,846,172)	-12.6%
0635 - OTHER CHARGES FOR SERVICES	70,935,752	69,762,251	69,923,935	72,717,442	69,039,673	(884,262)	-1.3%
0638 - PATIENT SERVICES REVENUE	2,870,287	2,290,807	2,290,807	2,597,812	2,460,757	169,950	7.4%
<b>SUBTOTAL</b>	\$ 109,861,008	\$ 109,915,995	\$ 110,557,756	\$ 109,549,822	\$ 104,997,272	\$ (5,560,484)	-5.0%
<b>FINES AND FORFEITS</b>							
0637 - FINES AND FORFEITS	\$ 13,651,333	\$ 13,285,216	\$ 13,804,716	\$ 13,722,008	\$ 13,454,834	\$ (349,882)	-2.5%
<b>SUBTOTAL</b>	\$ 13,651,333	\$ 13,285,216	\$ 13,804,716	\$ 13,722,008	\$ 13,454,834	\$ (349,882)	-2.5%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 2,220,065	\$ 1,945,862	\$ 1,946,102	\$ 1,875,355	\$ 1,589,093	\$ (357,009)	-18.3%
0650 - MISCELLANEOUS REVENUE	5,607,656	41,206,782	41,206,437	3,907,423	5,996,457	(35,209,980)	-85.4%
<b>SUBTOTAL</b>	\$ 7,827,721	\$ 43,152,644	\$ 43,152,539	\$ 5,782,778	\$ 7,585,550	\$ (35,566,989)	-82.4%
<b>ALL REVENUES</b>	\$ 572,796,265	\$ 638,426,815	\$ 652,625,174	\$ 598,673,655	\$ 604,204,861	\$ (48,420,313)	-7.4%
<b>OTHER FINANCING SOURCES</b>							
0651 - GAIN ON FIXED ASSETS	\$ 428,680	\$ 200,000	\$ 200,000	\$ 200,000	\$ 250,000	\$ 50,000	25.0%
0652 - PROCEEDS FROM FINANCING	-	-	-	3,591,500	5,715,440	5,715,440	N/A
0680 - TRANSFERS IN	177,824,626	198,722,096	193,318,368	193,294,225	214,434,796	21,116,428	10.9%
<b>ALL OTHER FINANCING SOURCES</b>	\$ 178,253,306	\$ 198,922,096	\$ 193,518,368	\$ 197,085,725	\$ 220,400,236	\$ 26,881,868	13.9%
<b>TOTAL SOURCES</b>	\$ 751,049,571	\$ 837,348,911	\$ 846,143,542	\$ 795,759,380	\$ 824,605,097	\$ (21,538,445)	-2.5%

DEBT SERVICE	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 716,707	\$ 1,371,504	\$ 1,371,504	\$ 1,371,504	\$ -	\$ (1,371,504)	-100.0%
<b>SUBTOTAL</b>	\$ 716,707	\$ 1,371,504	\$ 1,371,504	\$ 1,371,504	\$ -	\$ (1,371,504)	-100.0%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 43,748	\$ 2,000	\$ 2,000	\$ 25,969	\$ -	\$ (2,000)	-100.0%
<b>SUBTOTAL</b>	\$ 43,748	\$ 2,000	\$ 2,000	\$ 25,969	\$ -	\$ (2,000)	-100.0%
<b>ALL REVENUES</b>	\$ 760,455	\$ 1,373,504	\$ 1,373,504	\$ 1,397,473	\$ -	\$ (1,373,504)	-100.0%
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 15,100,748	\$ 12,147,283	\$ 53,153,509	\$ 23,004,262	\$ 140,192,040	\$ 87,038,531	163.7%
<b>ALL OTHER FINANCING SOURCES</b>	\$ 15,100,748	\$ 12,147,283	\$ 53,153,509	\$ 23,004,262	\$ 140,192,040	\$ 87,038,531	163.7%
<b>TOTAL SOURCES</b>	\$ 15,861,203	\$ 13,520,787	\$ 54,527,013	\$ 24,401,735	\$ 140,192,040	\$ 85,665,027	157.1%

Consolidated Revenues and Other Sources by Category (continued)

CAPITAL PROJECTS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 15,079,346	\$ 18,713,118	\$ 18,713,118	\$ 9,046,387	\$ 7,713,620	\$ (10,999,498)	-58.8%
<b>SUBTOTAL</b>	\$ 15,079,346	\$ 18,713,118	\$ 18,713,118	\$ 9,046,387	\$ 7,713,620	\$ (10,999,498)	-58.8%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 1,397,465	\$ 10,651,500	\$ 10,651,500	\$ 8,370,386	\$ 10,371,914	\$ (279,586)	-2.6%
<b>SUBTOTAL</b>	\$ 1,397,465	\$ 10,651,500	\$ 10,651,500	\$ 8,370,386	\$ 10,371,914	\$ (279,586)	-2.6%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 10,650	\$ 200	\$ 200	\$ 214,570	\$ 200	\$ -	0.0%
0650 - MISCELLANEOUS REVENUE	\$ 59,000	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	\$ 69,650	\$ 200	\$ 200	\$ 214,570	\$ 200	\$ -	0.0%
<b>ALL REVENUES</b>	\$ 16,546,461	\$ 29,364,818	\$ 29,364,818	\$ 17,631,343	\$ 18,085,734	\$ (11,279,084)	-38.4%
<b>OTHER FINANCING SOURCES</b>							
0652 - PROCEEDS FROM FINANCING	\$ 209,542,509	\$ -	\$ 9,782,567	\$ -	\$ 168,120,251	\$ 158,337,684	1618.6%
0680 - TRANSFERS IN	\$ 140,005,183	\$ 108,641,196	\$ 108,641,196	\$ 108,641,196	\$ 165,826,431	\$ 57,185,235	52.6%
<b>ALL OTHER FINANCING SOURCES</b>	\$ 349,547,692	\$ 108,641,196	\$ 118,423,763	\$ 108,641,196	\$ 333,946,682	\$ 215,522,919	182.0%
<b>TOTAL SOURCES</b>	\$ 366,094,153	\$ 138,006,014	\$ 147,788,581	\$ 126,272,539	\$ 352,032,416	\$ 204,243,835	138.2%

INTERNAL SERVICE	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 4,617,081	\$ 4,701,596	\$ 4,701,596	\$ 4,305,739	\$ 4,662,059	\$ (39,537)	-0.8%
0635 - OTHER CHARGES FOR SERVICES	\$ 28,537,227	\$ 28,249,819	\$ 28,249,819	\$ 28,845,908	\$ 28,596,699	\$ 346,880	1.2%
0636 - INTERNAL SERVICE CHARGES	\$ 166,129,757	\$ 181,990,122	\$ 182,778,122	\$ 182,765,094	\$ 205,447,397	\$ 22,669,275	12.4%
<b>SUBTOTAL</b>	\$ 199,284,065	\$ 214,941,537	\$ 215,729,537	\$ 215,916,741	\$ 238,706,155	\$ 22,976,618	10.7%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 430,833	\$ 531,464	\$ 531,464	\$ 539,758	\$ 524,938	\$ (6,526)	-1.2%
0650 - MISCELLANEOUS REVENUE	\$ 819,945	\$ 35,000	\$ 35,000	\$ 354,167	\$ 33,000	\$ (2,000)	-5.7%
<b>SUBTOTAL</b>	\$ 1,250,778	\$ 566,464	\$ 566,464	\$ 893,925	\$ 557,938	\$ (8,526)	-1.5%
<b>ALL REVENUES</b>	\$ 200,534,843	\$ 215,508,001	\$ 216,296,001	\$ 216,810,666	\$ 239,264,093	\$ 22,968,092	10.6%
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 26,738	\$ 3,517,901	\$ 3,517,901	\$ -	\$ 3,517,901	\$ -	0.0%
<b>ALL OTHER FINANCING SOURCES</b>	\$ 26,738	\$ 3,517,901	\$ 3,517,901	\$ -	\$ 3,517,901	\$ -	0.0%
<b>TOTAL SOURCES</b>	\$ 200,561,581	\$ 219,025,902	\$ 219,813,902	\$ 216,810,666	\$ 242,781,994	\$ 22,968,092	10.4%

ELIMINATIONS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>CHARGES FOR SERVICE</b>							
0636 - INTERNAL SERVICE CHARGES	\$ (166,129,757)	\$ (181,990,122)	\$ (182,778,122)	\$ (182,828,948)	\$ (205,447,397)	\$ (22,669,275)	12.4%
<b>SUBTOTAL</b>	\$ (166,129,757)	\$ (181,990,122)	\$ (182,778,122)	\$ (182,828,948)	\$ (205,447,397)	\$ (22,669,275)	12.4%
<b>ALL REVENUES</b>	\$ (166,129,757)	\$ (181,990,122)	\$ (182,778,122)	\$ (182,828,948)	\$ (205,447,397)	\$ (22,669,275)	12.4%
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ (347,762,641)	\$ (328,838,146)	\$ (365,322,717)	\$ (331,632,056)	\$ (536,075,827)	\$ (170,753,110)	46.7%
<b>ALL OTHER FINANCING SOURCES</b>	\$ (347,762,641)	\$ (328,838,146)	\$ (365,322,717)	\$ (331,632,056)	\$ (536,075,827)	\$ (170,753,110)	46.7%
<b>TOTAL SOURCES</b>	\$ (513,892,398)	\$ (510,828,268)	\$ (548,100,839)	\$ (514,461,004)	\$ (741,523,224)	\$ (193,422,385)	35.3%

## Revenue Sources and Variance Commentary

This section describes Maricopa County’s major revenue sources, along with historical collection trends and forecasts for upcoming fiscal years. Maricopa County’s major revenues include the following categories:

- Taxes
- Licenses and Permits
- Intergovernmental Revenues
- Charges for Service
- Fines and Forfeits
- Miscellaneous

### Basis for Estimating Revenue

For major tax-based revenues, economic forecasting models are applied and the resulting Most Likely forecast scenario is the basis for the budget of those revenue sources in FY 2017. The following sections describe the major revenue sources for the County, as well as the estimated collections for FY 2017.

### Taxes

#### Property Taxes

Property taxes are imposed on both real and personal property. Primary property taxes finance the County’s general operations through its General Fund. The table to the right contains information on historical property tax levies. *Primary* property taxes are used to support general operations, whereas *secondary* property taxes fund voter-approved general obligation bonds and special overrides. As a result of Proposition 117 passed by the voters in 2012, beginning in tax year 2015 (Fiscal Year 2016), the limited primary value (LPV) will be the sole assessed valuation used for all property taxes. The LPV will be the lesser of the full cash value of the property or 5% greater than the previous year’s LPV.

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

Property Tax Levies	
Fiscal Year	Primary General Fund
2008	\$ 430,023,735
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
*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.

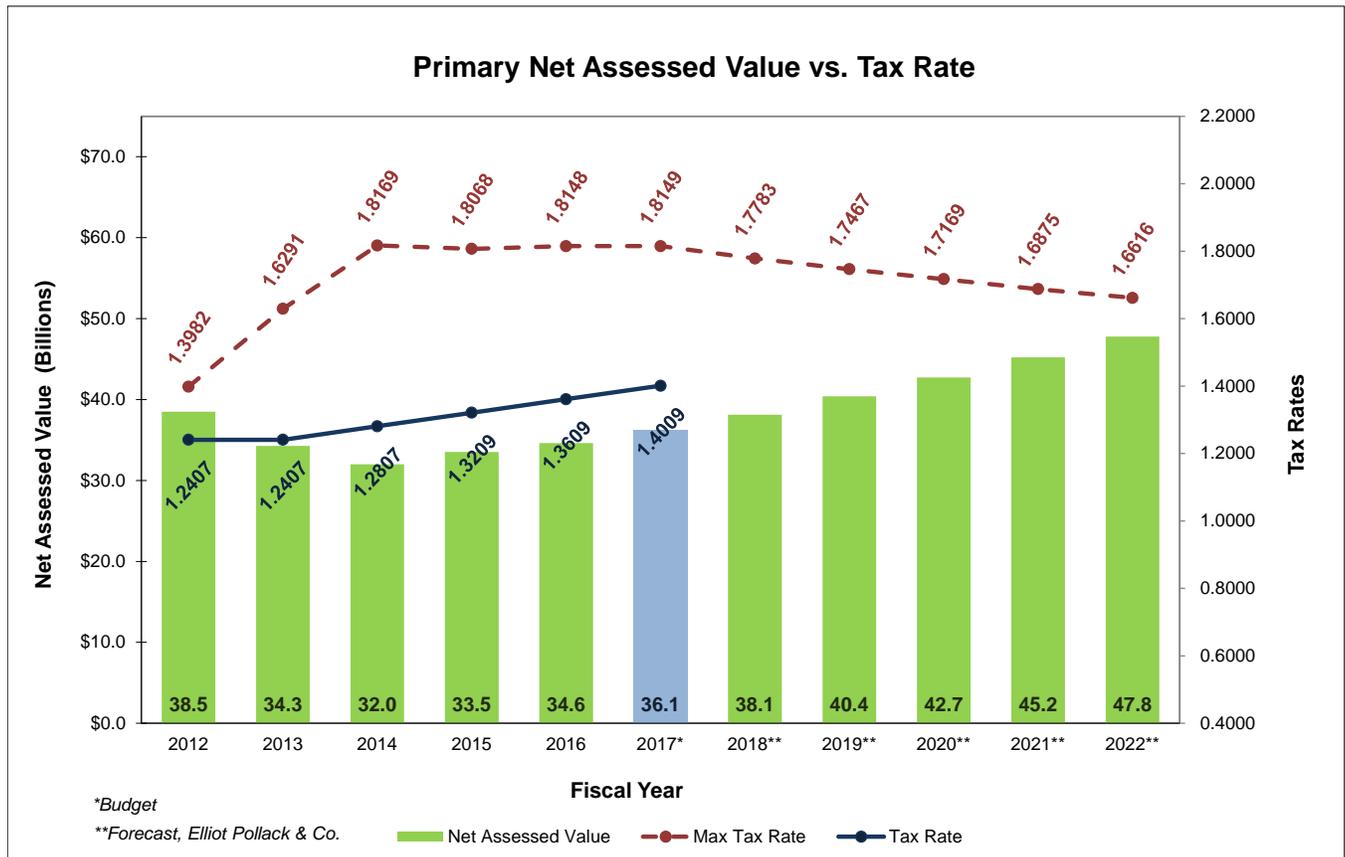
Increases in both assessed values and tax levies for primary property tax purposes are limited by the Arizona Constitution. If the primary property tax levy is at the limit, it may increase by only 2% per year on property taxed in the prior year. The schedule on the next page lists Maricopa County primary net assessed values and tax rates for FY 2017 and the previous nine fiscal years. Estimated assessed values and maximum allowable tax rates are also displayed for the following five years. The FY 2017 primary rate is budgeted at \$1.4009 per \$100 of assessed value, which is less than the maximum rate of \$1.8149. 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 2017 net assessed values are increasing by 4% or \$1.5 billion when compared to FY 2016. However, the net assessed valuations for FY 2017 are still \$13.5 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.)
2008	\$ 38,930,268	\$ 1.1046
2009	44,881,603	1.0327
2010	49,675,117	0.9909
2011	46,842,819	1.0508
2012	38,492,098	1.2407
2013	34,263,842	1.2407
2014	31,996,205	1.2807
2015	33,519,795	1.3209
2016	34,623,670	1.3609
2017 *	36,135,494	1.4009
2018 **	38,137,401	1.7783
2019 **	40,403,649	1.7467
2020 **	42,729,788	1.7169
2021 **	45,217,235	1.6875
2022 **	47,789,536	1.6616

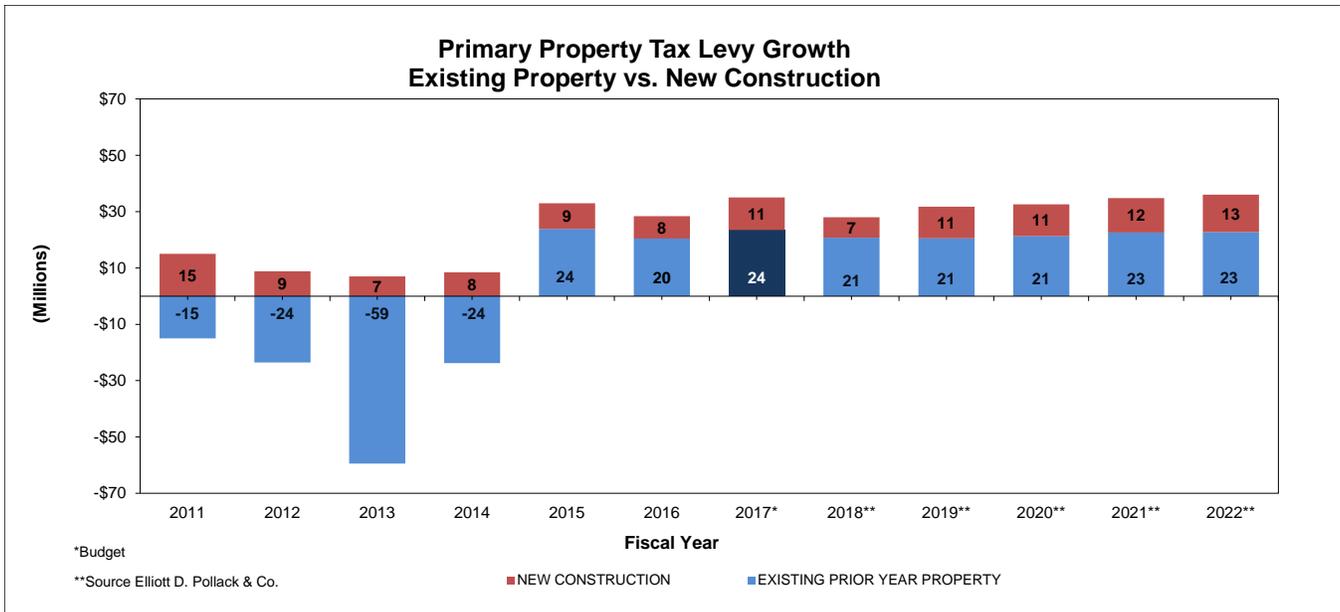
\* Adopted Rate  
 \*\*Maximum Rates, Forecasted NAV Source Elliott D. Pollack & Co.

The Adopted Budget assumes the Board of Supervisors will adopt a tax rate of \$1.4009, resulting in a tax levy of \$506.2 million, rather than levy the maximum amount allowable (\$655.8 million). This will result in an average property tax bill of \$169.65 for the median residential home in Maricopa County, valued at \$121,100 (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 on the next page displays the source of the change in the tax levy each year assuming a flat tax rate.



The magnitude of growth in new construction is an indication of increased economic recovery for Maricopa County property values. Slow growth is expected until the existing inventory of property, both residential and commercial, is occupied and population growth improves. As noted in the chart above, significant economic improvement is projected for FY 2017. Consequently, due to the 18 month to 2 year lag between market trends and property assessments, property taxes will not be significantly impacted by the increased valuations and accelerated construction until FY 2019.

The budgeted tax rate of \$1.4009 will increase the property tax levy by \$35 million (excluding Salt River Project).

FY 2017 PROPERTY TAX LEVIES AND RATES								
Description	Net Assessed Value	SRP Eff. Ass. Val.	Total w/SRP	Additional Levy of 1-cent Rate	Tax Rate	Tax Levy	SRP PILT	Total Levy & SRP PILT
<b>MARICOPA COUNTY PRIMARY:</b>								
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 2015-16 Adopted	34,623,670,323	758,245,769	35,381,916,092	3,538,192	1.3609	471,193,529	10,318,967	481,512,496
FY 2016-17 Adopted Variance	\$ 1,511,824,151	\$ (23,560,596)	\$ 1,488,263,555	\$ 148,826	\$ 0.0400	\$ 35,028,613	\$ (26,762)	\$ 35,001,851

In FY 2017, property tax revenue is budgeted based on prior years' collection trends in relation to the adopted levy.

Property Tax Collection Analysis Maricopa County Primary			
FY	Levy Amount	Estimated Collections	Collection Rate
2016-17	\$506,222,142	\$500,147,476	98.8%

<b>FY 2017 PRIMARY PROPERTY TAX LEVY vs. LEVY LIMIT</b>			
FY 2017 Adjusted Allowable Levy Limit	\$ 655,823,089		
Maximum Tax Rate (per \$100 Assessed Value)	1.8149		
FY 2017 Primary Levy (excluding SRP)	\$ 506,222,142		
Primary Tax Rate (per \$100 Assessed Value)	1.4009		
Amount Under Limit:	\$ 149,600,947	22.8%	
	0.4140		

<b>FY 2017 PRIMARY PROPERTY TAX LEVY vs. "TRUTH-IN-TAXATION" TOTAL LEVY</b>			
FY 2017 "Truth-in-Taxation" Primary Levy	\$ 482,155,903		
"Truth-in-Taxation" Tax Rate (per \$100 Assessed Value)	1.3343		
FY 2017 Primary Levy	\$ 506,222,142		
Primary Tax Rate (per \$100 Assessed Value)	1.4009		
Amount Under/(Over) "Truth-in-Taxation" Levy	\$ (24,066,239)	-5.0%	
	(0.0666)		
FY 2017 Median Residential Limited Property Value	\$ 121,100		
"Truth-in-Taxation" Tax Bill on Median-Valued Home	\$ 161.58		
Property Tax Bill on Median-Valued Home	169.65		
Tax Bill Savings/(Increase)	\$ (8.07)	-5.0%	

<b>PRIMARY PROPERTY TAX LEVY FY 2017 vs. FY 2016 TAX BILL IMPACT ON MEDIAN HOME</b>			
FY 2016:			
Median Residential Limited Property Value	\$ 116,078		
Primary Tax Rate (per \$100 Assessed Value)	1.3609		
Property Tax Bill	\$ 157.97		
FY 2017			
Median Residential Limited Property Value	\$ 121,100		
Primary Tax Rate (per \$100 Assessed Value)	1.4009		
Property Tax Bill	169.65		
Tax Bill Savings/(Increase)	\$ (11.68)	-7.4%	

Tax Penalties and Interest

Tax Penalties & Interest		
Fiscal Year	Annual Collections	Growth Rate
2008	\$ 14,012,181	6.5%
2009	17,842,932	27.3%
2010	24,102,458	35.1%
2011	25,014,288	3.8%
2012	25,175,993	0.6%
2013	18,464,949	-26.7%
2014	13,568,502	-26.5%
2015	11,835,775	-12.8%
2016 *	11,145,741	-5.8%
2017 **	7,519,586	-32.5%

\* Forecast  
 \*\* Budget

The County Treasurer collects penalties and interest on repayment of delinquent property taxes, and proceeds are deposited in the General Fund. Collections fluctuate and are difficult to accurately forecast, so it is prudent to budget this revenue conservatively. FY 2016 collections were below FY 2015 monthly receipts, averaging 5.8% lower collections year-over-year. For FY 2017, revenue forecasts were reduced based on pending legislation, HB2597, which proposed a significant reduction in the allowable penalty interest. This legislation did not pass, therefore actuals in FY 2017 are expected to be higher than originally budgeted.

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 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 was partially due to a one-time payment correcting prior years. FY 2016 collections are forecasted to be on the order of 4% growth and the *Most Likely* revenue forecast projects an average of 2.9% growth through FY 2022.

Jail Excise Tax		
Fiscal Year	Annual Collections	Growth Rate
2008	\$ 138,206,968	-4.9%
2009	116,878,703	-15.4%
2010	107,094,679	-8.4%
2011	112,451,802	5.0%
2012	118,052,954	5.0%
2013	124,595,909	5.5%
2014	133,929,832	7.5%
2015	140,492,833	4.9%
2016 *	146,027,297	3.9%
2017 **	149,670,043	2.5%
2018 ***	152,661,242	2.0%
2019 ***	155,561,806	1.9%
2020 ***	159,606,413	2.6%
2021 ***	165,352,244	3.6%
2022 ***	172,297,038	4.2%

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

Licenses and Permits

Maricopa County collects revenue from a variety of licenses and permits that are issued by various County departments. Rates for licenses and permits are approved by the Board of Supervisors, unless otherwise set forth in State statute. The revenue generated from licenses and permits is generally used to offset the cost of issuance. Examples of licenses and permits include building permits, marriage licenses, dog licenses, and environmental health permits. Listed in the chart on the next page are the actual license and permit revenues recorded for

Fiscal Year	Licenses & Permits Revenues		
	General Fund	Special Revenue Funds	Total
2008	\$ 1,668,162	\$36,006,592	\$37,674,754
2009	2,303,516	34,824,035	37,127,551
2010	2,779,039	32,539,247	35,318,286
2011	2,330,508	35,486,437	37,816,945
2012	1,913,679	36,272,999	38,186,678
2013	2,363,458	37,869,389	40,232,847
2014	2,745,683	37,703,970	40,449,653
2015	2,192,729	40,192,205	42,384,934
2016 *	1,993,721	41,064,140	43,057,861
2017 **	2,329,936	39,531,300	41,861,236

\*Forecast  
 \*\*Budget

the last eight fiscal years, along with the budgeted revenues for FY 2017.

Special Revenue Fund licenses and permits revenue is expected to decline in

Licenses and Permits General Fund			
Department	FY 2016 Forecast	FY 2017 Budget	Description
Non Departmental	\$ 1,322,455	\$ 1,676,821	Cable Television Franchise Fees, Liquor Licenses
Clerk of Superior Court	556,264	550,056	Marriage Licenses
Sheriff	115,002	103,059	Pawnshop & Peddler's Licenses
<b>Total</b>	<b>\$ 1,993,721</b>	<b>\$ 2,329,936</b>	

FY 2017. General Fund license and permit revenues are expected to increase in FY 2017 over the current forecast. The largest component is license fees paid by cable television companies for operation in unincorporated areas.

**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 2016, and the amounts budgeted for FY 2017.

Fiscal Year	General Fund	Special Revenue Funds	Debt Service	Capital Projects Funds	Internal Service Funds	Total
2008	\$ 614,211,708	\$ 242,970,178	\$ -	\$ 21,946,984	\$ -	\$ 879,128,870
2009	535,999,337	225,480,770	-	674,870	-	762,154,977
2010	500,275,584	248,569,777	-	6,160,540	-	755,005,901
2011	514,511,445	240,326,296	-	16,845,284	-	771,683,025
2012	530,821,945	241,497,932	-	16,697,782	-	789,017,659
2013	554,591,989	247,578,042	-	35,321,297	-	837,491,328
2014	592,086,030	257,116,230	-	20,772,806	-	869,975,066
2015	629,393,457	260,771,165	-	15,079,346	-	905,243,968
2016 *	669,132,812	282,527,610	-	9,046,387	-	960,706,809
2017 **	684,785,236	288,965,862	-	7,713,620	-	981,464,718

\*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

Payments in Lieu of Taxes		
	FY 2016 Forecast	FY 2017 Budget
Salt River Project	\$10,318,967	\$ 10,292,205
Federal Bureau of Land Management	3,011,264	3,011,264
Cities	356,448	356,448
	<b>\$13,686,679</b>	<b>\$ 13,659,917</b>

fluctuate.

State Shared Sales Tax		
Fiscal Year	Annual Collections	Growth Rate
2008	\$ 460,958,749	-4.0%
2009	394,920,582	-14.3%
2010	366,285,237	-7.3%
2011	385,487,679	5.2%
2012	400,453,542	3.9%
2013	418,642,152	4.5%
2014	447,541,943	6.9%
2015	476,452,381	6.5%
2016 *	499,440,776	4.8%
2017 **	516,863,039	3.5%
2018 ***	529,232,354	2.4%
2019 ***	544,050,860	2.8%
2020 ***	563,092,640	3.5%
2021 ***	588,431,808	4.5%
2022 ***	614,911,240	4.5%

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

**State Shared Sales Taxes**

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 2016, the budget for FY 2017 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

2017 at a very moderate pace, budgeted at 3.5% growth over the current forecast. Sustained annual growth rates are predicted based on the *Most Likely Forecast* scenario from the County's contracted economist. These scenarios also include the consideration that a recession cycle may be forthcoming.

**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 2016, and the budget for FY 2017.

Fiscal Year	State Shared Highway User Revenues	Growth Rate
2008	\$ 102,751,593	-4.5%
2009	90,419,237	-12.0%
2010	84,950,511	-6.0%
2011	85,975,735	1.2%
2012	78,928,601	-8.2%
2013	86,815,139	10.0%
2014	89,630,001	3.2%
2015	97,931,744	9.3%
2016 *	98,175,564	0.2%
2017 **	106,154,321	8.1%

\*Forecast  
 \*\*Budget

In FY 2009, the State of Arizona diverted Highway User Revenue from the distribution base to fund its Department of Public Safety (DPS). That diversion resulted in 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 and the anticipated growth of these funds, it is anticipated that the HURF revenue will greatly improve in FY 2017.

Fiscal Year	General Fund	Growth Rate
2008	\$ 139,312,595	-2.9%
2009	126,036,362	-9.5%
2010	116,405,328	-7.6%
2011	113,649,012	-2.4%
2012	113,363,659	-0.3%
2013	118,202,383	4.3%
2014	126,137,174	6.7%
2015	135,043,055	7.1%
2016 *	144,654,495	7.1%
2017 **	149,955,458	3.7%
2018 ***	152,908,556	2.0%
2019 ***	157,801,630	3.2%
2020 ***	163,166,885	3.4%
2021 ***	168,877,726	3.5%
2022 ***	174,788,446	3.5%

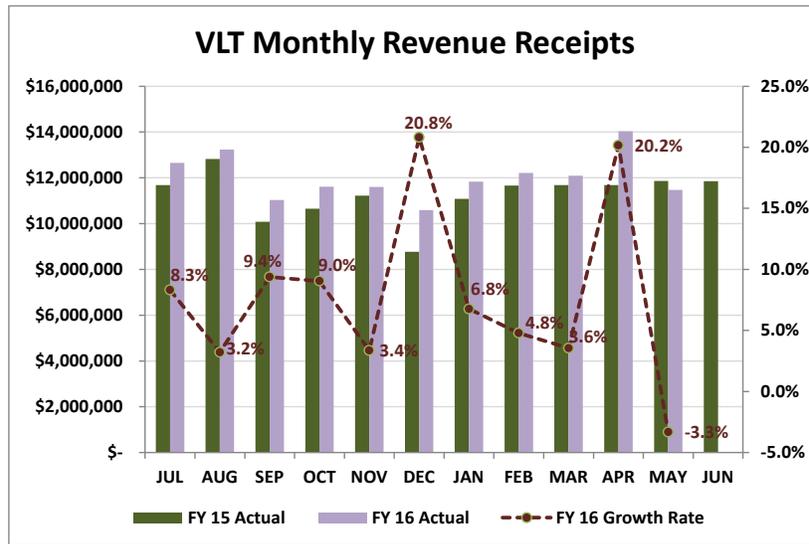
\*Forecast  
 \*\*Budget  
 \*\*\*Source Elliott D. Pollack & Co. (Most Likely)

**State Shared Vehicle License Taxes**

The State of Arizona levies Vehicle License Taxes (VLT) annually on all vehicles, based upon their estimated value. The Vehicle License Tax is essentially a personal property tax on cars and trucks. VLT is paid as part of the annual auto license renewal process, billed and payable during the month in which the vehicle was first registered. VLT rates are applied to a vehicle's depreciated value and as a result, revenue growth depends greatly on the volume of new car sales 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 to the left shows actual and forecasted vehicle license tax collections from FY 2008 to FY 2022.

As noted in the graph on the following page, FY 2016 revenue continues its pattern of monthly volatility in annual growth rates over the prior year, same month. However, the FY 2016 average growth is

positive and expected to continue due to sustained economic recovery resulting from increases in population figures and new car purchases.



**Other Intergovernmental Revenue**

Other Intergovernmental Revenues include a variety of payments from other jurisdictions, usually as required by Intergovernmental Agreements (IGAs) with the County. The following schedule shows detail of General Fund Other Intergovernmental Revenue. Revenue is projected to be less in FY 2017 because there were a large number of local jurisdictional elections in FY 2016 that provided reimbursement revenue that will not recur in the coming year. The revenue from the Social Security Administration is not reduced, but was transferred to the Detention Special Revenue fund.

Other Intergovernmental Revenue General Fund			
Department	FY 2016 Forecast	FY 2017 Budget	Description
Elections	\$ 7,070,112	\$ 3,750,002	Election Cost Reimbursements from Other Jurisdictions
Enterprise GIS	460,300	553,820	Aerial Photography Cost Reimbursements from Participating Government Entities
Juvenile Probation	1,500	3,000	Fort McDowell, Yavapai Nation and U.S. Marshal Detention Holding Fee
Sheriff	403,098	-	Social Security Administration Pay for Inmate Information
<b>Total</b>	<b>\$ 7,935,010</b>	<b>\$ 4,306,822</b>	

**Charges for Services**

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

Listed below are the revenues recorded for the last eight fiscal years, forecasted revenue for FY 2016 and the budget amount for FY 2017 for:

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

The increase in the Capital Projects Funds for FY 2016 is almost completely due to the contributions from the cities of Peoria, Glendale and El Mirage for the construction of the Northern Parkway.

Charges for Service							
Fiscal Year	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Internal Service Funds	Eliminations	Total
2008	\$43,177,387	\$96,369,159	\$ 3,054,932	\$ 7,300,482	\$199,238,595	\$(160,036,744)	\$189,103,811
2009	43,642,013	135,371,562	2,652,765	17,874,757	201,910,980	(161,737,799)	239,714,278
2010	40,657,924	129,930,765	2,630,623	17,548,959	188,964,926	(133,025,426)	246,707,771
2011	40,745,732	149,482,999	2,640,840	19,037,127	193,579,637	(139,567,488)	265,918,847
2012	40,081,935	137,678,743	2,044,982	4,700,587	189,393,283	(151,120,029)	222,779,501
2013	42,389,389	108,826,203	3,345,545	9,680,068	196,181,587	(159,652,960)	200,769,832
2014	39,288,121	106,269,860	2,081,428	5,051,219	198,987,186	(174,874,416)	176,803,398
2015	41,300,304	109,861,008	716,707	1,397,465	199,284,065	(166,129,757)	186,429,792
2016 *	45,719,167	109,549,822	1,371,504	8,370,386	215,916,741	(182,828,948)	198,098,672
2017 **	44,740,325	104,997,272	-	10,371,914	238,706,155	(205,447,397)	193,368,269

\* Forecast  
 \*\* Budget

**Intergovernmental Charges for Services**

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

Intergovernmental Charges for Service General Fund			
Department	FY 2016 Forecast	FY 2017 Budget	Description
Education Services	\$ 15,500	\$ 12,000	Elections Services from School Districts
Medical Examiner	8,335	-	IGA with Florida Attorney General for Services
Non Departmental	2,928,724	2,806,627	District Central Service Reimbursements
Non Departmental	283,858	332,390	Industrial Development Authority Reimbursements
Enterprise Technology	-	8,007	VMware Monitoring and Support to the Stadium and Flood Control Districts
Sheriff	14,658,979	14,873,317	Patrol Services Provided to Cities and Towns and to the Stadium and Flood Control Districts
Superior Court	713,309	599,782	Arizona Lengthy Trial Revenue, Municipal Court Juror Fees, Interpreter Fees
<b>Total</b>	<b>\$ 18,608,705</b>	<b>\$ 18,632,123</b>	

**Patient Charges**

In the General Fund, patient charges are received by the residual long-term care program. Special Revenue fund patient charges include amounts received by Public Health and by the Sheriff's Office for services provided by Correctional Health Services.

<b>Patient Services Revenue</b>			
Fiscal Year	General Fund	Special Revenue Funds	Total
2008	\$ 9,237	\$ 1,032,387	\$ 1,041,624
2009	15,947	1,055,877	1,071,824
2010	28,834	1,288,958	1,317,792
2011	14,129	1,743,447	1,757,576
2012	6,996	1,593,088	1,600,084
2013	7,485	1,598,385	1,605,870
2014	7,300	2,150,660	2,157,960
2015	7,634	2,870,287	2,877,921
2016 *	7,271	2,597,812	2,605,083
2017 **	6,988	2,460,757	2,467,745

\*Forecast  
 \*\* Budget

**Internal Service Charges**

Internal Service Charges are payments between County departments. Rates are established during the budget process. Internal service fee rates are intended to recover from the appropriate user the full cost of the services provided. Internal service charges are usually recorded in the Internal Service Funds. In FY 2017, internal service charges are budgeted to increase primarily due to the increase in fixed benefit premiums and technology infrastructure.

<b>Internal Service Charges</b>		
	<b>FY 2016 Forecast</b>	<b>FY 2017 Budget</b>
Employee Benefits and Health	\$130,841,377	\$149,304,869
Enterprise Technology	17,561,232	21,548,326
Equipment Services	13,819,950	14,012,455
Procurement Services	707,214	739,834
Risk Management	19,835,321	19,841,913
<b>Total</b>	<b>\$182,765,094</b>	<b>\$205,447,397</b>

**Other Charges for Services**

The schedule on the next page lists Maricopa County's Other Charges for Service in the General Fund for FY 2016 and FY 2017. FY 2017 collections of Other Charges for Service are anticipated to slightly decline over the FY 2016 Forecast. This is primarily due to an estimated decrease in fees collected by the Recorder's Office and Justice Courts resulting from a drop in the number of cases filed and documents recorded. Additionally, Waste Resources has seen a decline in customers using the transfer station dumping services.

<b>Other Charges for Service Summary</b>			
<b>General Fund</b>			
<b>Department</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Budget</b>	<b>Description</b>
Clerk of the Superior Court	\$ 6,073,203	\$ 5,993,646	Filing Fees, Passports and Indigent Defense Revenue
Constables	1,630,200	1,630,200	Constable Fees
County Attorney	55,578	55,579	Charges to Housing Authority
Education Services	108,833	105,000	Garnishment & Support Processing Fees
Elections	3,261	203	Certifications
Facilities Management	251,945	235,141	Homeless Campus Protective Services Fee
Finance	309,097	285,000	Collections Fee
Human Resources	57,708	55,000	Garnishments, Copies, Parking and Lost Bus Card Fees
Justice Courts	4,779,484	4,500,721	Defensive Driving Fees, Civil Trial Jury Fees and Other Miscellaneous Court Fees
Juvenile Probation	4,000	5,000	Miscellaneous Charges and Restitution
Medical Examiner	403,885	385,730	Cremation Certificate Fees and Transport Fees
Non Departmental	1,555,611	1,651,408	Tax Sale Fees and Sheriff Fees
Public Defender	32,385	32,385	Reimbursement for Legal Services
Public Fiduciary	1,060,871	1,200,871	Fiduciary Fees and Probate Fees
Recorder	8,454,405	7,680,001	Document Recording Fees
Sheriff	553,763	458,032	Other Tax Sales Fees and Various Civil Fees
Superior Court	1,523,586	1,597,000	Family Court Filings, Civil Trial Jury Fees and Attorney Fees Paid By Parents
Treasurer	49,042	40,000	Miscellaneous Charges
Waste Resources and Recycling	196,334	190,297	Transfer Stations
<b>Total</b>	<b>\$ 27,103,191</b>	<b>\$ 26,101,214</b>	

**Fines and Forfeits**

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

The largest source of General Fund fine and forfeit revenue is the Justice Courts. Budgeted fine revenue for FY 2017 is slightly below forecasted collections for FY 2016. 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.

<b>Fines &amp; Forfeits</b>			
<b>Fiscal Year</b>	<b>General Fund</b>	<b>Special</b>	<b>Total</b>
		<b>Revenue Funds</b>	
2008	\$ 16,901,603	\$ 14,490,595	\$ 31,392,198
2009	16,370,071	20,196,311	36,566,382
2010	15,408,833	18,938,132	34,346,965
2011	14,356,767	18,950,986	33,307,753
2012	12,151,054	18,090,680	30,241,734
2013	12,374,331	17,675,017	30,049,348
2014	11,779,634	16,472,333	28,251,967
2015	10,863,122	13,651,333	24,514,455
2016 *	10,478,212	13,722,008	24,200,220
2017 **	10,372,054	13,454,834	23,826,888

\* Forecast  
 \*\* Budget

<b>Fines and Forfeits Summary</b>			
<b>General Fund</b>			
<b>Department</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Budget</b>	<b>Description</b>
Clerk of the Superior Court	\$ 1,888,953	\$ 1,781,098	Superior Court Fines
Elections	5,370	12,000	Campaign Finance Penalty Fees
Environmental Services	22,221	22,221	Code Enforcement Fines
Justice Courts	8,554,445	8,556,618	Civil Traffic, Misdemeanor Criminal Adjudication, Small Civil Cases
Sheriff	4,105	-	Civil Sanctions and Traffic Fines
Superior Court	3,118	117	Juror Fines
<b>Total</b>	<b>\$10,478,212</b>	<b>\$10,372,054</b>	

**Miscellaneous Revenue**

Maricopa County classifies miscellaneous revenues as any revenues that do not fall within a more specific revenue category. Examples of miscellaneous revenues include sales of copies, interest earnings, building rental, insurance recoveries, map sales, and equipment rental as well as sales of fixed assets.

Listed below are the combined miscellaneous revenues and interest earnings recorded for the last eight fiscal years, forecasted amounts for FY 2016, plus the budget for FY 2017. 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
2008	\$ 32,662,960	\$ 40,941,646	\$ 1,095,072	\$ 19,300,188	\$ 5,369,946	\$ 99,369,812
2009	15,056,656	28,310,635	658,513	15,144,274	3,881,287	63,051,365
2010	13,651,212	20,099,288	276,414	5,769,517	1,805,553	41,601,984
2011	14,357,522	7,837,262	31,862	(1,016,103)	3,226,545	24,437,088
2012	15,242,487	7,675,012	5,234	650,549	1,198,400	24,771,682
2013	14,406,727	6,815,847	93,726	1,314,671	1,557,999	24,188,970
2014	8,667,004	5,898,146	74,540	358,982	9,146,596	24,145,268
2015	11,180,188	7,827,721	43,748	69,650	1,250,778	20,372,085
2016 *	6,600,665	5,782,778	25,969	214,570	893,925	13,517,907
2017 **	4,904,000	7,585,550	-	200	557,938	13,047,688

\* Forecast  
 \*\* Budget

General Fund miscellaneous revenues include interest income, building rental income, public record copy fees, and bad check fees.

Miscellaneous Revenue			
General Fund			
Department	FY 2016 Forecast	FY 2017 Budget	Description
AIR QUALITY	\$ 22,661	\$ -	Sale of Vehicles
ASSESSOR	223,347	180,000	Sale of Maps, Copies, Data, etc.
CLERK OF THE SUPERIOR COURT	95,798	75,200	Sale of Copies and Bad Check Fees, Interest
COUNTY ATTORNEY	15,578	6,500	Fees from Private Defense for Discovery Information
COUNTY MANAGER	720	600	Bus Card Replacement
ELECTIONS	5,296	4,506	Sale of Copies and Maps
ENTERPRISE TECHNOLOGY	3,600	-	Sale of Computer Equipment
FACILITIES MANAGEMENT	232,302	231,200	Lease Revenue
JUSTICE COURTS	655,424	644,731	Sale of Copies
JUVENILE PROBATION	4,588	7,550	Insurance Reimbursements/Restitution
NON DEPARTMENTAL	3,783,552	2,700,012	Interest, Loss Reimbursement, Fire District, Reimbursement, Tax Deed Sales
PROCUREMENT SERVICES	761,000	761,000	Purchase Card Rebates
RECORDER	291,723	253,397	Micrographics and Photocopy Sales and Postage
SHERIFF	461,692	1,500	Sale of Copies and Reimbursement for ID Cards and Impound Fees
SUPERIOR COURT	1,386	3,101	Sale of Copies
WASTE RESOURCES AND RECYCLING	41,998	34,703	Lease Revenue, Scrap Metal Proceeds
<b>Total</b>	<b>\$ 6,600,665</b>	<b>\$ 4,904,000</b>	

## 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 adopted budget, \$178,992,091 in revenues are budgeted for Proceeds of Financing in FY 2017. This is comprised of \$116 million for the Madison Street Jail Adaptive Reuse Project, \$10 million for vehicle financing for the Parks & Recreation Department, Sheriff, Adult Probation and Transportation departments, \$4.3 million for the Desktop Laptop Replacement Program for both the General Fund and the Detention Fund departments, and \$49 million for various other financed capital projects. 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 2017 an additional transfer of \$32.6 million will be made from the General Fund to the Detention fund to maintain structural balance in that fund. The General and Detention Funds also provide one-time transfers to the Capital Projects funds to fund the County's modified pay-as-you-go capital program.

## Fund Balance Summary and Variance Commentary

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

### Classification of Fund Balances

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

### Estimating Fund Balances

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

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

### Negative Fund Balances

Negative beginning fund balances are reported for a number of grant funds due to GASB financial reporting requirements that disallow the inclusion of revenues received more than 60 days following the end of the fiscal year. The Department of Finance and the Office of Management and Budget work with affected departments to improve their financial reporting practices, and to ensure that annual expenditures remain within authorized grant awards and that any reimbursements due are received in a timely manner. In addition to the grant funds, the following funds are also projected to have a deficit fund balance at the end of FY 2017:

#### **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 the Fill the Gap Fund back to the Treasurer 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 in a negative fund balance at the beginning of the fiscal year. Offsetting revenue will be recorded in a subsequent period once certification pursuant to A.R.S.§41-2421 is received by the Board.

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

The Animal Control License Shelter Fund (572) will have a negative fund balance at the end of FY 2017 due to the increasing costs associated with the care of animals in the shelter. The revenue in this fund is collected primarily from dog licensing and pet adoption fees and is not enough to cover the shelter expenditures without an increase in fees or reduction in expenditures for FY 2017.

**Benefits Trust Funds (604, 606, 607, 611, 619 and 622)**

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

**Risk Management Fund (675)**

The Risk Management Fund is budgeted to have a negative fund balance at the end of FY 2017 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.

**Technology Infrastructure Fund (681)**

The Technology Infrastructure Fund is an Internal Service Fund which provides cost effective voice, data, and radio communications to County departments. During FY 2016, there were telephony expenses that were budgeted and inadvertently charged to the General Fund that should have been budgeted and charged to the Technology Infrastructure Fund. This unbudgeted expense is causing a structural imbalance in the fund for FY 2016 and severely reducing the available fund balance. The need to expend \$989,800 in FY 2017 on additional one-time costs associated with network bandwidth will cause the fund to go into a negative state for FY 2017. Technology Infrastructure Fund fees will be adjusted accordingly for FY 2018.

## 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 proceeds for lease purchases have been transferred in from various departments and the payments will be made over the next three years.

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	BEG. SPENDABLE BALANCE	TOTAL SOURCES	TOTAL USES	ENDING SPENDABLE FUND BALANCE:			
				RESTRICTED	COMMITTED	ASSIGNED	UNASSIGNED
<b>GENERAL*</b>	\$ 133,944,163	\$ 1,272,059,672	\$ 1,406,003,835	\$ -	\$ -	\$ -	\$ -
<b>SPECIAL REVENUE</b>							
<i>NON-GRANT FUNDS</i>							
201 ADULT PROBATION FEES <sup>1</sup>	\$ 2,618,534	\$ 12,743,611	\$ 13,563,611	\$ 1,798,534	\$ -	\$ -	\$ -
203 SHERIFF DONATIONS	123,303	33,969	33,969	123,303	-	-	-
204 JUSTICE CT JUDICIAL ENHANCEMNT	1,413,713	737,183	737,183	1,413,713	-	-	-
205 COURT DOCUMENT RETRIEVAL <sup>1</sup>	301,975	1,034,000	1,193,993	141,982	-	-	-
206 OFFICER SAFETY EQUIPMENT <sup>1</sup>	333,840	52,000	352,000	33,840	-	-	-
207 PALO VERDE <sup>1</sup>	829,574	706,722	791,986	744,310	-	-	-
208 JUDICIAL ENHANCEMENT <sup>1</sup>	3,881,916	1,399,000	2,001,000	3,279,916	-	-	-
209 PUBLIC DEFENDER TRAINING <sup>1</sup>	96,088	346,113	442,201	-	-	-	-
210 WASTE MANAGEMENT <sup>1</sup>	623,763	65,000	688,762	1	-	-	-
212 SHERIFF RICO	-	1,750,000	1,750,000	-	-	-	-
213 COUNTY ATTORNEY RICO	2,126,953	1,879,086	1,879,086	2,126,953	-	-	-
214 SHERIFF JAIL ENHANCEMENT <sup>1</sup>	2,203,216	1,482,444	1,932,444	1,753,216	-	-	-
215 EMERGENCY MANAGEMENT**	80,329	1,019,015	1,019,015	80,329	-	-	-
218 CLERK OF COURT FILL THE GAP	1,372	1,905,898	1,905,898	1,372	-	-	-
220 DIVERSION <sup>1</sup>	772,230	1,713,350	2,472,006	13,574	-	-	-
221 COUNTY ATTORNEY FILL THE GAP	248,242	1,494,911	1,494,911	248,242	-	-	-
225 SPUR CROSS RANCH CONSERVATION <sup>1</sup>	256,754	302,969	435,207	124,516	-	-	-
226 PLANNING AND DEVELOPMENT FEES	6,617,717	8,010,200	8,533,821	-	6,094,096	-	-
228 JUVENILE PROBATION SPECIAL FEE <sup>1</sup>	1,382,865	2,669,777	3,080,665	971,977	-	-	-
229 JUVENILE RESTITUTION <sup>1</sup>	43,025	4,000	10,007	37,018	-	-	-
232 TRANSPORTATION OPERATIONS	20,414,904	122,332,556	121,991,502	20,755,958	-	-	-
236 RECORDERS SURCHARGE <sup>1</sup>	1,601,521	3,792,689	4,567,089	827,121	-	-	-
237 JUST COURTS PHOTO ENFORCEMENT <sup>1</sup>	8,226	774	9,000	-	-	-	-
239 PARKS SOUVENIR	24,999	396,183	396,182	25,000	-	-	-
240 LAKE PLEASANT RECREATION SVCS <sup>1</sup>	870,767	3,122,264	3,905,202	87,829	-	-	-
241 PARKS ENHANCEMENT FUND <sup>1</sup>	1,679,652	5,569,235	7,011,027	237,860	-	-	-
243 PARKS DONATIONS <sup>1</sup>	572,969	25,404	493,570	104,803	-	-	-
245 JUSTICE COURTS SPECIAL REVENUE	1,563,518	6,664,653	6,764,653	1,463,518	-	-	-
252 INMATE SERVICES <sup>1</sup>	7,107,024	9,596,352	16,346,352	357,024	-	-	-
254 INMATE HEALTH SERVICES <sup>1</sup>	344,665	369,950	476,570	238,045	-	-	-
255 DETENTION OPERATIONS*	34,356,427	392,171,835	426,528,262	-	-	-	-
256 PROBATE FEES <sup>1</sup>	89,754	392,000	442,000	39,754	-	-	-
257 CONCILIATION COURT FEES	636,832	1,583,362	1,583,362	636,832	-	-	-
258 SHERIFF TOWING AND IMPOUND <sup>1</sup>	125,392	211,100	226,529	109,963	-	-	-
259 SUPERIOR COURT SPECIAL REVENUE <sup>1</sup>	1,048,363	4,881,783	5,128,154	801,992	-	-	-
261 LAW LIBRARY	1,630,420	1,188,774	1,165,971	1,653,223	-	-	-
262 PUBLIC DEFENDER FILL THE GAP <sup>1</sup>	36,965	776,508	813,470	3	-	-	-
263 LEGAL DEFENDER FILL THE GAP	2,479	66,362	66,362	2,479	-	-	-
264 SUPERIOR COURT FILL THE GAP	(55,309)	2,202,900	2,202,900	-	-	-	(55,309)
265 PUBLIC HEALTH FEES	6,881,596	6,638,299	7,148,891	6,371,004	-	-	-
266 CHECK ENFORCEMENT PROGRAM <sup>1</sup>	91,554	72,302	125,340	38,516	-	-	-
267 CRIM JUSTICE ENHANCEMENT <sup>1</sup>	487,081	1,239,649	1,502,282	224,448	-	-	-
268 VICTIM COMP RESTITUTION	1,501,724	164,759	164,759	1,501,724	-	-	-
269 VICTIM COMPENSATION INTEREST	803,630	19,756	19,756	803,630	-	-	-
270 CHILD SUPPORT ENHANCEMENT	990,243	60,000	20,000	1,030,243	-	-	-
271 EXPEDITED CHILD SUPPORT	126,989	677,500	677,500	126,989	-	-	-
273 VICTIM LOCATION <sup>1</sup>	17,480	2,000	15,000	4,480	-	-	-
274 CLERK OF THE COURT EDMS	825,243	2,500,000	2,500,000	825,243	-	-	-
275 JUVENILE PROBATION DIVERSION <sup>1</sup>	635,525	214,095	388,597	461,023	-	-	-
276 SPOUSAL MAINT ENF ENHANCEMENT	118,995	108,000	108,000	118,995	-	-	-
277 EMANCIPATION ADMIN COSTS	5,522	-	-	5,522	-	-	-
281 CHILDRENS ISSUES EDUCATION	7,468	-	-	7,468	-	-	-
282 DOM REL MEDIATION EDUCATION	127,784	200,600	200,600	127,784	-	-	-
290 WASTE TIRE	2,088,077	4,756,341	4,751,611	2,092,807	-	-	-
504 AIR QUALITY FEES <sup>1</sup>	12,015,145	12,083,786	13,528,022	10,570,909	-	-	-

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

FUND	BEG. SPENDABLE BALANCE	TOTAL SOURCES	TOTAL USES	ENDING SPENDABLE FUND BALANCE:			
				RESTRICTED	COMMITTED	ASSIGNED	UNASSIGNED
506 ENVIRONMTL SVCS ENV HEALTH	\$ 8,859,152	\$ 19,383,201	\$ 20,115,558	\$ -	\$ 8,126,795	\$ -	\$ -
572 ANIMAL CONTROL LICENSE SHELTER <sup>1</sup>	498,245	10,175,000	11,975,729	-	-	-	(1,302,484)
574 ANIMAL CONTROL FIELD OPERATION <sup>1</sup>	980,187	3,474,714	4,058,360	396,541	-	-	-
669 SMALL SCHOOL SERVICE	88,345	109,551	109,551	88,345	-	-	-
741 TAXPAYER INFORMATION	382,428	304,341	304,341	382,428	-	-	-
780 SCHOOL TRANSPORTATION	83,052	600,000	600,000	83,052	-	-	-
782 SCHOOL COMMUNICATION <sup>1</sup>	751,385	521,000	1,103,065	169,320	-	-	-
795 EDUCATIONAL SUPPLEMENTAL PROG <sup>1</sup>	599,161	566,275	876,785	288,651	-	-	-
<b>SUBTOTAL NON-GRANT FUNDS</b>	<b>\$ 136,631,462</b>	<b>\$ 658,565,101</b>	<b>\$ 716,380,143</b>	<b>\$ 65,953,322</b>	<b>\$ 14,220,891</b>	<b>\$ -</b>	<b>\$ (1,357,793)</b>
<b>GRANT FUNDS</b>							
211 ADULT PROBATION GRANTS	\$ (139,681)	\$ 2,807,783	\$ 2,807,783	\$ -	\$ -	\$ -	\$ (139,681)
216 CLERK OF THE COURT GRANTS	(5,648)	1,446,855	1,446,855	-	-	-	(5,648)
217 CDBG HOUSING TRUST	(183,893)	6,231,776	6,231,776	-	-	-	(183,893)
219 COUNTY ATTORNEY GRANTS	(254,287)	6,490,942	6,490,942	-	-	-	(254,287)
222 HUMAN SERVICES GRANTS	(1,387,569)	51,497,289	51,497,289	-	-	-	(1,387,569)
223 TRANSPORTATION GRANTS	118,077	320,000	320,000	118,077	-	-	-
224 MEDICAL EXAMINER GRANTS	(1)	8,851	8,851	-	-	-	(1)
227 JUVENILE PROBATION GRANTS	445,751	3,811,356	3,811,356	445,751	-	-	-
230 PARKS AND RECREATION GRANTS	34,696	-	34,696	-	-	-	-
233 PUBLIC DEFENDER GRANTS	(5,979)	222,141	222,141	-	-	-	(5,979)
238 SUPERIOR COURT GRANTS	95,066	3,432,507	3,432,507	95,066	-	-	-
248 ELECTIONS GRANTS	318,643	406,750	406,750	318,643	-	-	-
249 NON DEPARTMENTAL GRANTS	23,008	2,262,343	16,415,889	-	-	-	(14,130,538)
251 SHERIFF GRANTS	(730,620)	7,624,572	7,624,572	-	-	-	(730,620)
503 AIR QUALITY GRANTS	(29,612)	4,139,552	4,128,306	-	-	-	(18,366)
505 ENVIRONMENTAL SERVICES GRANTS	-	67,198	67,198	-	-	-	-
532 PUBLIC HEALTH GRANTS	(1,891,813)	50,775,583	50,775,583	-	-	-	(1,891,813)
573 ANIMAL CONTROL GRANTS	87,063	-	-	87,063	-	-	-
715 SCHOOL GRANTS	(217,779)	24,494,498	24,494,498	-	-	-	(217,779)
<b>SUBTOTAL GRANTS</b>	<b>\$ (3,724,578)</b>	<b>\$ 166,039,996</b>	<b>\$ 180,216,992</b>	<b>\$ 1,064,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (18,966,174)</b>
<b>SPECIAL REVENUE</b>	<b>\$ 132,906,884</b>	<b>\$ 824,605,097</b>	<b>\$ 896,597,135</b>	<b>\$ 67,017,922</b>	<b>\$ 14,220,891</b>	<b>\$ -</b>	<b>\$ (20,323,967)</b>
<b>DEBT SERVICE</b>							
320 COUNTY IMPROVEMENT DEBT	\$ 7,597,075	\$ 119,868,175	\$ 119,968,480	\$ 7,414,230	\$ 82,540	\$ -	\$ -
321 CAPITAL LEASE DEBT SERVICE	12,094,075	20,323,865	11,812,730	-	20,605,210	-	-
<b>DEBT SERVICE</b>	<b>\$ 19,691,150</b>	<b>\$ 140,192,040</b>	<b>\$ 131,781,210</b>	<b>\$ 7,414,230</b>	<b>\$ 20,687,750</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CAPITAL PROJECTS</b>							
234 TRANSPORTATION CAPITAL PROJECT <sup>1</sup>	\$ 94,667,889	\$ 64,277,328	\$ 100,221,196	\$ 58,724,021	\$ -	\$ -	\$ -
422 INTERGOVERNMENTAL CAP PROJ <sup>1</sup>	123,177	200	123,300	-	77	-	-
440 COUNTY IMPROVEMENT <sup>1</sup>	49,154,602	48,233,592	97,388,194	-	-	-	-
441 COUNTY IMPROVEMENT 441	-	116,765,000	17,600,000	99,165,000	-	-	-
445 GENERAL FUND CTY IMPROV	324,755,380	38,751,255	37,412,506	-	326,094,129	-	-
455 DETENTION CAPITAL PROJECTS	190,558,900	40,453,039	31,000,000	200,011,939	-	-	-
460 TECHNOLOGY CAP IMPROVEMENT <sup>1</sup>	250,315,035	42,639,468	126,323,306	-	166,631,197	-	-
461 DETENTION TECH CAP IMPROVEMENT	36,675,692	912,534	4,336,720	33,251,506	-	-	-
<b>CAPITAL PROJECTS</b>	<b>\$ 946,250,675</b>	<b>\$ 352,032,416</b>	<b>\$ 414,405,222</b>	<b>\$ 391,152,466</b>	<b>\$ 492,725,403</b>	<b>\$ -</b>	<b>\$ -</b>
<b>INTERNAL SERVICE</b>							
601 MEDICAL HMO	\$ 3,462,296	\$ 52,886,919	\$ 52,886,919	\$ 3,462,296	\$ -	\$ -	\$ -
604 MEDICAL PPO	(14,543,677)	40,883,745	40,883,745	-	-	-	(14,543,677)
606 MEDICAL HDHP W HSA	(10,893,999)	26,684,781	26,684,781	-	-	-	(10,893,999)
607 FI DENTAL PPO	(375,820)	5,176,907	5,176,907	-	-	-	(375,820)
608 COINSURANCE PHARMACY	9,357,920	22,131,797	22,131,797	9,357,920	-	-	-
611 60 PERCENT STD	(503,878)	2,107,539	2,107,539	-	-	-	(503,878)
612 50 PERCENT STD	1,599,523	530,448	530,448	1,599,523	-	-	-
613 40 PERCENT STD	979,869	203,520	203,520	979,869	-	-	-
614 BEHAVIORAL HEALTH	5,819,340	1,536,123	1,536,123	5,819,340	-	-	-
615 WELLNESS	4,639,744	1,561,473	1,861,873	4,339,344	-	-	-
618 BENEFIT ADMINISTRATION	7,183,321	9,473,316	3,205,916	13,450,721	-	-	-
619 ONSITE PHARMACY CLINIC	(1,617,788)	1,699,812	2,079,812	-	-	-	(1,997,788)
620 BENEFITS ELIMINATIONS	-	(1,157,990)	(1,157,990)	-	-	-	-
621 FLEX SPENDING HEALTH	50,536	2,362,430	2,362,430	50,536	-	-	-
622 FLEX SPENDING DEP CARE	(13,966)	1,009,392	1,009,392	-	-	-	(13,966)
623 VISION	999,605	1,713,648	1,713,648	999,605	-	-	-
625 FI PREPAID DENTAL	-	224,239	224,239	-	-	-	-
626 FI LIFE AND AD AND D	-	632,580	632,580	-	-	-	-
627 SUPPLEMENTAL LIFE	-	3,949,284	3,949,284	-	-	-	-
628 EMPLOYEE ASSISTANCE	-	420,354	420,354	-	-	-	-
629 SI DENTAL PPO	5,344,576	4,285,030	4,285,030	5,344,576	-	-	-
630 DEPENDENT LIFE	-	415,704	415,704	-	-	-	-
631 VOLUNTARY BENEFITS	-	731,400	731,400	-	-	-	-
654 EQUIPMENT SERVICES	3,563,658	16,854,693	17,861,193	-	2,557,158	-	-

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

FUND	BEG. SPENDABLE BALANCE	TOTAL SOURCES	TOTAL USES	ENDING SPENDABLE FUND BALANCE:			
				RESTRICTED	COMMITTED	ASSIGNED	UNASSIGNED
673 REPROGRAPHICS <sup>1</sup>	87,450	739,834	827,284	-	-	-	-
675 RISK MANAGEMENT <sup>1</sup>	878,951	24,088,690	33,338,997	-	-	-	(8,371,356)
681 TECHNOLOGY INFRASTRUCTURE <sup>1</sup>	579,896	21,636,326	22,840,873	-	-	-	(624,651)
<b>INTERNAL SERVICE</b>	\$ 16,597,557	\$ 242,781,994	\$ 248,743,798	\$ 45,403,730	\$ 2,557,158	\$ -	\$ (37,325,135)
<b>ELIMINATIONS</b>	\$ -	\$ (741,523,224)	\$ (741,523,224)	\$ -	\$ -	\$ -	\$ -
<b>ALL FUNDS</b>	\$ 1,249,390,429	\$ 2,090,147,995	\$ 2,356,007,976	\$ 510,988,348	\$ 530,191,202	\$ -	\$ (57,649,102)

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 2017 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 2017 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.

**Animal Control Field Operation (574)**

The Animal Control Field Operation Fund (574) is not structurally balanced in FY 2017 due to the increase in administrative overhead expenses. The Department is exploring options for increasing fees and reducing expenses to bring the budget back into structural balance.

**Benefits Trust Fund (619)**

Fund 619 has a structural imbalance of \$380,000 due to the costs of the on-site pharmacy clinic, which is operating at a deficit. The net operating cost can be reduced by bringing in additional patient volume, which will be generated by a new copay structure and agreements to serve employees of the State and other large public sector employers.

**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.

**Non Departmental Grants (249)**

The expenditure budget for the Non Departmental Grants Fund is established in anticipation of grant funds which may or may not be received within this fund in the coming fiscal year. Certain anticipated revenues may be offset as transfers, resulting in a negative ending funding balance for this fund.

Consolidated Operating Sources, Uses and Structural Balance by Fund

FUND	SOURCES:		USES:		STRUCT. BALANCE
	OPERATING		OPERATING		
<b>GENERAL</b>	\$	1,252,877,305	\$	1,252,877,305	\$ -
<b>SPECIAL REVENUE</b>					
<i>NON-GRANT FUNDS</i>					
201 ADULT PROBATION FEES	\$	12,743,611	\$	12,743,611	\$ -
203 SHERIFF DONATIONS		33,969		33,969	-
204 JUSTICE CT JUDICIAL ENHANCEMNT		737,183		737,183	-
205 COURT DOCUMENT RETRIEVAL		1,034,000		1,034,000	-
206 OFFICER SAFETY EQUIPMENT		52,000		52,000	-
207 PALO VERDE		706,722		706,722	-
208 JUDICIAL ENHANCEMENT		1,399,000		1,399,000	-
209 PUBLIC DEFENDER TRAINING		346,113		346,113	-
212 SHERIFF RICO		1,750,000		1,750,000	-
213 COUNTY ATTORNEY RICO		1,879,086		1,879,086	-
214 SHERIFF JAIL ENHANCEMENT		1,482,444		1,482,444	-
215 EMERGENCY MANAGEMENT		951,853		951,853	-
218 CLERK OF COURT FILL THE GAP		1,905,898		1,905,898	-
220 DIVERSION		1,713,350		1,713,350	-
221 COUNTY ATTORNEY FILL THE GAP		1,494,911		1,494,911	-
225 SPUR CROSS RANCH CONSERVATION		272,132		272,132	-
226 PLANNING AND DEVELOPMENT FEES		8,010,200		8,001,694	8,506
228 JUVENILE PROBATION SPECIAL FEE		2,669,777		2,669,777	-
229 JUVENILE RESTITUTION		4,000		4,000	-
232 TRANSPORTATION OPERATIONS		118,792,556		63,501,718	55,290,838
236 RECORDERS SURCHARGE		3,792,689		3,792,689	-
239 PARKS SOUVENIR		396,183		396,182	1
240 LAKE PLEASANT RECREATION SVCS		2,742,031		2,640,393	101,638
241 PARKS ENHANCEMENT FUND		4,959,106		4,893,687	65,419
243 PARKS DONATIONS		25,404		25,404	-
245 JUSTICE COURTS SPECIAL REVENUE		6,664,653		6,664,653	-
252 INMATE SERVICES		9,596,352		9,596,352	-
254 INMATE HEALTH SERVICES		369,950		369,950	-
255 DETENTION OPERATIONS		390,155,121		390,155,121	-
256 PROBATE FEES		392,000		392,000	-
257 CONCILIATION COURT FEES		1,583,362		1,583,362	-
258 SHERIFF TOWING AND IMPOUND		211,100		211,100	-
259 SUPERIOR COURT SPECIAL REVENUE		4,881,783		4,881,783	-
261 LAW LIBRARY		1,188,774		1,165,971	22,803

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

FUND	SOURCES:	USES:	STRUCT. BALANCE
	OPERATING	OPERATING	
262 PUBLIC DEFENDER FILL THE GAP	\$ 775,462	\$ 775,462	\$ -
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	6,638,299	6,638,299	-
266 CHECK ENFORCEMENT PROGRAM	72,302	72,302	-
267 CRIM JUSTICE ENHANCEMENT	1,239,649	1,239,649	-
268 VICTIM COMP RESTITUTION	164,759	164,759	-
269 VICTIM COMPENSATION INTEREST	19,756	19,756	-
270 CHILD SUPPORT ENHANCEMENT	60,000	-	60,000
271 EXPEDITED CHILD SUPPORT	677,500	677,500	-
273 VICTIM LOCATION	2,000	-	2,000
274 CLERK OF THE COURT EDMS	2,500,000	2,500,000	-
275 JUVENILE PROBATION DIVERSION	214,095	214,095	-
276 SPOUSAL MAINT ENF ENHANCEMENT	108,000	108,000	-
282 DOM REL MEDIATION EDUCATION	200,600	200,600	-
290 WASTE TIRE	4,756,341	4,751,611	4,730
504 AIR QUALITY FEES	12,083,786	11,114,786	969,000
506 ENVIRONMTL SVCS ENV HEALTH	19,383,201	19,166,315	216,886
572 ANIMAL CONTROL LICENSE SHELTER	10,175,000	11,936,923	(1,761,923)
574 ANIMAL CONTROL FIELD OPERATION	3,474,714	3,733,360	(258,646)
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	521,000	521,000	-
795 EDUCATIONAL SUPPLEMENTAL PROG	566,275	566,275	-
SUBTOTAL NON-GRANT FUNDS	\$ 651,853,206	\$ 597,131,954	\$ 54,721,252
<i>GRANT FUNDS</i>			
211 ADULT PROBATION GRANTS	\$ 2,807,783	\$ 2,807,783	\$ -
216 CLERK OF THE COURT GRANTS	1,446,855	1,446,855	-
217 CDBG HOUSING TRUST	6,231,776	6,231,776	-
219 COUNTY ATTORNEY GRANTS	6,490,942	6,490,942	-
222 HUMAN SERVICES GRANTS	51,497,289	51,497,289	-
224 MEDICAL EXAMINER GRANTS	8,851	8,851	-
227 JUVENILE PROBATION GRANTS	3,811,356	3,811,356	-
233 PUBLIC DEFENDER GRANTS	222,141	222,141	-
238 SUPERIOR COURT GRANTS	3,432,507	3,432,507	-
248 ELECTIONS GRANTS	406,750	406,750	-
249 NON DEPARTMENTAL GRANTS	1,935,888	13,180,522	(11,244,634)
251 SHERIFF GRANTS	7,624,572	7,624,572	-
503 AIR QUALITY GRANTS	4,139,552	4,128,306	11,246

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

FUND	SOURCES:	USES:	STRUCT. BALANCE
	OPERATING	OPERATING	
505 ENVIRONMENTAL SERVICES GRANTS	\$ 67,198	\$ 67,198	\$ -
532 PUBLIC HEALTH GRANTS	50,775,583	50,775,583	-
715 SCHOOL GRANTS	24,494,498	24,494,498	-
SUBTOTAL GRANTS	\$ 165,393,541	\$ 176,626,929	\$ (11,233,388)
<b>SPECIAL REVENUE</b>	\$ 817,246,747	\$ 773,758,883	\$ 43,487,864
<b>DEBT SERVICE</b>			
320 COUNTY IMPROVEMENT DEBT	\$ 14,493,175	\$ 13,353,000	\$ 1,140,175
321 CAPITAL LEASE DEBT SERVICE	499,779	-	499,779
<b>DEBT SERVICE</b>	\$ 14,992,954	\$ 13,353,000	\$ 1,639,954
<b>CAPITAL PROJECTS</b>			
445 GENERAL FUND CTY IMPROV	\$ 14,203,974	\$ -	\$ 14,203,974
455 DETENTION CAPITAL PROJECTS	587,500	-	587,500
460 TECHNOLOGY CAP IMPROVEMENT	11,640,000	-	11,640,000
<b>CAPITAL PROJECTS</b>	\$ 26,431,474	\$ -	\$ 26,431,474
<b>INTERNAL SERVICE</b>			
601 MEDICAL HMO	\$ 52,886,919	\$ 52,886,919	\$ -
604 MEDICAL PPO	40,883,745	40,883,745	-
606 MEDICAL HDHP W HSA	26,684,781	26,684,781	-
607 FI DENTAL PPO	5,176,907	5,176,907	-
608 COINSURANCE PHARMACY	22,131,797	22,131,797	-
611 60 PERCENT STD	2,107,539	2,107,539	-
612 50 PERCENT STD	530,448	530,448	-
613 40 PERCENT STD	203,520	203,520	-
614 BEHAVIORAL HEALTH	1,536,123	1,536,123	-
615 WELLNESS	1,561,473	1,561,473	-
618 BENEFIT ADMINISTRATION	9,473,316	3,005,916	6,467,400
619 ONSITE PHARMACY CLINIC	1,699,812	2,079,812	(380,000)
620 BENEFITS ELIMINATIONS	(1,157,990)	(1,157,990)	-
621 FLEX SPENDING HEALTH	2,362,430	2,362,430	-
622 FLEX SPENDING DEP CARE	1,009,392	1,009,392	-
623 VISION	1,713,648	1,713,648	-
625 FI PREPAID DENTAL	224,239	224,239	-
626 FI LIFE AND AD AND D	632,580	632,580	-
627 SUPPLEMENTAL LIFE	3,949,284	3,949,284	-
628 EMPLOYEE ASSISTANCE	420,354	420,354	-
629 SI DENTAL PPO	4,285,030	4,285,030	-
630 DEPENDENT LIFE	415,704	415,704	-
631 VOLUNTARY BENEFITS	731,400	731,400	-

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

FUND	SOURCES:	USES:	STRUCT. BALANCE
	OPERATING	OPERATING	
654 EQUIPMENT SERVICES	\$ 16,854,693	\$ 16,854,693	\$ -
673 REPROGRAPHICS	739,834	739,834	-
675 RISK MANAGEMENT	20,570,789	33,338,997	(12,768,208)
681 TECHNOLOGY INFRASTRUCTURE	21,636,326	21,636,326	-
<b>INTERNAL SERVICE</b>	<b>\$ 239,264,093</b>	<b>\$ 245,944,901</b>	<b>\$ (6,680,808)</b>
<b>ELIMINATIONS</b>	<b>\$ (461,194,148)</b>	<b>\$ (461,194,148)</b>	<b>\$ -</b>
<b>ALL FUNDS</b>	<b>\$ 1,889,618,425</b>	<b>\$ 1,824,739,941</b>	<b>\$ 64,878,484</b>

**Expenditure Limitation**

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

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

<b>Expenditure Limitation</b>	
FY 2017 Expenditure Limitation	\$ 1,290,008,753
FY 2017 Expenditures Subject to Limitation	\$ 1,290,008,752
Expenditures (Over)/Under Limitation	\$ 1

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

		FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED	(INC./)DEC FROM REV.
<b>110</b>	<b>JUDICIAL</b>				
	<b>ADULT PROBATION</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 49,084,413	\$ 48,184,413	\$ 50,970,130	\$ (2,785,717)
	NON RECURRING NON PROJECT	171,000	171,000	54,000	117,000
	ALL FUNCTIONS	\$ 49,255,413	\$ 48,355,413	\$ 51,024,130	\$ (2,668,717)
<b>201</b>	<b>ADULT PROBATION FEES</b>				
	OPERATING	\$ 12,343,549	\$ 12,343,549	\$ 12,743,611	\$ (400,062)
	NON RECURRING NON PROJECT	428,787	428,787	820,000	(391,213)
	ALL FUNCTIONS	\$ 12,772,336	\$ 12,772,336	\$ 13,563,611	\$ (791,275)
<b>211</b>	<b>ADULT PROBATION GRANTS</b>				
	OPERATING	\$ 3,171,370	\$ 3,247,199	\$ 2,807,783	\$ 439,416
<b>255</b>	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 33,803,153	\$ 33,803,153	\$ 34,545,666	\$ (742,513)
	NON RECURRING NON PROJECT	55,800	55,800	27,000	28,800
	ALL FUNCTIONS	\$ 33,858,953	\$ 33,858,953	\$ 34,572,666	\$ (713,713)
	TOTAL DEPARTMENT	\$ 99,058,072	\$ 98,233,901	\$ 101,968,190	\$ (3,734,289)
<b>240</b>	<b>JUSTICE COURTS</b>				
	<b>GENERAL</b>				
	OPERATING	\$ 17,825,008	\$ 17,825,008	\$ 17,812,231	\$ 12,777
	ELEC DOCUMENT MGMNT SYSTEM	512,000	512,000	-	512,000
	ALL FUNCTIONS	\$ 18,337,008	\$ 18,337,008	\$ 18,312,558	\$ 24,450
<b>204</b>	<b>JUSTICE CT JUDICIAL ENHANCEMNT</b>				
	OPERATING	\$ 737,183	\$ 737,183	\$ 737,183	\$ -
<b>237</b>	<b>JUST COURTS PHOTO ENFORCEMENT</b>				
	ALL FUNCTIONS	\$ -	\$ -	\$ 9,000	\$ (9,000)
<b>245</b>	<b>JUSTICE COURTS SPECIAL REVENUE</b>				
	OPERATING	\$ 6,379,000	\$ 6,379,000	\$ 6,664,653	\$ (285,653)
	NON RECURRING NON PROJECT	105,250	105,250	100,000	5,250
	ALL FUNCTIONS	\$ 6,484,250	\$ 6,484,250	\$ 6,764,653	\$ (280,403)
	TOTAL DEPARTMENT	\$ 25,558,441	\$ 25,558,441	\$ 25,823,394	\$ (264,953)
<b>270</b>	<b>JUVENILE PROBATION</b>				
	<b>GENERAL</b>				
	OPERATING	\$ 17,872,534	\$ 16,767,534	\$ 17,154,428	\$ (386,894)
<b>227</b>	<b>JUVENILE PROBATION GRANTS</b>				
	OPERATING	\$ 3,811,356	\$ 3,951,405	\$ 3,811,356	\$ 140,049
<b>228</b>	<b>JUVENILE PROBATION SPECIAL FEE</b>				
	OPERATING	\$ 2,669,777	\$ 2,669,777	\$ 2,669,777	\$ -
	NON RECURRING NON PROJECT	388,353	388,353	410,888	(22,535)
	ALL FUNCTIONS	\$ 3,058,130	\$ 3,058,130	\$ 3,080,665	\$ (22,535)
<b>229</b>	<b>JUVENILE RESTITUTION</b>				
	OPERATING	\$ 4,000	\$ 4,000	\$ 4,000	\$ -
<b>255</b>	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 33,607,736	\$ 33,607,736	\$ 34,219,259	\$ (611,523)
	ALL FUNCTIONS	\$ 33,607,736	\$ 33,607,736	\$ 34,219,259	\$ (611,523)
<b>275</b>	<b>JUVENILE PROBATION DIVERSION</b>				
	OPERATING	\$ 214,095	\$ 214,095	\$ 214,095	\$ -
	NON RECURRING NON PROJECT	175,915	175,915	174,502	1,413
	ALL FUNCTIONS	\$ 390,010	\$ 390,010	\$ 388,597	\$ 1,413
	TOTAL DEPARTMENT	\$ 58,743,766	\$ 57,784,815	\$ 58,664,312	\$ (879,497)

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

		FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED	(INC.)/DEC FROM REV.
<b>800</b>	<b>SUPERIOR COURT</b>				
<b>100</b>	<b>GENERAL</b>				
	DISASTER REC EQUIPMENT	\$ -	\$ -	\$ 97,933	\$ (97,933)
	OPERATING	83,111,344	85,151,380	81,854,793	3,296,587
	NON RECURRING NON PROJECT	245,926	245,926	3,000	242,926
	DISASTER REC EQUIPMENT	668,000	668,000	337,000	331,000
	SUP COURT CASE MGMT SYSTEM	1,899,500	1,899,500	1,899,500	-
	SUP CT FOR THE RECORD EQUIP	1,500,000	1,500,000	1,500,000	-
	ALL FUNCTIONS	\$ 87,424,770	\$ 89,464,806	\$ 85,692,226	\$ 3,772,580
<b>208</b>	<b>JUDICIAL ENHANCEMENT</b>				
	OPERATING	\$ 476,000	\$ 476,000	\$ 499,000	\$ (23,000)
	NON RECURRING NON PROJECT	29,901	29,901	-	29,901
	ALL FUNCTIONS	\$ 505,901	\$ 505,901	\$ 499,000	\$ 6,901
<b>238</b>	<b>SUPERIOR COURT GRANTS</b>				
	OPERATING	\$ 3,432,507	\$ 3,899,566	\$ 3,432,507	\$ 467,059
<b>256</b>	<b>PROBATE FEES</b>				
	OPERATING	\$ 392,000	\$ 392,000	\$ 392,000	\$ -
	NON RECURRING NON PROJECT	138,756	138,756	50,000	88,756
	ALL FUNCTIONS	\$ 530,756	\$ 530,756	\$ 442,000	\$ 88,756
<b>257</b>	<b>CONCLILATION COURT FEES</b>				
	OPERATING	\$ 1,372,000	\$ 1,372,000	\$ 1,583,362	\$ (211,362)
	NON RECURRING NON PROJECT	206,566	206,566	-	206,566
	ALL FUNCTIONS	\$ 1,578,566	\$ 1,578,566	\$ 1,583,362	\$ (4,796)
<b>259</b>	<b>SUPERIOR COURT SPECIAL REVENUE</b>				
	OPERATING	\$ 4,598,154	\$ 4,598,154	\$ 4,881,783	\$ (283,629)
	NON RECURRING NON PROJECT	696,603	696,603	246,371	450,232
	ALL FUNCTIONS	\$ 5,294,757	\$ 5,294,757	\$ 5,128,154	\$ 166,603
<b>261</b>	<b>LAW LIBRARY</b>				
	OPERATING	\$ 1,165,971	\$ 1,165,971	\$ 1,165,971	\$ -
	NON RECURRING NON PROJECT	-	2,063,093	-	2,063,093
	ALL FUNCTIONS	\$ 1,165,971	\$ 3,229,064	\$ 1,165,971	\$ 2,063,093
<b>264</b>	<b>SUPERIOR COURT FILL THE GAP</b>				
	OPERATING	\$ 2,218,728	\$ 2,202,900	\$ 2,202,900	\$ -
<b>271</b>	<b>EXPEDITED CHILD SUPPORT</b>				
	OPERATING	\$ 600,000	\$ 600,000	\$ 677,500	\$ (77,500)
	NON RECURRING NON PROJECT	113,621	113,621	-	113,621
	ALL FUNCTIONS	\$ 713,621	\$ 713,621	\$ 677,500	\$ 36,121
<b>276</b>	<b>SPOUSAL MAINT ENF ENHANCEMENT</b>				
	OPERATING	\$ 99,000	\$ 99,000	\$ 108,000	\$ (9,000)
	NON RECURRING NON PROJECT	9,000	9,000	-	9,000
	ALL FUNCTIONS	\$ 108,000	\$ 108,000	\$ 108,000	\$ -
<b>280</b>	<b>SUPERIOR COURT BUILDING REPAIR</b>				
	NON RECURRING NON PROJECT	\$ -	412,619	1,650,474	(1,237,855)
<b>281</b>	<b>CHILDRENS ISSUES EDUCATION</b>				
	OPERATING	\$ 105,000	\$ 105,000	\$ -	\$ 105,000
	NON RECURRING NON PROJECT	10,007	10,007	-	10,007
	ALL FUNCTIONS	\$ 115,007	\$ 115,007	\$ -	\$ 115,007
<b>282</b>	<b>DOM REL MEDIATION EDUCATION</b>				
	OPERATING	\$ 180,600	\$ 180,600	\$ 200,600	\$ (20,000)
	ALL FUNCTIONS	\$ 180,600	\$ 180,600	\$ 200,600	\$ (20,000)
	TOTAL DEPARTMENT	<b>\$ 103,269,184</b>	<b>\$ 108,236,163</b>	<b>\$ 102,782,694</b>	<b>\$ 5,453,469</b>
	<b>TOTAL JUDICIAL</b>	<b>\$ 286,629,463</b>	<b>\$ 289,813,320</b>	<b>\$ 289,238,590</b>	<b>\$ 574,730</b>
	<b>ELECTED</b>				
<b>010</b>	<b>BOARD OF SUPERVISORS DIST 1</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 370,718	\$ 370,718	\$ 376,999	\$ (6,281)
<b>020</b>	<b>BOARD OF SUPERVISORS DIST 2</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 370,718	\$ 370,718	\$ 376,999	\$ (6,281)

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

		FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED	(INC.)/DEC FROM REV.
<b>030</b>	<b>BOARD OF SUPERVISORS DIST 3</b>				
100	GENERAL				
	OPERATING	\$ 370,718	\$ 370,718	\$ 376,999	\$ (6,281)
<b>040</b>	<b>BOARD OF SUPERVISORS DIST 4</b>				
100	GENERAL				
	OPERATING	\$ 370,718	\$ 370,718	\$ 376,999	\$ (6,281)
<b>050</b>	<b>BOARD OF SUPERVISORS DIST 5</b>				
100	GENERAL				
	OPERATING	\$ 370,718	\$ 370,718	\$ 376,999	\$ (6,281)
<b>120</b>	<b>ASSESSOR</b>				
100	GENERAL				
	OPERATING	\$ 24,132,164	\$ 24,132,164	\$ 24,026,441	\$ 105,723
	ALL FUNCTIONS	\$ 24,132,164	\$ 24,132,164	\$ 24,026,441	\$ 105,723
	TOTAL DEPARTMENT	\$ 24,132,164	\$ 24,132,164	\$ 24,026,441	\$ 105,723
<b>140</b>	<b>CALL CENTER</b>				
100	GENERAL				
	OPERATING	\$ 1,719,187	\$ 1,719,187	\$ 1,719,187	\$ -
<b>160</b>	<b>CLERK OF THE SUPERIOR COURT</b>				
100	GENERAL				
	OPERATING	\$ 33,364,056	\$ 33,364,056	\$ 33,626,550	\$ (262,494)
	NON RECURRING NON PROJECT	12,000	12,000	-	12,000
	COSC RFR SYSTEM REPLACEMENT	2,292,400	2,215,727	1,565,727	650,000
	ALL FUNCTIONS	\$ 35,668,456	\$ 35,591,783	\$ 35,192,277	\$ 399,506
<b>205</b>	<b>COURT DOCUMENT RETRIEVAL</b>				
	OPERATING	\$ 1,064,545	\$ 1,064,545	\$ 1,034,000	\$ 30,545
	NON RECURRING NON PROJECT	85,396	85,396	159,993	(74,597)
	ALL FUNCTIONS	\$ 1,149,941	\$ 1,149,941	\$ 1,193,993	\$ (44,052)
<b>208</b>	<b>JUDICIAL ENHANCEMENT</b>				
	OPERATING	\$ 700,746	\$ 700,746	\$ 900,000	\$ (199,254)
	NON RECURRING NON PROJECT	-	-	602,000	(602,000)
	ALL FUNCTIONS	\$ 700,746	\$ 700,746	\$ 1,502,000	\$ (801,254)
<b>216</b>	<b>CLERK OF THE COURT GRANTS</b>				
	OPERATING	\$ 1,484,286	\$ 1,484,286	\$ 1,446,855	\$ 37,431
<b>218</b>	<b>CLERK OF COURT FILL THE GAP</b>				
	OPERATING	\$ 1,915,696	\$ 1,944,794	\$ 1,905,898	\$ 38,896
	NON RECURRING NON PROJECT	-	83,655	-	83,655
	ALL FUNCTIONS	\$ 1,915,696	\$ 2,028,449	\$ 1,905,898	\$ 122,551
<b>270</b>	<b>CHILD SUPPORT ENHANCEMENT</b>				
	NON RECURRING NON PROJECT	\$ -	\$ -	\$ 20,000	\$ (20,000)
<b>273</b>	<b>VICTIM LOCATION</b>				
	NON RECURRING NON PROJECT	\$ 75,000	\$ 75,000	\$ 15,000	\$ 60,000
<b>274</b>	<b>CLERK OF THE COURT EDMS</b>				
	OPERATING	\$ 2,448,571	\$ 2,448,571	\$ 2,500,000	\$ (51,429)
	TOTAL DEPARTMENT	\$ 43,442,696	\$ 43,478,776	\$ 43,776,023	\$ (297,247)
<b>190</b>	<b>COUNTY ATTORNEY</b>				
100	GENERAL				
	OPERATING	\$ 85,548,461	\$ 85,548,461	\$ 87,639,468	\$ (2,091,007)
	ALL FUNCTIONS	\$ 85,548,461	\$ 85,548,461	\$ 87,639,468	\$ (2,091,007)
<b>213</b>	<b>COUNTY ATTORNEY RICO</b>				
	OPERATING	\$ 1,910,940	\$ 1,910,940	\$ 1,879,086	\$ 31,854
	ALL FUNCTIONS	\$ 1,910,940	\$ 3,410,940	\$ 1,879,086	\$ 1,531,854
<b>219</b>	<b>COUNTY ATTORNEY GRANTS</b>				
	OPERATING	\$ 5,351,226	\$ 5,868,595	\$ 6,490,942	\$ (622,347)

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

		FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED	(INC./)DEC FROM REV.
220	<b>DIVERSION</b>				
	OPERATING	\$ 1,792,874	\$ 1,792,874	\$ 1,713,350	\$ 79,524
	NON RECURRING NON PROJECT	774,662	774,662	758,656	16,006
	ALL FUNCTIONS	\$ 2,567,536	\$ 2,567,536	\$ 2,472,006	\$ 95,530
221	<b>COUNTY ATTORNEY FILL THE GAP</b>				
	OPERATING	\$ 1,527,206	\$ 1,527,206	\$ 1,494,911	\$ 32,295
266	<b>CHECK ENFORCEMENT PROGRAM</b>				
	OPERATING	\$ 125,048	\$ 125,048	\$ 72,302	\$ 52,746
267	<b>CRIM JUSTICE ENHANCEMENT</b>				
	OPERATING	\$ 1,377,000	\$ 1,377,000	\$ 1,239,649	\$ 137,351
	NON RECURRING NON PROJECT	196,727	196,727	262,633	(65,906)
	ALL FUNCTIONS	\$ 1,573,727	\$ 1,573,727	\$ 1,502,282	\$ 71,445
268	<b>VICTIM COMP RESTITUTION</b>				
	OPERATING	\$ 111,600	\$ 111,600	\$ 164,759	\$ (53,159)
	NON RECURRING NON PROJECT	-	250,000	-	250,000
	ALL FUNCTIONS	\$ 111,600	\$ 361,600	\$ 164,759	\$ 196,841
269	<b>VICTIM COMPENSATION INTEREST</b>				
	OPERATING	\$ 16,516	\$ 16,516	\$ 19,756	\$ (3,240)
	ALL FUNCTIONS	\$ 16,516	\$ 16,516	\$ 19,756	\$ (3,240)
	TOTAL DEPARTMENT	<b>\$ 98,732,260</b>	<b>\$ 100,999,629</b>	<b>\$ 101,788,550</b>	<b>\$ (788,921)</b>
210	<b>ELECTIONS</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 9,018,145	\$ 9,018,145	\$ 9,164,929	\$ (146,784)
	PRI/GEN ELEC CYCLE SPENDING	4,329,156	10,071,224	12,104,659	(2,033,435)
	ALL FUNCTIONS	\$ 13,347,301	\$ 19,089,369	\$ 23,182,889	\$ (4,093,520)
248	<b>ELECTIONS GRANTS</b>				
	OPERATING	\$ 470,278	\$ 973,494	\$ 406,750	\$ 566,744
	TOTAL DEPARTMENT	<b>\$ 13,817,579</b>	<b>\$ 20,062,863</b>	<b>\$ 23,589,639</b>	<b>\$ (3,526,776)</b>
250	<b>CONSTABLES</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 3,076,881	\$ 3,076,881	\$ 3,242,537	\$ (165,656)
	NON RECURRING NON PROJECT	-	6,333	-	6,333
	TOTAL DEPARTMENT	<b>\$ 3,076,881</b>	<b>\$ 3,083,214</b>	<b>\$ 3,242,537</b>	<b>\$ (159,323)</b>
360	<b>RECORDER</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 2,185,621	\$ 2,185,621	\$ 2,322,447	\$ (136,826)
236	<b>RECORDERS SURCHARGE</b>				
	OPERATING	\$ 3,792,689	\$ 3,792,689	\$ 3,792,689	\$ -
	NON RECURRING NON PROJECT	1,698,269	1,698,269	774,400	923,869
	ALL FUNCTIONS	\$ 5,490,958	\$ 5,490,958	\$ 4,567,089	\$ 923,869
	TOTAL DEPARTMENT	<b>\$ 7,676,579</b>	<b>\$ 7,676,579</b>	<b>\$ 6,889,536</b>	<b>\$ 787,043</b>
370	<b>EDUCATION SERVICE</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 2,630,770	\$ 2,630,770	\$ 2,722,933	\$ (92,163)
	GARNISHMENT SYSTEM UPGRADE	280,000	280,000	260,000	20,000
	ALL FUNCTIONS	\$ 2,910,770	\$ 2,910,770	\$ 2,982,933	\$ (72,163)
255	<b>DETENTION OPERATIONS</b>				
	NON RECURRING NON PROJECT	\$ -	\$ 838,219	\$ 679,906	\$ 158,313
669	<b>SMALL SCHOOL SERVICE</b>				
	OPERATING	\$ 109,551	\$ 109,551	\$ 109,551	\$ -
	NON RECURRING NON PROJECT	58,221	58,221	-	58,221
	ALL FUNCTIONS	\$ 167,772	\$ 167,772	\$ 109,551	\$ 58,221

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

		FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED	(INC.)/DEC FROM REV.
715	<b>SCHOOL GRANTS</b>				
	OPERATING	\$ 24,960,910	\$ 25,168,410	\$ 24,494,498	\$ 673,912
	NON RECURRING NON PROJECT	440,974	764,971	-	764,971
	ALL FUNCTIONS	\$ 25,401,884	\$ 25,933,381	\$ 24,494,498	\$ 1,438,883
780	<b>SCHOOL TRANSPORTATION</b>				
	OPERATING	\$ 600,000	\$ 600,000	\$ 600,000	\$ -
782	<b>SCHOOL COMMUNICATION</b>				
	OPERATING	\$ 665,000	\$ 690,157	\$ 521,000	\$ 169,157
	NON RECURRING NON PROJECT	204,575	204,575	582,065	(377,490)
	ALL FUNCTIONS	\$ 869,575	\$ 894,732	\$ 1,103,065	\$ (208,333)
795	<b>EDUCATIONAL SUPPLEMENTAL PROG</b>				
	OPERATING	\$ 566,275	\$ 566,275	\$ 566,275	\$ -
	NON RECURRING NON PROJECT	562,600	562,600	310,510	252,090
	ALL FUNCTIONS	\$ 1,128,875	\$ 1,128,875	\$ 876,785	\$ 252,090
	TOTAL DEPARTMENT	<b>\$ 31,078,876</b>	<b>\$ 32,473,749</b>	<b>\$ 30,846,738</b>	<b>\$ 1,627,011</b>
430	<b>TREASURER</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 5,059,279	\$ 5,059,279	\$ 4,973,573	\$ 85,706
	TREASURER PRINTING & POSTAGE	-	-	899,140	(899,140)
	NON RECURRING NON PROJECT	-	-	35,000	(35,000)
	ALL FUNCTIONS	\$ 5,059,279	\$ 5,059,279	\$ 5,907,713	\$ (848,434)
741	<b>TAXPAYER INFORMATION</b>				
	OPERATING	\$ 304,341	\$ 304,341	\$ 304,341	\$ -
	TOTAL DEPARTMENT	<b>\$ 5,363,620</b>	<b>\$ 5,363,620</b>	<b>\$ 6,212,054</b>	<b>\$ (848,434)</b>
500	<b>SHERIFF</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 98,849,320	\$ 102,690,114	\$ 99,443,516	\$ 3,246,598
	MCSO JUDGMENT ORDER OPERATING	14,510,847	10,670,053	10,239,881	430,172
	MCSO RECORDS MANAGEMENT	676,000	381,426	-	381,426
	NON RECURRING NON PROJECT	366,768	301,556	-	301,556
	PROPERTY AND EVIDENCE	247,978	247,978	-	247,978
	ALL FUNCTIONS	\$ 114,650,913	\$ 114,291,127	\$ 109,683,397	\$ 4,607,730
203	<b>SHERIFF DONATIONS</b>				
	OPERATING	\$ 26,774	\$ 26,774	\$ 33,969	\$ (7,195)
	ALL FUNCTIONS	\$ 26,774	\$ 26,774	\$ 33,969	\$ (7,195)
206	<b>OFFICER SAFETY EQUIPMENT</b>				
	OPERATING	\$ 52,000	\$ 52,000	\$ 52,000	\$ -
	NON RECURRING NON PROJECT	-	-	300,000	(300,000)
	ALL FUNCTIONS	\$ 52,000	\$ 52,000	\$ 352,000	\$ (300,000)
212	<b>SHERIFF RICO</b>				
	OPERATING	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ -
214	<b>SHERIFF JAIL ENHANCEMENT</b>				
	OPERATING	\$ 1,482,444	\$ 1,482,444	\$ 1,482,444	\$ -
	NON RECURRING NON PROJECT	1,236,498	1,236,498	450,000	786,498
	ALL FUNCTIONS	\$ 2,718,942	\$ 2,718,942	\$ 1,932,444	\$ 786,498
251	<b>SHERIFF GRANTS</b>				
	OPERATING	\$ 7,184,985	\$ 7,596,313	\$ 7,624,572	\$ (28,259)
252	<b>INMATE SERVICES</b>				
	OPERATING	\$ 11,250,326	\$ 11,250,326	\$ 9,596,352	\$ 1,653,974
254	<b>INMATE HEALTH SERVICES</b>				
	OPERATING	\$ 300,873	\$ 300,873	\$ 369,950	\$ (69,077)
	NON RECURRING NON PROJECT	300,000	300,000	106,620	193,380
	ALL FUNCTIONS	\$ 600,873	\$ 600,873	\$ 476,570	\$ 124,303

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

		FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED	(INC./)DEC FROM REV.
255	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 212,498,230	\$ 212,498,230	\$ 218,619,446	\$ (6,121,216)
	JAIL KITCHEN EQUIPMENT	340,000	340,000	-	340,000
	LAUNDRY EQUIPMENT	397,000	397,000	-	397,000
	MCSO IVR	905,000	905,000	-	905,000
	ALL FUNCTIONS	\$ 214,140,230	\$ 214,140,230	\$ 218,619,446	\$ (4,479,216)
258	<b>SHERIFF TOWING AND IMPOUND</b>				
	OPERATING	\$ 226,100	\$ 226,100	\$ 211,100	\$ 15,000
	NON RECURRING NON PROJECT	-	-	15,429	(15,429)
	ALL FUNCTIONS	\$ 226,100	\$ 226,100	\$ 226,529	\$ (429)
	TOTAL DEPARTMENT	<b>\$ 352,601,143</b>	<b>\$ 353,402,685</b>	<b>\$ 357,045,279</b>	<b>\$ (3,642,594)</b>
	<b>TOTAL ELECTED</b>	<b>\$ 583,494,575</b>	<b>\$ 594,246,056</b>	<b>\$ 601,020,979</b>	<b>\$ (6,774,923)</b>
	<b>APPOINTED</b>				
060	<b>CLERK OF THE BOARD</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 1,210,792	\$ 1,210,792	\$ 1,245,373	\$ (34,581)
	NON RECURRING NON PROJECT	213,619	213,619	-	213,619
	TOTAL DEPARTMENT	<b>\$ 1,424,411</b>	<b>\$ 1,424,411</b>	<b>\$ 1,458,992</b>	<b>\$ (34,581)</b>
150	<b>EMERGENCY MANAGEMENT</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 250,989	\$ 250,989	\$ 253,651	\$ (2,662)
207	<b>PALO VERDE</b>				
	OPERATING	\$ 682,808	\$ 682,808	\$ 706,722	\$ (23,914)
	NON RECURRING NON PROJECT	78,031	78,031	85,264	(7,233)
	ALL FUNCTIONS	\$ 760,839	\$ 760,839	\$ 791,986	\$ (31,147)
215	<b>EMERGENCY MANAGEMENT</b>				
	OPERATING	\$ 963,826	\$ 1,038,625	\$ 951,853	\$ 86,772
	NON RECURRING NON PROJECT	90,601	203,601	67,162	136,439
	ALL FUNCTIONS	\$ 1,054,427	\$ 1,242,226	\$ 1,019,015	\$ 223,211
	TOTAL DEPARTMENT	<b>\$ 2,066,255</b>	<b>\$ 2,254,054</b>	<b>\$ 2,064,652</b>	<b>\$ 189,402</b>
180	<b>FINANCE</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 2,855,401	\$ 2,855,401	\$ 2,855,401	\$ -
	TOTAL DEPARTMENT	<b>\$ 2,855,401</b>	<b>\$ 2,855,401</b>	<b>\$ 2,855,401</b>	<b>\$ -</b>
200	<b>COUNTY MANAGER</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 2,577,919	\$ 2,577,919	\$ 2,648,433	\$ (70,514)
249	<b>NON DEPARTMENTAL GRANTS</b>				
	NON RECURRING NON PROJECT	\$ 5,000	\$ 1,623,576	\$ 326,455	\$ 1,297,121
	TOTAL DEPARTMENT	<b>\$ 2,582,919</b>	<b>\$ 4,201,495</b>	<b>\$ 2,974,888</b>	<b>\$ 1,226,607</b>
220	<b>HUMAN SERVICES</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 2,260,912	\$ 2,260,912	\$ 2,260,912	\$ -
	NON RECURRING NON PROJECT	120,000	120,000	122,796	(2,796)
	ALL FUNCTIONS	\$ 2,380,912	\$ 2,380,912	\$ 2,383,708	\$ (2,796)
217	<b>CDBG HOUSING TRUST</b>				
	OPERATING	\$ 20,143,632	\$ 20,143,632	\$ 6,231,776	\$ 13,911,856
222	<b>HUMAN SERVICES GRANTS</b>				
	OPERATING	\$ 45,246,229	\$ 53,613,125	\$ 51,497,289	\$ 2,115,836
	TOTAL DEPARTMENT	<b>\$ 67,770,773</b>	<b>\$ 76,137,669</b>	<b>\$ 60,112,773</b>	<b>\$ 16,024,896</b>

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

		FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED	(INC./DEC FROM REV.
<b>230</b>	<b>INTERNAL AUDIT</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 1,855,357	\$ 1,855,357	\$ 1,888,018	\$ (32,661)
<b>260</b>	<b>CORRECTIONAL HEALTH</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 3,289,967	\$ 3,307,802	\$ 3,522,248	\$ (214,446)
	ALL FUNCTIONS	\$ 3,289,967	\$ 3,307,802	\$ 3,522,248	\$ (214,446)
<b>255</b>	<b>DETENTION OPERATIONS</b>				
	CHS GRAVES JUDGMENT OPERATING	\$ 2,332,585	\$ 3,632,585	\$ 3,780,639	\$ (148,054)
	OPERATING	61,297,272	60,010,900	60,587,412	(576,512)
	ALL FUNCTIONS	\$ 63,629,857	\$ 63,643,485	\$ 64,480,524	\$ (837,039)
	TOTAL DEPARTMENT	\$ 66,919,824	\$ 66,951,287	\$ 68,002,772	\$ (1,051,485)
<b>290</b>	<b>MEDICAL EXAMINER</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 8,573,553	\$ 8,701,063	\$ 10,033,874	\$ (1,332,811)
	NON RECURRING NON PROJECT	217,948	217,948	-	217,948
	OME CASE MANAGEMENT	-	-	232,800	(232,800)
	OME CASE RECORDS	-	-	131,509	(131,509)
	ALL FUNCTIONS	\$ 8,791,501	\$ 8,919,011	\$ 10,398,183	\$ (1,479,172)
<b>224</b>	<b>MEDICAL EXAMINER GRANTS</b>				
	OPERATING	\$ -	\$ 8,406	\$ 8,851	\$ (445)
	TOTAL DEPARTMENT	\$ 8,791,501	\$ 8,927,417	\$ 10,407,034	\$ (1,479,617)
<b>300</b>	<b>PARKS AND RECREATION</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 564,802	\$ 564,802	\$ 874,325	\$ (309,523)
	NON RECURRING NON PROJECT	50,000	121,169	50,000	71,169
	PARKS PLAYGROUNDS UPGRADES	168,000	168,000	-	168,000
	PARKS RESTROOMS UPGRADES	392,000	392,000	350,000	42,000
	PARKS WATER UPGRADES	85,000	53,869	-	53,869
	ALL FUNCTIONS	\$ 1,259,802	\$ 1,299,840	\$ 1,274,325	\$ 25,515
<b>225</b>	<b>SPUR CROSS RANCH CONSERVATION</b>				
	OPERATING	\$ 275,359	\$ 275,359	\$ 272,132	\$ 3,227
	NON RECURRING NON PROJECT	130,250	130,250	163,075	(32,825)
	ALL FUNCTIONS	\$ 405,609	\$ 405,609	\$ 435,207	\$ (29,598)
<b>230</b>	<b>PARKS AND RECREATION GRANTS</b>				
	NON RECURRING NON PROJECT	\$ 13,990	\$ 13,990	\$ 34,696	\$ (20,706)
<b>239</b>	<b>PARKS SOUVENIR</b>				
	OPERATING	\$ 362,544	\$ 362,544	\$ 396,182	\$ (33,638)
<b>240</b>	<b>LAKE PLEASANT RECREATION SVCS</b>				
	OPERATING	\$ 2,719,236	\$ 2,719,236	\$ 2,640,393	\$ 78,843
	NON RECURRING NON PROJECT	744,600	744,600	1,264,809	(520,209)
	PARKS PLAYGROUNDS UPGRADES	33,600	33,600	-	33,600
	PARKS RESTROOMS UPGRADES	336,000	336,000	-	336,000
	ALL FUNCTIONS	\$ 3,833,436	\$ 3,833,436	\$ 3,905,202	\$ (71,766)
<b>241</b>	<b>PARKS ENHANCEMENT FUND</b>				
	OPERATING	\$ 4,671,308	\$ 4,671,308	\$ 4,893,687	\$ (222,379)
	NON RECURRING NON PROJECT	689,937	689,937	1,775,340	(1,085,403)
	PARKS RESTROOMS UPGRADES	616,000	616,000	342,000	274,000
	ALL FUNCTIONS	\$ 5,977,245	\$ 5,977,245	\$ 7,011,027	\$ (1,033,782)
<b>243</b>	<b>PARKS DONATIONS</b>				
	OPERATING	\$ 23,277	\$ 23,277	\$ 25,404	\$ (2,127)
	NON RECURRING NON PROJECT	300,960	300,960	468,166	(167,206)
	ALL FUNCTIONS	\$ 324,237	\$ 324,237	\$ 493,570	\$ (169,333)
	TOTAL DEPARTMENT	\$ 12,176,863	\$ 12,216,901	\$ 13,550,209	\$ (1,333,308)

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

		FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED	(INC.)/DEC FROM REV.
<b>310</b>	<b>HUMAN RESOURCES</b>				
<b>100</b>	<b>GENERAL</b>				
	LEARNING MANAGEMENT OPER	\$ -	\$ 185,800	\$ -	\$ 185,800
	OPERATING	3,985,245	3,806,445	4,262,723	(456,278)
	JOB ANALYSIS CONSULTANT	385,000	353,680	202,910	150,770
	LEARNING MANAGEMENT	70,000	70,000	10,000	60,000
	ALL FUNCTIONS	\$ 4,440,245	\$ 4,415,925	\$ 4,475,633	\$ (59,708)
	TOTAL DEPARTMENT	\$ 4,440,245	\$ 4,415,925	\$ 4,475,633	\$ (59,708)
<b>340</b>	<b>PUBLIC FIDUCIARY</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 3,201,348	\$ 3,302,783	\$ 3,857,641	\$ (554,858)
<b>390</b>	<b>EMPLOYEE BENEFITS AND HEALTH</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 270,537	\$ 270,537	\$ 276,946	\$ (6,409)
<b>532</b>	<b>PUBLIC HEALTH GRANTS</b>				
	OPERATING	\$ 7,935,127	\$ 7,935,127	\$ 7,891,088	\$ 44,039
<b>601</b>	<b>MEDICAL HMO</b>				
	OPERATING	\$ 52,845,683	\$ 52,845,683	\$ 52,886,919	\$ (41,236)
<b>604</b>	<b>MEDICAL PPO</b>				
	OPERATING	\$ 39,659,466	\$ 39,659,466	\$ 40,883,745	\$ (1,224,279)
<b>606</b>	<b>MEDICAL HDHP W HSA</b>				
	OPERATING	\$ 26,029,963	\$ 26,029,963	\$ 26,684,781	\$ (654,818)
<b>607</b>	<b>FI DENTAL PPO</b>				
	OPERATING	\$ 4,702,760	\$ 4,702,760	\$ 5,176,907	\$ (474,147)
<b>608</b>	<b>COINSURANCE PHARMACY</b>				
	OPERATING	\$ 18,072,572	\$ 18,072,572	\$ 22,131,797	\$ (4,059,225)
<b>611</b>	<b>60 PERCENT STD</b>				
	OPERATING	\$ 2,207,008	\$ 2,207,008	\$ 2,107,539	\$ 99,469
<b>612</b>	<b>50 PERCENT STD</b>				
	OPERATING	\$ 408,473	\$ 408,473	\$ 530,448	\$ (121,975)
<b>613</b>	<b>40 PERCENT STD</b>				
	OPERATING	\$ 161,260	\$ 161,260	\$ 203,520	\$ (42,260)
<b>614</b>	<b>BEHAVIORAL HEALTH</b>				
	OPERATING	\$ 1,760,590	\$ 1,760,590	\$ 1,536,123	\$ 224,467
<b>615</b>	<b>WELLNESS</b>				
	OPERATING	\$ 1,556,248	\$ 1,556,248	\$ 1,561,473	\$ (5,225)
	NON RECURRING NON PROJECT	625,000	625,000	300,400	324,600
	ALL FUNCTIONS	\$ 2,181,248	\$ 2,181,248	\$ 1,861,873	\$ 319,375
<b>618</b>	<b>BENEFIT ADMINISTRATION</b>				
	OPERATING	\$ 3,005,916	\$ 3,005,916	\$ 3,005,916	\$ -
	NON RECURRING NON PROJECT	-	-	200,000	(200,000)
	ALL FUNCTIONS	\$ 3,005,916	\$ 3,005,916	\$ 3,205,916	\$ (200,000)
<b>619</b>	<b>ONSITE PHARMACY CLINIC</b>				
	OPERATING	\$ 2,003,810	\$ 2,003,810	\$ 2,079,812	\$ (76,002)
<b>620</b>	<b>BENEFITS ELIMINATIONS</b>				
	OPERATING	\$ (1,157,990)	\$ (1,157,990)	\$ (1,157,990)	\$ -
<b>621</b>	<b>FLEX SPENDING HEALTH</b>				
	OPERATING	\$ 2,269,651	\$ 2,269,651	\$ 2,362,430	\$ (92,779)
<b>622</b>	<b>FLEX SPENDING DEP CARE</b>				
	OPERATING	\$ 801,620	\$ 801,620	\$ 1,009,392	\$ (207,772)
<b>623</b>	<b>VISION</b>				
	OPERATING	\$ 1,735,553	\$ 1,735,553	\$ 1,713,648	\$ 21,905
<b>625</b>	<b>FI PREPAID DENTAL</b>				
	OPERATING	\$ 225,977	\$ 225,977	\$ 224,239	\$ 1,738
<b>626</b>	<b>FI LIFE AND AD AND D</b>				
	OPERATING	\$ 597,992	\$ 597,992	\$ 632,580	\$ (34,588)
<b>627</b>	<b>SUPPLEMENTAL LIFE</b>				
	OPERATING	\$ 3,471,236	\$ 3,471,236	\$ 3,949,284	\$ (478,048)
<b>628</b>	<b>EMPLOYEE ASSISTANCE</b>				
	OPERATING	\$ 420,963	\$ 420,963	\$ 420,354	\$ 609

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

		FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED	(INC./)DEC FROM REV.
629	<b>SI DENTAL PPO</b>				
	OPERATING	\$ 4,530,902	\$ 4,530,902	\$ 4,285,030	\$ 245,872
630	<b>DEPENDENT LIFE</b>				
	OPERATING	\$ 345,300	\$ 345,300	\$ 415,704	\$ (70,404)
631	<b>VOLUNTARY BENEFITS</b>				
	OPERATING	\$ 683,838	\$ 683,838	\$ 731,400	\$ (47,562)
	TOTAL DEPARTMENT	<b>\$ 175,169,455</b>	<b>\$ 175,169,455</b>	<b>\$ 182,043,485</b>	<b>\$ (6,874,030)</b>
410	<b>ENTERPRISE TECHNOLOGY</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 11,193,593	\$ 11,193,593	\$ 10,632,051	\$ 561,542
	MAJOR MAINTENANCE OPERATING	14,976,798	15,678,798	14,992,342	686,456
	ADVANTAGE 2X HOSTING CHARGES	1,153,944	1,153,944	280,000	873,944
	CONTENT MANAGEMENT SYSTEM WEB	1,250,000	1,250,000	985,629	264,371
	CYBER SECURITY NRNP	3,585,000	3,446,942	2,116,703	1,330,239
	DESKTOP LAPTOP REPLACEMENT	250,000	956,073	100,000	856,073
	VMWARE NON RECURRING	1,382,000	1,390,007	-	1,390,007
	CYBER SECURITY MAJOR MAINT	185,149	185,149	259,000	(73,851)
	ENTPRISE DATA CNTR SYSTEMS	4,606,700	4,512,816	2,797,017	1,715,799
	TELEPHONY MAJOR MAINT	565,000	565,000	-	565,000
	ALL FUNCTIONS	\$ 39,148,184	\$ 40,332,322	\$ 33,498,217	\$ 6,834,105
255	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 986,484	\$ 986,484	\$ 984,584	\$ 1,900
	DESKTOP LAPTOP REPLACEMENT	15,000	15,000	-	15,000
	NON RECURRING NON PROJECT	150,000	150,000	-	150,000
	ALL FUNCTIONS	\$ 1,151,484	\$ 1,151,484	\$ 984,584	\$ 166,900
681	<b>TECHNOLOGY INFRASTRUCTURE</b>				
	OPERATING	\$ 17,069,304	\$ 18,869,304	\$ 21,636,326	\$ (2,767,022)
	NON RECURRING NON PROJECT	1,952,154	2,252,154	1,204,547	1,047,607
	ALL FUNCTIONS	\$ 19,021,458	\$ 21,121,458	\$ 22,840,873	\$ (1,719,415)
	TOTAL DEPARTMENT	<b>\$ 59,321,126</b>	<b>\$ 62,605,264</b>	<b>\$ 57,323,674</b>	<b>\$ 5,281,590</b>
420	<b>INTEGRATED CRIM JUSTICE INFO</b>				
255	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 1,656,954	\$ 1,656,954	\$ 1,674,309	\$ (17,355)
	NON RECURRING NON PROJECT	74,033	74,033	-	74,033
	ALL FUNCTIONS	\$ 1,730,987	\$ 1,730,987	\$ 1,674,309	\$ 56,678
	TOTAL DEPARTMENT	<b>\$ 1,730,987</b>	<b>\$ 1,730,987</b>	<b>\$ 1,674,309</b>	<b>\$ 56,678</b>
440	<b>PLANNING AND DEVELOPMENT</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 868,232	\$ 868,232	\$ 868,232	\$ -
226	<b>PLANNING AND DEVELOPMENT FEES</b>				
	OPERATING	\$ 8,001,694	\$ 8,601,694	\$ 8,001,694	\$ 600,000
	NON RECURRING NON PROJECT	177,097	927,097	532,127	394,970
	ALL FUNCTIONS	\$ 8,178,791	\$ 9,528,791	\$ 8,533,821	\$ 994,970
235	<b>DEL WEBB</b>				
	TOTAL DEPARTMENT	<b>\$ 9,047,023</b>	<b>\$ 10,397,023</b>	<b>\$ 9,402,053</b>	<b>\$ 994,970</b>
470	<b>NON DEPARTMENTAL</b>				
100	<b>GENERAL</b>				
	MCSO JUDGMENT ORDER OPERATING	\$ 5,023,124	\$ 5,023,124	\$ 3,023,124	\$ 2,000,000
	OPERATING	470,437,283	468,953,467	536,740,433	(67,786,966)
	MCSO JUDGMENT ORDER NON RECURRING	4,350,000	4,350,000	-	4,350,000
	NON RECURRING NON PROJECT	50,423,670	49,385,430	119,536,371	(70,150,941)
	ALL FUNCTIONS	\$ 530,234,077	\$ 527,712,021	\$ 659,299,928	\$ (131,587,907)
210	<b>WASTE MANAGEMENT</b>				
	NON RECURRING NON PROJECT	\$ 653,328	\$ 654,183	\$ 688,762	\$ (34,579)

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

	FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED	(INC.)/DEC FROM REV.	
<b>249</b>	<b>NON DEPARTMENTAL GRANTS</b>				
	OPERATING	\$ 6,500,000	\$ 2,274,730	\$ 13,112,063	\$ (10,837,333)
	NON RECURRING NON PROJECT	30,591,664	4,689,661	2,908,912	1,780,749
	ALL FUNCTIONS	\$ 37,091,664	\$ 6,964,391	\$ 16,020,975	\$ (9,056,584)
<b>255</b>	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 3,336,407	\$ 3,322,779	\$ 9,218,583	\$ (5,895,804)
	CHS GRAVES JUDGMENT NON RECURRING	500,000	500,000	400,000	100,000
	NON RECURRING NON PROJECT	35,539,740	26,019,715	35,128,710	(9,108,995)
	ALL FUNCTIONS	\$ 39,376,147	\$ 29,842,494	\$ 44,747,293	\$ (14,904,799)
<b>320</b>	<b>COUNTY IMPROVEMENT DEBT</b>				
	OPERATING	\$ -	\$ -	\$ 13,353,000	\$ (13,353,000)
	NON RECURRING NON PROJECT	7,409,480	46,131,464	106,615,480	(60,484,016)
	ALL FUNCTIONS	\$ 7,409,480	\$ 46,131,464	\$ 119,968,480	\$ (73,837,016)
<b>321</b>	<b>CAPITAL LEASE DEBT SERVICE</b>				
	DESKTOP LAPTOP REPLACEMENT	\$ -	\$ 3,845,477	\$ 2,926,394	\$ 919,083
	NON RECURRING NON PROJECT	2,171,297	2,832,370	7,555,569	(4,723,199)
	VMWARE NON RECURRING	-	1,330,811	1,330,767	44
	ALL FUNCTIONS	\$ 2,171,297	\$ 8,008,658	\$ 11,812,730	\$ (3,804,072)
<b>422</b>	<b>INTERGOVERNMENTAL CAP PROJ</b>				
	VULTURE MOUNTAIN	\$ 127,500	\$ 127,500	\$ 123,300	\$ 4,200
<b>440</b>	<b>COUNTY IMPROVEMENT</b>				
	COMPUTER AIDED MASS APPRAISAL	\$ 7,701,827	\$ 8,226,990	\$ 7,677,886	\$ 549,104
	COUNTY TELEPHONE SYSTEM	14,458,269	10,848,323	5,392,330	5,455,993
	ENTERPRISE DATA CTNR CT	14,388,694	8,149,030	4,983,247	3,165,783
	ENTERPRISE RES PLANNING SYSTEM	12,469,551	11,831,665	6,453,753	5,377,912
	INFRASTRUCTURE REFRESH PH I	1,393,288	1,373,586	73,586	1,300,000
	INFRASTRUCTURE REFRESH PH II	17,544,011	9,969,973	4,558,781	5,411,192
	JAIL KITCHEN EQUIPMENT	300,000	300,000	300,000	-
	JAIL MGMT INFORMATION SYSTEM	6,692,086	6,161,831	8,893,241	(2,731,410)
	JAIL SECURITY SYSTEM UPGRADE	4,591,960	4,340,445	2,663,250	1,677,195
	PUBLIC SAFETY RADIO	58,031,609	57,994,638	35,241,579	22,753,059
	SOUTHWEST JUSTICE COURTS	23,413,814	10,659,357	21,150,541	(10,491,184)
	ALL FUNCTIONS	\$ 160,985,109	\$ 129,855,838	\$ 97,388,194	\$ 32,467,644
<b>441</b>	<b>COUNTY IMPROVEMENT 441</b>				
	MADISON STREET JAIL ADAP PHASE	\$ -	\$ -	\$ 17,600,000	\$ (17,600,000)
<b>445</b>	<b>GENERAL FUND CTY IMPROV</b>				
	NON RECURRING NON PROJECT	\$ 5,242,821	\$ 44,185,805	\$ 18,104,659	\$ 26,081,146
	ADULT PROBATION BLACK CANYON	-	-	3,000,000	(3,000,000)
	ADULT PROBATION SOUTHPORT	-	-	3,000,000	(3,000,000)
	BUCKEYE HILLS RANGE ELECTRIC	-	-	1,751,294	(1,751,294)
	CHAMBERS BUILDING	2,127,591	2,336,500	1,590,787	745,713
	EAST COURT IMPROVEMENTS	4,699,814	4,644,671	7,000,000	(2,355,329)
	MARICOPA REGIONAL TRAIL SYSTEM	557,173	728,191	532,889	195,302
	HASSAYAMPA	-	-	1,000,000	(1,000,000)
	SHERIFF HQ PROJECT	476,731	464,333	452,148	12,185
	VULTURE MOUNTAIN	42,751	42,751	217,751	(175,000)
	WEST COURT IMPROVEMENTS	944,182	944,182	385,000	559,182
	PROJECT RESERVE	-	-	377,978	(377,978)
	ALL FUNCTIONS	\$ 14,091,063	\$ 53,346,433	\$ 37,412,506	\$ 15,933,927
<b>455</b>	<b>DETENTION CAPITAL PROJECTS</b>				
	NON RECURRING NON PROJECT	\$ 153,031	\$ 153,031	\$ -	\$ 153,031
	4TH AVENUE JAIL	1,201,805	1,182,218	-	1,182,218
	INTAKE TRANSFER RELEASE JAIL	10,000,000	10,000,000	31,000,000	(21,000,000)
	LOWER BUCKEYE JAIL	1,296,001	1,315,851	-	1,315,851
	ALL FUNCTIONS	\$ 12,650,837	\$ 12,651,100	\$ 31,000,000	\$ (18,348,900)

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

		FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED	(INC./)DEC FROM REV.
<b>460</b>	<b>TECHNOLOGY CAP IMPROVEMENT</b>				
	DESKTOP LAPTOP REPLACEMENT	\$ -	\$ 4,659,490	\$ 2,959,125	\$ 1,700,365
	NON RECURRING NON PROJECT	8,074,562	8,074,562	99,375,000	(91,300,438)
	VMWARE NON RECURRING	-	4,503,283	-	4,503,283
	BIX ROOM BYTE INFO EXCHANGE	4,374,901	4,068,713	2,785,275	1,283,438
	INFRASTRUCTURE REFRESH PH II	-	-	2,452,744	(2,452,744)
	PROJECT RESERVE	8,441,465	5,436,316	-	5,436,316
	TREASURER TECH SYSTEM UPGRADE	755,434	3,760,583	18,751,162	(14,990,579)
	ALL FUNCTIONS	\$ 21,646,362	\$ 30,502,947	\$ 126,323,306	\$ (95,820,359)
<b>461</b>	<b>DETENTION TECH CAP IMPROVEMENT</b>				
	DESKTOP LAPTOP REPLACEMENT	\$ -	\$ 237,788	\$ 162,534	\$ 75,254
	NON RECURRING NON PROJECT	1,106,989	1,106,989	3,286,659	(2,179,670)
	CHS ELECTRONIC HEALTH RECORDS	2,455,284	2,707,859	887,527	1,820,332
	PROJECT RESERVE	2,382,062	2,382,062	-	2,382,062
	ALL FUNCTIONS	\$ 5,944,335	\$ 6,434,698	4,336,720	2,097,978
<b>462</b>	<b>INTERGOVERNMENTAL TECH PROJECT</b>				
	DESKTOP LAPTOP REPLACEMENT	\$ -	\$ 145,108	\$ -	\$ 145,108
	VMWARE NON RECURRING	-	236,898	-	236,898
	ALL FUNCTIONS	\$ -	\$ 382,006	-	382,006
	TOTAL DEPARTMENT	\$ 832,381,199	\$ 852,613,733	\$ 1,166,722,194	\$ (314,108,461)
<b>490</b>	<b>MANAGEMENT AND BUDGET</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 2,431,156	\$ 2,431,156	\$ 2,431,156	\$ -
<b>520</b>	<b>PUBLIC DEFENDER</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 40,490,466	\$ 40,490,466	\$ 41,570,118	\$ (1,079,652)
<b>209</b>	<b>PUBLIC DEFENDER TRAINING</b>				
	OPERATING	\$ 330,198	\$ 330,198	\$ 271,108	\$ 59,090
	NON RECURRING NON PROJECT	185,932	185,932	66,702	119,230
	ALL FUNCTIONS	\$ 516,130	\$ 516,130	\$ 337,810	\$ 178,320
<b>233</b>	<b>PUBLIC DEFENDER GRANTS</b>				
	OPERATING	\$ 237,289	\$ 237,289	\$ 222,141	\$ 15,148
<b>262</b>	<b>PUBLIC DEFENDER FILL THE GAP</b>				
	OPERATING	\$ 805,134	\$ 805,134	\$ 775,462	\$ 29,672
	PDS CASE MANAGEMENT SYSTEM	206,261	206,261	38,008	168,253
	ALL FUNCTIONS	\$ 1,011,395	\$ 1,011,395	\$ 813,470	\$ 197,925
	TOTAL DEPARTMENT	\$ 42,255,280	\$ 42,255,280	\$ 42,943,539	\$ (688,259)
<b>540</b>	<b>LEGAL DEFENDER</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 13,258,636	\$ 13,258,636	\$ 13,436,322	\$ (177,686)
<b>209</b>	<b>PUBLIC DEFENDER TRAINING</b>				
	OPERATING	\$ 57,244	\$ 57,244	\$ 54,378	\$ 2,866
	NON RECURRING NON PROJECT	58,828	58,828	14,999	43,829
	ALL FUNCTIONS	\$ 116,072	\$ 116,072	\$ 69,377	\$ 46,695
<b>263</b>	<b>LEGAL DEFENDER FILL THE GAP</b>				
	OPERATING	\$ 66,362	\$ 66,362	\$ 66,362	\$ -
	TOTAL DEPARTMENT	\$ 13,441,070	\$ 13,441,070	\$ 13,572,061	\$ (130,991)

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

		FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED	(INC./)DEC FROM REV.
<b>550</b>	<b>LEGAL ADVOCATE</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 12,055,425	\$ 12,055,425	\$ 12,046,888	\$ 8,537
<b>209</b>	<b>PUBLIC DEFENDER TRAINING</b>				
	OPERATING	\$ 17,168	\$ 17,168	\$ 20,627	\$ (3,459)
	NON RECURRING NON PROJECT	8,800	8,800	14,387	(5,587)
	ALL FUNCTIONS	\$ 25,968	\$ 25,968	\$ 35,014	\$ (9,046)
	TOTAL DEPARTMENT	<b>\$ 12,081,393</b>	<b>\$ 12,081,393</b>	<b>\$ 12,081,902</b>	<b>\$ (509)</b>
<b>560</b>	<b>CONTRACT COUNSEL</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 51,891,419	\$ 51,891,419	\$ 51,658,915	\$ 232,504
	NON RECURRING NON PROJECT	3,652,470	3,652,470	2,828,092	824,378
	ALL FUNCTIONS	\$ 55,543,889	\$ 55,543,889	\$ 54,487,007	\$ 1,056,882
	TOTAL DEPARTMENT	<b>\$ 55,543,889</b>	<b>\$ 55,543,889</b>	<b>\$ 54,487,007</b>	<b>\$ 1,056,882</b>
<b>570</b>	<b>PUBLIC ADVOCATE</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 9,441,291	\$ 9,441,291	\$ 9,297,577	\$ 143,714
	TOTAL DEPARTMENT	<b>\$ 9,441,291</b>	<b>\$ 9,441,291</b>	<b>\$ 9,297,577</b>	<b>\$ 143,714</b>
<b>640</b>	<b>TRANSPORTATION</b>				
<b>223</b>	<b>TRANSPORTATION GRANTS</b>				
	NON RECURRING NON PROJECT	\$ 250,939	\$ 579,566	\$ 320,000	\$ 259,566
<b>232</b>	<b>TRANSPORTATION OPERATIONS</b>				
	OPERATING	\$ 59,822,918	\$ 59,822,918	\$ 63,501,718	\$ (3,678,800)
	NON RECURRING NON PROJECT	71,057,232	71,057,232	58,489,784	12,567,448
	ALL FUNCTIONS	\$ 130,880,150	\$ 130,880,150	\$ 121,991,502	\$ 8,888,648
<b>234</b>	<b>TRANSPORTATION CAPITAL PROJECT</b>				
	MAG ALCP PROJECTS	\$ 26,939,800	\$ 17,739,800	\$ 26,194,639	\$ (8,454,839)
	COUNTY ARTERIALS	10,626,000	11,326,000	23,305,233	(11,979,233)
	BRIDGE CONST/PRESERVATION	1,779,000	1,779,000	90,000	1,689,000
	DUST MITIGATION	11,211,000	11,211,000	6,243,887	4,967,113
	INTELLIGENT TRANS SYST ITS	4,186,800	4,186,800	4,067,000	119,800
	PAVEMENT CONST/PRESERVATION	16,988,740	21,988,740	11,384,319	10,604,421
	PARTNERSHIP SUPPORT	2,709,000	3,209,000	2,045,000	1,164,000
	RIGHT-OF-WAY	158,000	1,158,000	250,000	908,000
	SAFETY PROJECTS	5,754,000	5,754,000	18,585,000	(12,831,000)
	TRANSPORTATION ADMINISTRATION	6,536,230	6,536,230	-	6,536,230
	TRAFFIC IMPROVEMENTS	5,802,000	7,802,000	8,056,118	(254,118)
	TRANSPORTATION PLANNING	1,680,000	1,680,000	-	1,680,000
	ALL FUNCTIONS	\$ 94,370,570	\$ 94,370,570	\$ 100,221,196	\$ (5,850,626)
<b>900</b>	<b>ELIMINATIONS</b>				
	NON RECURRING NON PROJECT	\$ (70,403,183)	\$ (70,403,183)	\$ (46,191,794)	\$ (24,211,389)
	TOTAL DEPARTMENT	<b>\$ 155,098,476</b>	<b>\$ 155,427,103</b>	<b>\$ 176,340,904</b>	<b>\$ (20,913,801)</b>
<b>670</b>	<b>WASTE RESOURCES AND RECYCLING</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 2,991,384	\$ 2,991,384	\$ 4,186,564	\$ (1,195,180)
	WASTE RES EROSION CONTROL	120,000	120,000	-	120,000
	WASTE RES LANDFILL DRAINAGE	50,000	50,000	-	50,000
	WASTE RES GAS PROBE EQUIP	70,000	70,000	-	70,000
	ALL FUNCTIONS	\$ 3,231,384	\$ 3,231,384	\$ 4,186,564	\$ (955,180)
<b>290</b>	<b>WASTE TIRE</b>				
	OPERATING	\$ 4,751,611	\$ 4,751,611	\$ 4,751,611	\$ -
	NON RECURRING NON PROJECT	-	100,000	-	100,000
	ALL FUNCTIONS	\$ 4,751,611	\$ 4,851,611	\$ 4,751,611	\$ 100,000
	TOTAL DEPARTMENT	<b>\$ 7,982,995</b>	<b>\$ 8,082,995</b>	<b>\$ 8,938,175</b>	<b>\$ (855,180)</b>

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

		FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED	(INC.)/DEC FROM REV.
<b>700</b>	<b>FACILITIES MANAGEMENT</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 34,006,424	\$ 34,006,424	\$ 38,098,140	\$ (4,091,716)
	MAJOR MAINTENANCE OPERATING	7,877,906	7,877,906	7,877,906	-
	NON RECURRING NON PROJECT	52,804	52,804	139,321	(86,517)
	CENTRAL COURT BLDG	3,772,524	3,578,759	-	3,578,759
	LIFE SAFETY PROJECTS	-	100,000	-	100,000
	EMERGENCY SVCS ADMIN IMP	-	221,000	-	221,000
	ALL FUNCTIONS	\$ 45,709,658	\$ 45,836,893	\$ 46,115,367	\$ (278,474)
<b>255</b>	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 19,333,033	\$ 19,333,033	\$ 19,387,545	\$ (54,512)
	NON RECURRING NON PROJECT	-	-	25,052	(25,052)
	MAJOR MAINTENANCE OPERATING	6,726,998	6,726,998	6,726,998	-
	4TH AVE JAIL MAINTENANCE	435,000	1,100,916	-	1,100,916
	LBJ COMPLEX	500,000	953,988	-	953,988
	ALL FUNCTIONS	\$ 26,995,031	\$ 28,114,935	\$ 26,139,595	\$ 1,975,340
	TOTAL DEPARTMENT	\$ 72,704,689	\$ 73,951,828	\$ 72,254,962	\$ 1,696,866
<b>720</b>	<b>PROTECTIVE SERVICES</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 4,141,089	\$ 4,141,089	\$ -	\$ 4,141,089
	ALL FUNCTIONS	\$ 4,141,089	\$ 4,141,089	\$ -	\$ 4,141,089
<b>255</b>	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 48,942	\$ 48,942	\$ -	\$ 48,942
	TOTAL DEPARTMENT	\$ 4,190,031	\$ 4,190,031	\$ -	\$ 4,190,031
<b>730</b>	<b>PROCUREMENT SERVICES</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 2,487,658	\$ 2,487,658	\$ 2,438,032	\$ 49,626
<b>673</b>	<b>REPROGRAPHICS</b>				
	OPERATING	\$ 845,217	\$ 845,217	\$ 739,834	\$ 105,383
	NON RECURRING NON PROJECT	-	-	87,450	(87,450)
	ALL FUNCTIONS	\$ 845,217	\$ 845,217	\$ 827,284	\$ 17,933
	TOTAL DEPARTMENT	\$ 3,332,875	\$ 3,332,875	\$ 3,265,316	\$ 67,559
<b>740</b>	<b>EQUIPMENT SERVICES</b>				
<b>654</b>	<b>EQUIPMENT SERVICES</b>				
	OPERATING	\$ 16,854,693	\$ 16,854,693	\$ 16,854,693	\$ -
	NON RECURRING NON PROJECT	967,500	967,500	1,006,500	(39,000)
	TOTAL DEPARTMENT	\$ 17,822,193	\$ 17,822,193	\$ 17,861,193	\$ (39,000)
<b>750</b>	<b>RISK MANAGEMENT</b>				
<b>675</b>	<b>RISK MANAGEMENT</b>				
	OPERATING	\$ 33,338,997	\$ 33,338,997	\$ 33,338,997	\$ -
	TOTAL DEPARTMENT	\$ 33,338,997	\$ 33,338,997	\$ 33,338,997	\$ -
<b>790</b>	<b>ANIMAL CARE AND CONTROL</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 258,954	\$ 758,954	\$ 758,954	\$ -
<b>572</b>	<b>ANIMAL CONTROL LICENSE SHELTER</b>				
	OPERATING	\$ 9,480,584	\$ 11,730,584	\$ 11,936,923	\$ (206,339)
	NON RECURRING NON PROJECT	502,426	537,384	38,806	498,578
	ALL FUNCTIONS	\$ 9,983,010	\$ 12,267,968	\$ 11,975,729	\$ 292,239
<b>573</b>	<b>ANIMAL CONTROL GRANTS</b>				
	NON RECURRING NON PROJECT	\$ -	\$ 196,000	\$ -	\$ 196,000
	ALL FUNCTIONS	\$ -	\$ 196,000	\$ -	\$ 196,000

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

		FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED	(INC.)/DEC FROM REV.
574	<b>ANIMAL CONTROL FIELD OPERATION</b>				
	OPERATING	\$ 3,399,773	\$ 3,749,773	\$ 3,733,360	\$ 16,413
	NON RECURRING NON PROJECT	345,980	345,980	325,000	20,980
	ALL FUNCTIONS	\$ 3,745,753	\$ 4,095,753	\$ 4,058,360	\$ 37,393
	TOTAL DEPARTMENT	<b>\$ 13,987,717</b>	<b>\$ 17,318,675</b>	<b>\$ 16,793,043</b>	<b>\$ 525,632</b>
850	<b>AIR QUALITY</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 810,957	\$ 810,957	\$ 810,957	\$ -
	AIR QUAL MONITORING EQUIP	409,700	409,700	308,080	101,620
	ALL FUNCTIONS	\$ 1,220,657	\$ 1,220,657	\$ 1,119,037	\$ 101,620
503	<b>AIR QUALITY GRANTS</b>				
	OPERATING	\$ 3,973,521	\$ 3,973,521	\$ 4,128,306	\$ (154,785)
504	<b>AIR QUALITY FEES</b>				
	OPERATING	\$ 12,083,397	\$ 12,083,397	\$ 11,114,786	\$ 968,611
	NON RECURRING NON PROJECT	2,210,731	2,210,731	2,413,236	(202,505)
	ALL FUNCTIONS	\$ 14,294,128	\$ 14,294,128	\$ 13,528,022	\$ 766,106
	TOTAL DEPARTMENT	<b>\$ 19,488,306</b>	<b>\$ 19,488,306</b>	<b>\$ 18,775,365</b>	<b>\$ 712,941</b>
860	<b>PUBLIC HEALTH</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 11,844,181	\$ 11,844,181	\$ 11,878,845	\$ (34,664)
265	<b>PUBLIC HEALTH FEES</b>				
	OPERATING	\$ 6,638,299	\$ 6,638,299	\$ 6,638,299	\$ -
	NON RECURRING NON PROJECT	-	715,210	510,592	204,618
	ALL FUNCTIONS	\$ 6,638,299	\$ 7,353,509	\$ 7,148,891	\$ 204,618
532	<b>PUBLIC HEALTH GRANTS</b>				
	OPERATING	\$ 44,121,225	\$ 44,121,225	\$ 42,884,495	\$ 1,236,730
	TOTAL DEPARTMENT	<b>\$ 62,603,705</b>	<b>\$ 63,318,915</b>	<b>\$ 61,912,231</b>	<b>\$ 1,406,684</b>
880	<b>ENVIRONMENTAL SERVICES</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 4,026,395	\$ 4,026,395	\$ 4,152,458	\$ (126,063)
	NON RECURRING NON PROJECT	142,600	142,600	485,587	(342,987)
	ALL FUNCTIONS	\$ 4,168,995	\$ 4,168,995	\$ 4,638,045	\$ (469,050)
505	<b>ENVIRONMENTAL SERVICES GRANTS</b>				
	OPERATING	\$ -	\$ 70,198	\$ 67,198	\$ 3,000
506	<b>ENVIRONMTL SVCS ENV HEALTH</b>				
	OPERATING	\$ 19,383,201	\$ 19,383,201	\$ 19,166,315	\$ 216,886
	NON RECURRING NON PROJECT	471,826	471,826	949,243	(477,417)
	ALL FUNCTIONS	\$ 19,855,027	\$ 19,855,027	\$ 20,115,558	\$ (260,531)
	TOTAL DEPARTMENT	<b>\$ 24,024,022</b>	<b>\$ 24,094,220</b>	<b>\$ 24,820,801</b>	<b>\$ (726,581)</b>
920	<b>DEPUTY COUNTY MANAGER 920</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 1,473,270	\$ 1,473,270	\$ 1,473,270	\$ -
940	<b>ASSISTANT COUNTY MANAGER 940</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 295,088	\$ 295,088	\$ 295,088	\$ -

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

		FY 2016 ADOPTED	FY 2016 REVISED	FY 2017 ADOPTED	(INC.)/DEC FROM REV.
<b>950</b>	<b>ASSISTANT COUNTY MANAGER 950</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 431,764	\$ 424,764	\$ 435,276	\$ (10,512)
	NON RECURRING NON PROJECT	529,597	489,950	469,107	20,843
	ALL FUNCTIONS	<u>\$ 961,361</u>	<u>\$ 914,714</u>	<u>\$ 904,383</u>	<u>\$ 10,331</u>
<b>249</b>	<b>NON DEPARTMENTAL GRANTS</b>				
	OPERATING	\$ 68,459	\$ 818,812	\$ 68,459	\$ 750,353
	ALL FUNCTIONS	<u>\$ 68,459</u>	<u>\$ 818,812</u>	<u>\$ 68,459</u>	<u>\$ 750,353</u>
<b>255</b>	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 405,930	\$ 405,930	\$ 410,680	\$ (4,750)
	TOTAL DEPARTMENT	<u>\$ 1,435,750</u>	<u>\$ 2,139,456</u>	<u>\$ 1,383,522</u>	<u>\$ 755,934</u>
	<b>TOTAL APPOINTED</b>	<u><b>\$ 1,804,706,880</b></u>	<u><b>\$ 1,846,527,193</b></u>	<u><b>\$ 2,161,079,837</b></u>	<u><b>\$ (314,552,644)</b></u>
<b>980</b>	<b>ELIMINATIONS COUNTY</b>				
<b>900</b>	<b>ELIMINATIONS</b>				
	OPERATING	\$ (402,434,555)	\$ (403,642,203)	\$ (461,194,148)	\$ 57,551,945
	NON RECURRING NON PROJECT	(37,990,530)	(74,055,453)	(234,137,282)	160,081,829
	TOTAL DEPARTMENT	<u><b>\$ (440,425,085)</b></u>	<u><b>\$ (477,697,656)</b></u>	<u><b>\$ (695,331,430)</b></u>	<u><b>\$ 217,633,774</b></u>
	<b>TOTAL MARICOPA COUNTY</b>	<u><b>\$ 2,234,405,833</b></u>	<u><b>\$ 2,252,888,913</b></u>	<u><b>\$ 2,356,007,976</b></u>	<u><b>\$ (103,119,063)</b></u>

Consolidated Expenditures and Other Uses by Fund Type / Department

ALL FUNDS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>JUDICIAL</b>							
110 - ADULT PROBATION	\$ 92,421,557	\$ 99,058,072	\$ 98,233,901	\$ 96,225,453	\$ 101,968,190	\$ (3,734,289)	-3.8%
240 - JUSTICE COURTS	24,592,632	25,558,441	25,558,441	25,196,441	25,823,394	(264,953)	-1.0%
270 - JUVENILE PROBATION	57,411,109	58,743,766	57,784,815	57,194,342	58,664,312	(879,497)	-1.5%
800 - SUPERIOR COURT	100,164,628	103,269,184	108,236,163	104,624,907	102,782,694	5,453,469	5.0%
<b>SUBTOTAL</b>	<b>\$ 274,589,926</b>	<b>\$ 286,629,463</b>	<b>\$ 289,813,320</b>	<b>\$ 283,241,143</b>	<b>\$ 289,238,590</b>	<b>\$ 574,730</b>	<b>0.2%</b>
<b>ELECTED</b>							
010 - BOARD OF SUPERVISORS DIST 1	\$ 318,380	\$ 370,718	\$ 370,718	\$ 341,510	\$ 376,999	\$ (6,281)	-1.7%
020 - BOARD OF SUPERVISORS DIST 2	345,985	370,718	370,718	370,551	376,999	(6,281)	-1.7%
030 - BOARD OF SUPERVISORS DIST 3	344,486	370,718	370,718	346,813	376,999	(6,281)	-1.7%
040 - BOARD OF SUPERVISORS DIST 4	358,436	370,718	370,718	362,064	376,999	(6,281)	-1.7%
050 - BOARD OF SUPERVISORS DIST 5	364,207	370,718	370,718	370,597	376,999	(6,281)	-1.7%
120 - ASSESSOR	23,218,563	24,132,164	24,132,164	23,711,908	24,026,441	105,723	0.4%
140 - CALL CENTER	1,631,563	1,719,187	1,719,187	1,666,364	1,719,187	-	0.0%
160 - CLERK OF THE SUPERIOR COURT	39,614,916	43,442,696	43,478,776	40,333,401	43,776,023	(297,247)	-0.7%
190 - COUNTY ATTORNEY	96,586,406	98,732,260	100,999,629	100,143,536	101,788,550	(788,921)	-0.8%
210 - ELECTIONS	17,599,232	13,817,579	20,062,863	14,722,599	23,589,639	(3,526,776)	-17.6%
250 - CONSTABLES	2,903,625	3,076,881	3,083,214	2,956,341	3,242,537	(159,323)	-5.2%
360 - RECORDER	5,967,798	7,676,579	7,676,579	7,095,408	6,889,536	787,043	10.3%
370 - EDUCATION SERVICE	24,142,589	31,078,876	32,473,749	28,645,593	30,846,738	1,627,011	5.0%
430 - TREASURER	4,970,930	5,363,620	5,363,620	5,059,250	6,212,054	(848,434)	-15.8%
500 - SHERIFF	334,420,731	352,601,143	353,402,685	348,025,492	357,045,279	(3,642,594)	-1.0%
<b>SUBTOTAL</b>	<b>\$ 552,787,847</b>	<b>\$ 583,494,575</b>	<b>\$ 594,246,056</b>	<b>\$ 574,151,427</b>	<b>\$ 601,020,979</b>	<b>\$ (6,774,923)</b>	<b>-1.1%</b>
<b>APPOINTED</b>							
060 - CLERK OF THE BOARD	\$ 1,233,338	\$ 1,424,411	\$ 1,424,411	\$ 1,181,080	\$ 1,458,992	\$ (34,581)	-2.4%
150 - EMERGENCY MANAGEMENT	1,694,481	2,066,255	2,254,054	2,057,062	2,064,652	189,402	8.4%
180 - FINANCE	2,740,013	2,855,401	2,855,401	2,604,278	2,855,401	-	0.0%
200 - COUNTY MANAGER	5,184,024	2,582,919	4,201,495	4,195,178	2,974,888	1,226,607	29.2%
220 - HUMAN SERVICES	51,476,208	67,770,773	76,137,669	60,383,030	60,112,773	16,024,896	21.0%
230 - INTERNAL AUDIT	1,811,948	1,855,357	1,855,357	1,833,875	1,888,018	(32,661)	-1.8%
260 - CORRECTIONAL HEALTH	65,645,528	66,919,824	66,951,287	66,214,969	68,002,772	(1,051,485)	-1.6%
290 - MEDICAL EXAMINER	8,394,306	8,791,501	8,927,417	8,618,141	10,407,034	(1,479,617)	-16.6%
300 - PARKS AND RECREATION	10,385,652	12,176,863	12,216,901	10,600,791	13,550,209	(1,333,308)	-10.9%
310 - HUMAN RESOURCES	3,689,523	4,440,245	4,415,925	4,203,015	4,475,633	(59,708)	-1.4%
340 - PUBLIC FIDUCIARY	3,032,603	3,201,348	3,302,783	3,128,257	3,857,641	(554,858)	-16.8%
390 - EMPLOYEE BENEFITS AND HEALTH	170,918,612	175,169,455	175,169,455	174,493,999	182,043,485	(6,874,030)	-3.9%
410 - ENTERPRISE TECHNOLOGY	52,013,222	59,321,126	62,605,264	55,130,630	57,323,674	5,281,590	8.4%
420 - INTEGRATED CRIM JUSTICE INFO	1,604,274	1,730,987	1,730,987	1,714,417	1,674,309	56,678	3.3%
440 - PLANNING AND DEVELOPMENT	9,429,492	9,047,023	10,397,023	10,509,030	9,402,053	994,970	9.6%
460 - RESEARCH AND REPORTING	52,593	-	-	-	-	-	N/A
470 - NON DEPARTMENTAL	650,415,680	832,381,199	852,613,733	604,943,973	1,166,722,194	(314,108,461)	-36.8%
490 - MANAGEMENT AND BUDGET	2,141,408	2,431,156	2,431,156	2,257,655	2,431,156	-	0.0%
520 - PUBLIC DEFENDER	40,524,735	42,255,280	42,255,280	42,258,762	42,943,539	(688,259)	-1.6%
540 - LEGAL DEFENDER	12,390,164	13,441,070	13,441,070	13,245,265	13,572,061	(130,991)	-1.0%
550 - LEGAL ADVOCATE	10,811,959	12,081,393	12,081,393	11,706,630	12,081,902	(509)	0.0%
560 - CONTRACT COUNSEL	45,363,085	55,543,889	55,543,889	46,875,576	54,487,007	1,056,882	1.9%
570 - PUBLIC ADVOCATE	8,737,599	9,441,291	9,441,291	9,074,077	9,297,577	143,714	1.5%
640 - TRANSPORTATION	104,258,745	155,098,476	155,427,103	112,802,603	176,340,904	(20,913,801)	-13.5%
670 - WASTE RESOURCES AND RECYCLING	7,781,945	7,982,995	8,082,995	7,948,602	8,938,175	(855,180)	-10.6%
700 - FACILITIES MANAGEMENT	73,096,135	76,894,720	78,141,859	71,970,734	72,254,962	5,886,897	7.5%
730 - PROCUREMENT SERVICES	3,271,096	3,332,875	3,332,875	3,268,103	3,265,316	67,559	2.0%
740 - EQUIPMENT SERVICES	17,257,250	17,822,193	17,822,193	16,561,029	17,861,193	(39,000)	-0.2%
750 - RISK MANAGEMENT	27,496,665	33,338,997	33,338,997	33,338,997	33,338,997	-	0.0%
790 - ANIMAL CARE AND CONTROL	16,259,000	13,987,717	17,318,675	16,912,909	16,793,043	525,632	3.0%
850 - AIR QUALITY	15,464,727	19,488,306	19,488,306	17,117,772	18,775,365	712,941	3.7%
860 - PUBLIC HEALTH	58,337,991	62,603,705	63,318,915	65,502,278	61,912,231	1,406,684	2.2%
880 - ENVIRONMENTAL SERVICES	25,023,208	24,024,022	24,094,220	23,682,595	24,820,801	(726,581)	-3.0%
920 - DEPUTY COUNTY MANAGER 920	1,371,477	1,473,270	1,473,270	1,389,706	1,473,270	-	0.0%
930 - DEPUTY COUNTY MANAGER 930	6	-	-	-	-	-	N/A
940 - ASSISTANT COUNTY MANAGER 940	473,060	295,088	295,088	251,350	295,088	-	0.0%
950 - ASSISTANT COUNTY MANAGER 950	2,044,273	1,435,750	2,139,456	1,701,827	1,383,522	755,934	35.3%
960 - ASSISTANT COUNTY MANAGER 960	(5)	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 1,511,826,020</b>	<b>\$ 1,804,706,880</b>	<b>\$ 1,846,527,193</b>	<b>\$ 1,509,678,195</b>	<b>\$ 2,161,079,837</b>	<b>\$ (314,552,644)</b>	<b>-17.0%</b>
<b>ELIMINATIONS</b>							
980 - ELIMINATIONS COUNTY	\$ (465,668,303)	\$ (440,425,085)	\$ (477,697,656)	\$ (444,057,821)	\$ (695,331,430)	\$ 217,633,774	-45.6%
<b>SUBTOTAL</b>	<b>\$ (465,668,303)</b>	<b>\$ (440,425,085)</b>	<b>\$ (477,697,656)</b>	<b>\$ (444,057,821)</b>	<b>\$ (695,331,430)</b>	<b>\$ 217,633,774</b>	<b>-45.6%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 1,873,535,490</b>	<b>\$ 2,234,405,833</b>	<b>\$ 2,252,888,913</b>	<b>\$ 1,923,012,944</b>	<b>\$ 2,356,007,976</b>	<b>\$ (103,119,063)</b>	<b>-4.6%</b>

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

GENERAL FUND	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>JUDICIAL</b>							
110 - ADULT PROBATION	\$ 49,790,149	\$ 49,255,413	\$ 48,355,413	\$ 48,007,648	\$ 51,024,130	\$ (2,668,717)	-5.5%
240 - JUSTICE COURTS	17,463,058	18,337,008	18,337,008	18,160,382	18,312,558	24,450	0.1%
270 - JUVENILE PROBATION	16,983,118	17,872,534	16,767,534	17,232,776	17,154,428	(386,894)	-2.3%
800 - SUPERIOR COURT	86,457,448	87,424,770	89,464,806	87,984,521	85,692,226	3,772,580	4.2%
<b>SUBTOTAL</b>	<b>\$ 170,693,773</b>	<b>\$ 172,889,725</b>	<b>\$ 172,924,761</b>	<b>\$ 171,385,327</b>	<b>\$ 172,183,342</b>	<b>\$ 741,419</b>	<b>0.4%</b>
<b>ELECTED</b>							
010 - BOARD OF SUPERVISORS DIST 1	\$ 318,380	\$ 370,718	\$ 370,718	\$ 341,510	\$ 376,999	\$ (6,281)	-1.7%
020 - BOARD OF SUPERVISORS DIST 2	345,985	370,718	370,718	370,551	376,999	(6,281)	-1.7%
030 - BOARD OF SUPERVISORS DIST 3	344,486	370,718	370,718	346,813	376,999	(6,281)	-1.7%
040 - BOARD OF SUPERVISORS DIST 4	358,436	370,718	370,718	362,064	376,999	(6,281)	-1.7%
050 - BOARD OF SUPERVISORS DIST 5	364,207	370,718	370,718	370,597	376,999	(6,281)	-1.7%
120 - ASSESSOR	23,218,563	24,132,164	24,132,164	23,711,908	24,026,441	105,723	0.4%
140 - CALL CENTER	1,631,563	1,719,187	1,719,187	1,666,364	1,719,187	-	0.0%
160 - CLERK OF THE SUPERIOR COURT	31,989,460	35,668,456	35,591,783	32,777,662	35,192,277	399,506	1.1%
190 - COUNTY ATTORNEY	83,761,543	85,548,461	85,548,461	85,340,944	87,639,468	(2,091,007)	-2.4%
210 - ELECTIONS	17,481,370	13,347,301	19,089,369	14,406,256	23,182,889	(4,093,520)	-21.4%
250 - CONSTABLES	2,903,625	3,076,881	3,083,214	2,956,341	3,242,537	(159,323)	-5.2%
360 - RECORDER	1,850,023	2,185,621	2,185,621	2,072,852	2,322,447	(136,826)	-6.3%
370 - EDUCATION SERVICE	2,687,393	2,910,770	2,910,770	2,614,052	2,982,933	(72,163)	-2.5%
430 - TREASURER	4,970,930	5,059,279	5,059,279	5,059,250	5,907,713	(848,434)	-16.8%
500 - SHERIFF	109,011,953	114,650,913	114,291,127	112,674,809	109,683,397	4,607,730	4.0%
<b>SUBTOTAL</b>	<b>\$ 281,237,917</b>	<b>\$ 290,152,623</b>	<b>\$ 295,464,565</b>	<b>\$ 285,071,973</b>	<b>\$ 297,784,284</b>	<b>\$ (2,319,719)</b>	<b>-0.8%</b>
<b>APPOINTED</b>							
060 - CLERK OF THE BOARD	\$ 1,233,338	\$ 1,424,411	\$ 1,424,411	\$ 1,181,080	\$ 1,458,992	\$ (34,581)	-2.4%
150 - EMERGENCY MANAGEMENT	230,361	250,989	250,989	245,997	253,651	(2,662)	-1.1%
180 - FINANCE	2,740,013	2,855,401	2,855,401	2,604,278	2,855,401	-	0.0%
200 - COUNTY MANAGER	2,406,707	2,577,919	2,577,919	2,576,602	2,648,433	(70,514)	-2.7%
220 - HUMAN SERVICES	2,260,911	2,380,912	2,380,912	2,378,802	2,383,708	(2,796)	-0.1%
230 - INTERNAL AUDIT	1,811,948	1,855,357	1,855,357	1,833,875	1,888,018	(32,661)	-1.8%
260 - CORRECTIONAL HEALTH	3,225,766	3,289,967	3,307,802	3,158,551	3,522,248	(214,446)	-6.5%
290 - MEDICAL EXAMINER	8,386,725	8,791,501	8,919,011	8,609,735	10,398,183	(1,479,172)	-16.6%
300 - PARKS AND RECREATION	1,104,232	1,259,802	1,299,840	899,840	1,274,325	25,515	2.0%
310 - HUMAN RESOURCES	3,689,523	4,440,245	4,415,925	4,203,015	4,475,633	(59,708)	-1.4%
340 - PUBLIC FIDUCIARY	3,032,603	3,201,348	3,302,783	3,128,257	3,857,641	(554,858)	-16.8%
390 - EMPLOYEE BENEFITS AND HEALTH	253,402	270,537	270,537	261,130	276,946	(6,409)	-2.4%
410 - ENTERPRISE TECHNOLOGY	33,890,620	39,148,184	40,332,322	33,862,869	33,498,217	6,834,105	16.9%
440 - PLANNING AND DEVELOPMENT	868,231	868,232	868,232	868,232	868,232	-	0.0%
460 - RESEARCH AND REPORTING	52,593	-	-	-	-	-	N/A
470 - NON DEPARTMENTAL	477,868,165	530,234,077	527,712,021	468,920,203	659,299,928	(131,587,907)	-24.9%
490 - MANAGEMENT AND BUDGET	2,141,408	2,431,156	2,431,156	2,257,655	2,431,156	-	0.0%
520 - PUBLIC DEFENDER	38,808,780	40,490,466	40,490,466	40,695,596	41,570,118	(1,079,652)	-2.7%
540 - LEGAL DEFENDER	12,249,724	13,258,636	13,258,636	13,098,196	13,436,322	(177,686)	-1.3%
550 - LEGAL ADVOCATE	10,786,375	12,055,425	12,055,425	11,683,662	12,046,888	8,537	0.1%
560 - CONTRACT COUNSEL	45,363,085	55,543,889	55,543,889	46,875,576	54,487,007	1,056,882	1.9%
570 - PUBLIC ADVOCATE	8,737,599	9,441,291	9,441,291	9,074,077	9,297,577	143,714	1.5%
670 - WASTE RESOURCES AND RECYCLIN	3,033,150	3,231,384	3,231,384	3,109,991	4,186,564	(955,180)	-29.6%
700 - FACILITIES MANAGEMENT	44,709,174	49,850,747	49,977,982	45,850,551	46,115,367	3,862,615	7.7%
730 - PROCUREMENT SERVICES	2,452,768	2,487,658	2,487,658	2,487,658	2,438,032	49,626	2.0%
790 - ANIMAL CARE AND CONTROL	258,954	258,954	758,954	758,954	758,954	-	0.0%
850 - AIR QUALITY	1,204,075	1,220,657	1,220,657	1,220,657	1,119,037	101,620	8.3%
860 - PUBLIC HEALTH	11,253,958	11,844,181	11,844,181	11,603,582	11,878,845	(34,664)	-0.3%
880 - ENVIRONMENTAL SERVICES	4,616,624	4,168,995	4,168,995	4,168,995	4,638,045	(469,050)	-11.3%
920 - DEPUTY COUNTY MANAGER 920	1,371,477	1,473,270	1,473,270	1,389,706	1,473,270	-	0.0%
940 - ASSISTANT COUNTY MANAGER 940	473,060	295,088	295,088	251,350	295,088	-	0.0%
950 - ASSISTANT COUNTY MANAGER 950	473,285	961,361	914,714	445,607	904,383	10,331	1.1%
<b>SUBTOTAL</b>	<b>\$ 730,988,634</b>	<b>\$ 811,862,040</b>	<b>\$ 811,367,208</b>	<b>\$ 729,704,279</b>	<b>\$ 936,036,209</b>	<b>\$ (124,669,001)</b>	<b>-15.4%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 1,182,920,324</b>	<b>\$ 1,274,904,388</b>	<b>\$ 1,279,756,534</b>	<b>\$ 1,186,161,579</b>	<b>\$ 1,406,003,835</b>	<b>\$ (126,247,301)</b>	<b>-9.9%</b>

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

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>SPECIAL REVENUE</b>							
<b>JUDICIAL</b>							
110 - ADULT PROBATION	\$ 42,631,408	\$ 49,802,659	\$ 49,878,488	\$ 48,217,805	\$ 50,944,060	\$ (1,065,572)	-2.1%
240 - JUSTICE COURTS	7,129,574	7,221,433	7,221,433	7,036,059	7,510,836	(289,403)	-4.0%
270 - JUVENILE PROBATION	40,427,991	40,871,232	41,017,281	39,961,566	41,509,884	(492,603)	-1.2%
800 - SUPERIOR COURT	13,707,180	15,844,414	18,771,357	16,640,386	17,090,468	1,680,889	9.0%
<b>SUBTOTAL</b>	<b>\$ 103,896,153</b>	<b>\$ 113,739,738</b>	<b>\$ 116,888,559</b>	<b>\$ 111,855,816</b>	<b>\$ 117,055,248</b>	<b>\$ (166,689)</b>	<b>-0.1%</b>
<b>ELECTED</b>							
160 - CLERK OF THE SUPERIOR COURT	\$ 7,625,456	\$ 7,774,240	\$ 7,886,993	\$ 7,555,739	\$ 8,583,746	\$ (696,753)	-8.8%
190 - COUNTY ATTORNEY	12,824,863	13,183,799	15,451,168	14,802,592	14,149,082	1,302,086	8.4%
210 - ELECTIONS	117,862	470,278	973,494	316,343	406,750	566,744	58.2%
360 - RECORDER	4,117,775	5,490,958	5,490,958	5,022,556	4,567,089	923,869	16.8%
370 - EDUCATION SERVICE	21,455,196	28,168,106	29,562,979	26,031,541	27,863,805	1,699,174	5.7%
430 - TREASURER	-	304,341	304,341	-	304,341	-	0.0%
500 - SHERIFF	225,408,778	237,950,230	239,111,558	235,350,683	247,361,882	(8,250,324)	-3.5%
<b>SUBTOTAL</b>	<b>\$ 271,549,930</b>	<b>\$ 293,341,952</b>	<b>\$ 298,781,491</b>	<b>\$ 289,079,454</b>	<b>\$ 303,236,695</b>	<b>\$ (4,455,204)</b>	<b>-1.5%</b>
<b>APPOINTED</b>							
150 - EMERGENCY MANAGEMENT	\$ 1,464,120	\$ 1,815,266	\$ 2,003,065	\$ 1,811,065	\$ 1,811,001	\$ 192,064	9.6%
200 - COUNTY MANAGER	2,777,317	5,000	1,623,576	1,618,576	326,455	1,297,121	79.9%
220 - HUMAN SERVICES	49,215,297	65,389,861	73,756,757	58,004,228	57,729,065	16,027,692	21.7%
260 - CORRECTIONAL HEALTH	62,419,762	63,629,857	63,643,485	63,056,418	64,480,524	(837,039)	-1.3%
290 - MEDICAL EXAMINER	7,581	-	8,406	8,406	8,851	(445)	-5.3%
300 - PARKS AND RECREATION	9,370,718	10,917,061	10,917,061	9,700,951	12,275,884	(1,358,823)	-12.4%
390 - EMPLOYEE BENEFITS AND HEALTH	6,674,795	7,935,127	7,935,127	6,975,131	7,891,088	44,039	0.6%
410 - ENTERPRISE TECHNOLOGY	858,923	1,151,484	1,151,484	1,120,567	984,584	166,900	14.5%
420 - INTEGRATED CRIM JUSTICE INFO	1,604,274	1,730,987	1,730,987	1,714,417	1,674,309	56,678	3.3%
440 - PLANNING AND DEVELOPMENT	8,561,261	8,178,791	9,528,791	9,640,798	8,533,821	994,970	10.4%
470 - NON DEPARTMENTAL	5,598,149	77,121,139	37,461,068	2,466,776	61,457,030	(23,995,962)	-64.1%
520 - PUBLIC DEFENDER	1,715,955	1,764,814	1,764,814	1,563,166	1,373,421	391,393	22.2%
540 - LEGAL DEFENDER	140,440	182,434	182,434	147,069	135,739	46,695	25.6%
550 - LEGAL ADVOCATE	25,584	25,968	25,968	22,968	35,014	(9,046)	-34.8%
640 - TRANSPORTATION	105,098,705	131,131,089	131,459,716	129,328,184	122,311,502	9,148,214	7.0%
670 - WASTE RESOURCES AND RECYCLING	4,748,795	4,751,611	4,851,611	4,838,611	4,751,611	100,000	2.1%
700 - FACILITIES MANAGEMENT	28,386,961	27,043,973	28,163,877	26,120,183	26,139,595	2,024,282	7.2%
790 - ANIMAL CARE AND CONTROL	16,000,046	13,728,763	16,559,721	16,153,955	16,034,089	525,632	3.2%
850 - AIR QUALITY	14,260,652	18,267,649	18,267,649	15,897,115	17,656,328	611,321	3.3%
860 - PUBLIC HEALTH	47,084,033	50,759,524	51,474,734	53,898,696	50,033,386	1,441,348	2.8%
880 - ENVIRONMENTAL SERVICES	20,406,584	19,855,027	19,925,225	19,513,600	20,182,756	(257,531)	-1.3%
930 - DEPUTY COUNTY MANAGER 930	6	-	-	-	-	-	N/A
950 - ASSISTANT COUNTY MANAGER 950	1,570,988	474,389	1,224,742	1,256,220	479,139	745,603	60.9%
<b>SUBTOTAL</b>	<b>\$ 387,990,941</b>	<b>\$ 505,859,814</b>	<b>\$ 483,660,298</b>	<b>\$ 424,857,100</b>	<b>\$ 476,305,192</b>	<b>\$ 7,355,106</b>	<b>1.5%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 763,437,024</b>	<b>\$ 912,941,504</b>	<b>\$ 899,330,348</b>	<b>\$ 825,792,370</b>	<b>\$ 896,597,135</b>	<b>\$ 2,733,213</b>	<b>0.3%</b>
<b>DEBT SERVICES</b>							
<b>APPOINTED</b>							
470 - NON DEPARTMENTAL	18,894,839	9,580,777	54,140,122	21,159,318	131,781,210	(77,641,088)	-143.4%
<b>SUBTOTAL</b>	<b>\$ 18,894,839</b>	<b>\$ 9,580,777</b>	<b>\$ 54,140,122</b>	<b>\$ 21,159,318</b>	<b>\$ 131,781,210</b>	<b>\$ (77,641,088)</b>	<b>-143.4%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 18,894,839</b>	<b>\$ 9,580,777</b>	<b>\$ 54,140,122</b>	<b>\$ 21,159,318</b>	<b>\$ 131,781,210</b>	<b>\$ (77,641,088)</b>	<b>-143.4%</b>
<b>CAPITAL PROJECTS</b>							
<b>APPOINTED</b>							
470 - NON DEPARTMENTAL	\$ 148,054,527	\$ 215,445,206	\$ 233,300,522	\$ 112,397,676	\$ 314,184,026	\$ (80,883,504)	-34.7%
640 - TRANSPORTATION	47,294,837	94,370,570	94,370,570	53,877,602	100,221,196	(5,850,626)	-6.2%
<b>SUBTOTAL</b>	<b>\$ 195,349,364</b>	<b>\$ 309,815,776</b>	<b>\$ 327,671,092</b>	<b>\$ 166,275,278</b>	<b>\$ 414,405,222</b>	<b>\$ (86,734,130)</b>	<b>-26.5%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 195,349,364</b>	<b>\$ 309,815,776</b>	<b>\$ 327,671,092</b>	<b>\$ 166,275,278</b>	<b>\$ 414,405,222</b>	<b>\$ (86,734,130)</b>	<b>-26.5%</b>

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

INTERNAL SERVICES	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE %	
<b>APPOINTED</b>							
390 - EMPLOYEE BENEFITS AND HEALTH	\$ 163,990,415	\$ 166,963,791	\$ 166,963,791	\$ 167,257,738	\$ 173,875,451	\$ (6,911,660)	-4.1%
410 - ENTERPRISE TECHNOLOGY	17,263,679	19,021,458	21,121,458	20,147,194	22,840,873	(1,719,415)	-8.1%
730 - PROCUREMENT SERVICES	818,328	845,217	845,217	780,445	827,284	17,933	2.1%
740 - EQUIPMENT SERVICES	17,257,250	17,822,193	17,822,193	16,561,029	17,861,193	(39,000)	-0.2%
750 - RISK MANAGEMENT	27,496,665	33,338,997	33,338,997	33,338,997	33,338,997	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 226,826,337</b>	<b>\$ 237,991,656</b>	<b>\$ 240,091,656</b>	<b>\$ 238,085,403</b>	<b>\$ 248,743,798</b>	<b>\$ (8,652,142)</b>	<b>-3.6%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 226,826,337</b>	<b>\$ 237,991,656</b>	<b>\$ 240,091,656</b>	<b>\$ 238,085,403</b>	<b>\$ 248,743,798</b>	<b>\$ (8,652,142)</b>	<b>-3.6%</b>

ELIMINATIONS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE %	
<b>APPOINTED</b>							
300 - PARKS AND RECREATION	\$ (89,298)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
640 - TRANSPORTATION	(48,134,797)	(70,403,183)	(70,403,183)	(70,403,183)	(46,191,794)	(24,211,389)	34.4%
<b>SUBTOTAL</b>	<b>\$ (48,224,095)</b>	<b>\$ (70,403,183)</b>	<b>\$ (70,403,183)</b>	<b>\$ (70,403,183)</b>	<b>\$ (46,191,794)</b>	<b>\$ (24,211,389)</b>	<b>34.4%</b>
<b>ELIMINATIONS</b>							
980 - ELIMINATIONS COUNTY	\$ (465,668,303)	\$ (440,425,085)	\$ (477,697,656)	\$ (444,057,821)	\$ (695,331,430)	\$ 217,633,774	-45.6%
<b>SUBTOTAL</b>	<b>\$ (465,668,303)</b>	<b>\$ (440,425,085)</b>	<b>\$ (477,697,656)</b>	<b>\$ (444,057,821)</b>	<b>\$ (695,331,430)</b>	<b>\$ 217,633,774</b>	<b>-45.6%</b>
<b>MARICOPA COUNTY</b>	<b>\$ (513,892,398)</b>	<b>\$ (510,828,268)</b>	<b>\$ (548,100,839)</b>	<b>\$ (514,461,004)</b>	<b>\$ (741,523,224)</b>	<b>\$ 193,422,385</b>	<b>-35.3%</b>

Consolidated Expenditures and Other Uses by Department and Fund Type

	FUND TYPE:							
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
<b>JUDICIAL</b>								
110 - ADULT PROBATION	\$ 51,024,130	\$ 50,944,060	\$ -	\$ -	\$ -	\$ 101,968,190	\$ -	\$ 101,968,190
240 - JUSTICE COURTS	18,312,558	7,510,836	-	-	-	25,823,394	-	25,823,394
270 - JUVENILE PROBATION	17,154,428	41,509,884	-	-	-	58,664,312	-	58,664,312
800 - SUPERIOR COURT	85,692,226	17,090,468	-	-	-	102,782,694	-	102,782,694
<b>SUBTOTAL</b>	<b>\$ 172,183,342</b>	<b>\$ 117,055,248</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 289,238,590</b>	<b>\$ -</b>	<b>\$ 289,238,590</b>
<b>ELECTED</b>								
010 - BOARD OF SUPERVISORS DIST 1	\$ 376,999	\$ -	\$ -	\$ -	\$ -	\$ 376,999	\$ -	\$ 376,999
020 - BOARD OF SUPERVISORS DIST 2	376,999	-	-	-	-	376,999	-	376,999
030 - BOARD OF SUPERVISORS DIST 3	376,999	-	-	-	-	376,999	-	376,999
040 - BOARD OF SUPERVISORS DIST 4	376,999	-	-	-	-	376,999	-	376,999
050 - BOARD OF SUPERVISORS DIST 5	376,999	-	-	-	-	376,999	-	376,999
120 - ASSESSOR	24,026,441	-	-	-	-	24,026,441	-	24,026,441
140 - CALL CENTER	1,719,187	-	-	-	-	1,719,187	-	1,719,187
160 - CLERK OF THE SUPERIOR COURT	35,192,277	8,583,746	-	-	-	43,776,023	-	43,776,023
190 - COUNTY ATTORNEY	87,639,468	14,149,082	-	-	-	101,788,550	-	101,788,550
210 - ELECTIONS	23,182,889	406,750	-	-	-	23,589,639	-	23,589,639
250 - CONSTABLES	3,242,537	-	-	-	-	3,242,537	-	3,242,537
360 - RECORDER	2,322,447	4,567,089	-	-	-	6,889,536	-	6,889,536
370 - EDUCATION SERVICE	2,982,933	27,863,805	-	-	-	30,846,738	-	30,846,738
430 - TREASURER	5,907,713	304,341	-	-	-	6,212,054	-	6,212,054
500 - SHERIFF	109,683,397	247,361,882	-	-	-	357,045,279	-	357,045,279
<b>SUBTOTAL</b>	<b>\$ 297,784,284</b>	<b>\$ 303,236,695</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 601,020,979</b>	<b>\$ -</b>	<b>\$ 601,020,979</b>
<b>APPOINTED</b>								
060 - CLERK OF THE BOARD	\$ 1,458,992	\$ -	\$ -	\$ -	\$ -	\$ 1,458,992	\$ -	\$ 1,458,992
150 - EMERGENCY MANAGEMENT	253,651	1,811,001	-	-	-	2,064,652	-	2,064,652
180 - FINANCE	2,855,401	-	-	-	-	2,855,401	-	2,855,401
200 - COUNTY MANAGER	2,648,433	326,455	-	-	-	2,974,888	-	2,974,888
220 - HUMAN SERVICES	2,383,708	57,729,065	-	-	-	60,112,773	-	60,112,773
230 - INTERNAL AUDIT	1,888,018	-	-	-	-	1,888,018	-	1,888,018
260 - CORRECTIONAL HEALTH	3,522,248	64,480,524	-	-	-	68,002,772	-	68,002,772
290 - MEDICAL EXAMINER	10,398,183	8,851	-	-	-	10,407,034	-	10,407,034
300 - PARKS AND RECREATION	1,274,325	12,275,884	-	-	-	13,550,209	-	13,550,209
310 - HUMAN RESOURCES	4,475,633	-	-	-	-	4,475,633	-	4,475,633
340 - PUBLIC FIDUCIARY	3,857,641	-	-	-	-	3,857,641	-	3,857,641
390 - EMPLOYEE BENEFITS AND HEALTH	276,946	7,891,088	-	-	173,875,451	182,043,485	-	182,043,485
410 - ENTERPRISE TECHNOLOGY	33,498,217	984,584	-	-	22,840,873	57,323,674	-	57,323,674
420 - INTEGRATED CRIM JUSTICE INFO	-	1,674,309	-	-	-	1,674,309	-	1,674,309
440 - PLANNING AND DEVELOPMENT	868,232	8,533,821	-	-	-	9,402,053	-	9,402,053
470 - NON DEPARTMENTAL	659,299,928	61,457,030	131,781,210	314,184,026	-	1,166,722,194	-	1,166,722,194
490 - MANAGEMENT AND BUDGET	2,431,156	-	-	-	-	2,431,156	-	2,431,156
520 - PUBLIC DEFENDER	41,570,118	1,373,421	-	-	-	42,943,539	-	42,943,539
540 - LEGAL DEFENDER	13,436,322	135,739	-	-	-	13,572,061	-	13,572,061
550 - LEGAL ADVOCATE	12,046,888	35,014	-	-	-	12,081,902	-	12,081,902
560 - CONTRACT COUNSEL	54,487,007	-	-	-	-	54,487,007	-	54,487,007
570 - PUBLIC ADVOCATE	9,297,577	-	-	-	-	9,297,577	-	9,297,577
640 - TRANSPORTATION	-	122,311,502	-	100,221,196	-	222,532,698	(46,191,794)	176,340,904
670 - WASTE RESOURCES AND RECYCLI	4,186,564	4,751,611	-	-	-	8,938,175	-	8,938,175
700 - FACILITIES MANAGEMENT	46,115,367	26,139,595	-	-	-	72,254,962	-	72,254,962
730 - PROCUREMENT SERVICES	2,438,032	-	-	-	827,284	3,265,316	-	3,265,316
740 - EQUIPMENT SERVICES	-	-	-	-	17,861,193	17,861,193	-	17,861,193
750 - RISK MANAGEMENT	-	-	-	-	33,338,997	33,338,997	-	33,338,997
790 - ANIMAL CARE AND CONTROL	758,954	16,034,089	-	-	-	16,793,043	-	16,793,043
850 - AIR QUALITY	1,119,037	17,656,328	-	-	-	18,775,365	-	18,775,365
860 - PUBLIC HEALTH	11,878,845	50,033,386	-	-	-	61,912,231	-	61,912,231
880 - ENVIRONMENTAL SERVICES	4,638,045	20,182,756	-	-	-	24,820,801	-	24,820,801
920 - DEPUTY COUNTY MANAGER 920	1,473,270	-	-	-	-	1,473,270	-	1,473,270
940 - ASSISTANT COUNTY MANAGER 940	295,088	-	-	-	-	295,088	-	295,088
950 - ASSISTANT COUNTY MANAGER 950	904,383	479,139	-	-	-	1,383,522	-	1,383,522
<b>SUBTOTAL</b>	<b>\$ 936,036,209</b>	<b>\$ 476,305,192</b>	<b>\$ 131,781,210</b>	<b>\$ 414,405,222</b>	<b>\$ 248,743,798</b>	<b>\$ 2,207,271,631</b>	<b>\$ (46,191,794)</b>	<b>\$ 2,161,079,837</b>
980 - ELIMINATIONS COUNTY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (695,331,430)	\$ (695,331,430)
<b>MARICOPA COUNTY</b>	<b>\$ 1,406,003,835</b>	<b>\$ 896,597,135</b>	<b>\$ 131,781,210</b>	<b>\$ 414,405,222</b>	<b>\$ 248,743,798</b>	<b>\$ 3,097,531,200</b>	<b>\$ (741,523,224)</b>	<b>\$ 2,356,007,976</b>

Consolidated Expenditures and Other Uses by Category and Fund Type

ALL FUNDS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 686,348,018	\$ 727,340,259	\$ 724,754,339	\$ 705,617,445	\$ 724,957,676	\$ (203,337)	0.0%
0705 - TEMPORARY PAY	4,268,536	4,835,647	4,741,842	4,303,234	6,160,479	(1,418,637)	-29.9%
0710 - OVERTIME	16,187,394	14,579,575	15,420,109	18,948,544	18,951,122	(3,531,013)	-22.9%
0750 - FRINGE BENEFITS	275,450,488	319,276,132	316,790,717	308,388,372	331,126,561	(14,335,844)	-4.5%
0790 - OTHER PERSONAL SERVICES	5,441,237	7,907,204	8,728,620	6,476,332	10,790,355	(2,061,735)	-23.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	(103,774,852)	(114,347,162)	(120,227,744)	(114,197,391)	(119,566,445)	(661,299)	-0.6%
0796 - PERSONNEL SERVICES ALLOC-IN	105,161,607	111,238,955	117,879,078	110,942,341	115,891,965	1,987,113	1.7%
<b>SUBTOTAL</b>	<b>\$ 989,082,428</b>	<b>\$ 1,070,830,610</b>	<b>\$ 1,068,086,961</b>	<b>\$ 1,040,478,877</b>	<b>\$ 1,088,311,713</b>	<b>\$ (20,224,752)</b>	<b>-1.9%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 50,208,586	\$ 49,338,959	\$ 47,724,720	\$ 47,354,662	\$ 46,567,375	\$ 1,157,345	2.4%
0802 - MEDICAL SUPPLIES	11,593,884	10,909,171	10,942,003	11,238,293	11,452,979	(510,976)	-4.7%
0803 - FUEL	7,920,423	8,108,783	8,170,291	8,170,291	6,383,473	1,786,818	21.9%
0804 - NON-CAPITAL EQUIPMENT	25,427,778	12,499,921	7,303,774	8,885,911	4,555,836	2,747,938	37.6%
0805 - SUPPLIES-ALLOCATION OUT	(4,969,430)	(5,199,486)	(5,370,799)	(5,213,332)	(6,001,930)	631,131	11.8%
0806 - SUPPLIES-ALLOCATION IN	4,982,749	4,996,844	5,144,721	5,304,319	5,825,072	(680,351)	-13.2%
<b>SUBTOTAL</b>	<b>\$ 95,163,990</b>	<b>\$ 80,654,192</b>	<b>\$ 73,914,710</b>	<b>\$ 72,891,120</b>	<b>\$ 68,782,805</b>	<b>\$ 5,131,905</b>	<b>6.9%</b>
<b>SERVICES</b>							
0809 - DAMAGES PAID	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0810 - LEGAL SERVICES	68,883,912	74,631,437	77,742,726	66,739,619	73,475,943	4,266,783	5.5%
0811 - HEALTH CARE SERVICES	63,880,849	53,432,500	54,239,425	52,318,418	42,406,999	11,832,426	21.8%
0812 - OTHER SERVICES	171,194,827	274,019,581	283,121,304	177,131,963	261,469,820	21,651,484	7.6%
0820 - RENT AND OPERATING LEASES	20,878,256	20,384,042	20,677,170	20,151,850	20,812,876	(135,706)	-0.7%
0825 - REPAIRS AND MAINTENANCE	70,235,525	76,294,557	80,047,999	75,826,954	76,088,583	3,959,416	4.9%
0830 - INTERGOVERNMENTAL PAYMENTS	234,629,124	251,956,811	251,686,540	237,995,478	249,339,360	2,347,180	0.9%
0839 - INTERNAL SERVICE CHARGES	(7,544,686)	(6,538,202)	(6,968,157)	(6,443,902)	(4,872,264)	(2,095,893)	-30.1%
0841 - TRAVEL	4,695,513	4,426,585	4,592,520	4,833,780	4,931,109	(338,589)	-7.4%
0842 - EDUCATION AND TRAINING	3,178,875	4,959,397	5,553,504	4,432,273	5,263,664	289,840	5.2%
0843 - POSTAGE/FREIGHT/SHIPPING	6,154,399	5,085,701	5,232,092	4,677,622	6,634,512	(1,402,420)	-26.8%
0845 - SUPPORT AND CARE OF PERSONS	1,287,411	1,318,964	1,536,533	1,361,830	1,524,925	11,608	0.8%
0850 - UTILITIES	33,393,148	34,857,994	35,493,383	32,158,073	36,324,214	(830,831)	-2.3%
0872 - SERVICES-ALLOCATION OUT	(11,451,988)	(13,163,668)	(8,210,612)	(8,181,300)	(10,152,990)	1,942,378	23.7%
0873 - SERVICES-ALLOCATION IN	10,094,037	12,758,488	8,160,520	7,881,241	9,959,472	(1,798,952)	-22.0%
<b>SUBTOTAL</b>	<b>\$ 669,510,202</b>	<b>\$ 794,424,187</b>	<b>\$ 812,904,947</b>	<b>\$ 670,883,899</b>	<b>\$ 773,206,223</b>	<b>\$ 39,698,724</b>	<b>4.9%</b>
<b>CAPITAL</b>							
0910 - LAND	\$ 4,092,130	\$ 15,370,000	\$ 16,370,000	\$ 9,177,548	\$ 21,229,051	\$ (4,859,051)	-29.7%
0915 - BUILDINGS AND IMPROVEMENTS	12,470,443	122,389,653	108,348,998	22,747,726	131,415,965	(23,066,967)	-21.3%
0920 - CAPITAL EQUIPMENT	34,271,887	60,991,506	42,454,832	41,847,323	55,392,156	(12,937,324)	-30.5%
0930 - VEHICLES & CONSTRUCTION EQUIP	16,803,326	11,417,423	11,481,931	10,374,256	12,232,847	(750,916)	-6.5%
0940 - INFRASTRUCTURE	31,870,933	68,738,217	65,838,217	35,262,764	73,646,006	(7,807,789)	-11.9%
0950 - DEBT SERVICE	20,107,061	9,590,777	53,489,049	19,169,348	131,791,210	(78,302,161)	-146.4%
0955 - CAPITAL-ALLOCATION OUT	(170,670)	(1,952)	(321,995)	-	(543,228)	221,233	68.7%
0956 - CAPITAL-ALLOCATION IN	333,760	1,220	321,263	180,083	543,228	(221,965)	-69.1%
<b>SUBTOTAL</b>	<b>\$ 119,778,870</b>	<b>\$ 288,496,844</b>	<b>\$ 297,982,295</b>	<b>\$ 138,759,048</b>	<b>\$ 425,707,235</b>	<b>\$ (127,724,940)</b>	<b>-42.9%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 1,873,535,490</b>	<b>\$ 2,234,405,833</b>	<b>\$ 2,252,888,913</b>	<b>\$ 1,923,012,944</b>	<b>\$ 2,356,007,976</b>	<b>\$ (103,119,063)</b>	<b>-4.6%</b>
<b>TOTAL USES</b>	<b>\$ 1,873,535,490</b>	<b>\$ 2,234,405,833</b>	<b>\$ 2,252,888,913</b>	<b>\$ 1,923,012,944</b>	<b>\$ 2,356,007,976</b>	<b>\$ (103,119,063)</b>	<b>-4.6%</b>

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

GENERAL FUND	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 390,609,539	\$ 413,706,957	\$ 413,838,917	\$ 404,450,964	\$ 421,441,865	\$ (7,602,948)	-1.8%
0705 - TEMPORARY PAY	3,042,626	2,950,949	2,746,950	2,417,314	3,286,139	(539,189)	-19.6%
0710 - OVERTIME	7,469,305	7,363,582	7,231,636	7,543,509	8,033,227	(801,591)	-11.1%
0750 - FRINGE BENEFITS	157,683,881	181,665,876	181,013,254	177,326,965	189,480,277	(8,467,023)	-4.7%
0790 - OTHER PERSONNEL SERVICES	2,609,605	3,269,954	3,762,923	3,283,802	3,158,570	604,353	16.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(77,237,523)	(87,057,768)	(87,667,509)	(85,877,726)	(91,599,595)	3,932,086	4.5%
0796 - PERSONNEL SERVICES ALLOC-IN	13,490,975	14,338,126	14,266,587	12,199,079	16,134,081	(1,867,494)	-13.1%
<b>SUBTOTAL</b>	<b>\$ 497,668,408</b>	<b>\$ 536,237,676</b>	<b>\$ 535,192,758</b>	<b>\$ 521,343,907</b>	<b>\$ 549,934,564</b>	<b>\$ (14,741,806)</b>	<b>-2.8%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 15,794,906	\$ 14,630,838	\$ 13,193,189	\$ 13,037,266	\$ 13,061,409	\$ 131,780	1.0%
0802 - MEDICAL SUPPLIES	1,293,066	1,116,607	1,125,211	1,287,905	1,380,525	(255,314)	-22.7%
0803 - FUEL	3,345,594	4,020,597	4,112,464	2,787,246	2,965,913	1,146,551	27.9%
0804 - NON-CAPITAL EQUIPMENT	4,673,470	1,226,439	3,546,713	2,738,178	1,840,956	1,705,757	48.1%
0805 - SUPPLIES-ALLOCATION OUT	(3,123,502)	(3,378,783)	(3,363,031)	(3,366,959)	(4,175,611)	812,580	24.2%
0806 - SUPPLIES-ALLOCATION IN	644,020	673,190	663,050	744,977	584,829	78,221	11.8%
<b>SUBTOTAL</b>	<b>\$ 22,627,554</b>	<b>\$ 18,288,888</b>	<b>\$ 19,277,596</b>	<b>\$ 17,228,613</b>	<b>\$ 15,658,021</b>	<b>\$ 3,619,575</b>	<b>18.8%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 64,241,641	\$ 69,521,839	\$ 72,004,988	\$ 61,336,325	\$ 66,597,192	\$ 5,407,796	7.5%
0811 - HEALTH CARE SERVICES	2,955,560	3,065,030	3,064,380	2,503,936	4,027,096	(962,716)	-31.4%
0812 - OTHER SERVICES	34,497,151	86,141,479	95,704,127	37,342,852	94,679,812	1,024,315	1.1%
0820 - RENT AND OPERATING LEASES	10,588,278	11,337,856	11,392,410	10,613,857	11,559,601	(167,191)	-1.5%
0825 - REPAIRS AND MAINTENANCE	33,075,095	45,604,165	46,101,587	42,508,850	41,426,179	4,675,408	10.1%
0830 - INTERGOVERNMENTAL PAYMENTS	226,169,760	230,466,453	230,466,453	231,037,942	242,811,084	(12,344,631)	-5.4%
0839 - INTERNAL SERVICE CHARGES	6,699,108	5,489,784	5,554,197	6,441,677	10,788,144	(5,233,947)	-94.2%
0841 - TRAVEL	1,958,867	2,107,285	2,119,903	2,300,833	2,522,998	(403,095)	-19.0%
0842 - EDUCATION AND TRAINING	1,574,467	2,861,101	2,825,400	2,106,260	2,464,208	361,192	12.8%
0843 - POSTAGE/FREIGHT/SHIPPING	5,278,573	4,259,392	4,393,413	3,889,012	5,695,396	(1,301,983)	-29.6%
0845 - SUPPORT AND CARE OF PERSONS	484,755	700,292	700,292	525,481	643,035	57,257	8.2%
0850 - UTILITIES	11,151,964	11,789,482	11,782,818	10,897,151	11,778,491	4,327	0.0%
0872 - SERVICES-ALLOCATION OUT	(5,469,360)	(5,673,283)	(5,602,274)	(5,822,562)	(7,467,698)	1,865,424	33.3%
0873 - SERVICES-ALLOCATION IN	1,749,070	1,888,782	1,888,782	1,694,257	2,385,681	(496,899)	-26.3%
<b>SUBTOTAL</b>	<b>\$ 394,954,929</b>	<b>\$ 469,559,657</b>	<b>\$ 482,396,476</b>	<b>\$ 407,375,871</b>	<b>\$ 489,911,219</b>	<b>\$ (7,514,743)</b>	<b>-1.6%</b>
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 115,231	\$ 51,952	\$ 51,952	\$ 12,327	\$ 50,000	\$ 1,952	3.8%
0920 - CAPITAL EQUIPMENT	8,279,146	4,503,197	2,063,197	2,833,550	2,428,168	(364,971)	-17.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	4,675,304	5,326,514	5,105,728	5,049,363	4,954,321	151,407	3.0%
0940 - INFRASTRUCTURE	935	-	-	-	-	-	N/A
0950 - DEBT SERVICE	1,000	10,000	10,000	2,500	10,000	-	0.0%
0955 - CAPITAL-ALLOCATION OUT	(15,051)	(1,952)	(321,995)	-	(527,799)	205,804	63.9%
0956 - CAPITAL-ALLOCATION IN	103,093	(320,043)	-	(123,330)	87,362	(87,362)	N/A
<b>SUBTOTAL</b>	<b>\$ 13,159,658</b>	<b>\$ 9,569,668</b>	<b>\$ 6,908,882</b>	<b>\$ 7,774,410</b>	<b>\$ 7,002,052</b>	<b>\$ (93,170)</b>	<b>-1.3%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 928,410,549</b>	<b>\$ 1,033,655,889</b>	<b>\$ 1,043,775,712</b>	<b>\$ 953,722,801</b>	<b>\$ 1,062,505,856</b>	<b>\$ (18,730,144)</b>	<b>-1.8%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 254,509,775	\$ 241,248,499	\$ 235,980,822	\$ 232,438,778	\$ 343,497,979	\$ (107,517,157)	-45.6%
<b>ALL OTHER FINANCING USES</b>	<b>\$ 254,509,775</b>	<b>\$ 241,248,499</b>	<b>\$ 235,980,822</b>	<b>\$ 232,438,778</b>	<b>\$ 343,497,979</b>	<b>\$ (107,517,157)</b>	<b>-45.6%</b>
<b>TOTAL USES</b>	<b>\$ 1,182,920,324</b>	<b>\$ 1,274,904,388</b>	<b>\$ 1,279,756,534</b>	<b>\$ 1,186,161,579</b>	<b>\$ 1,406,003,835</b>	<b>\$ (126,247,301)</b>	<b>-9.9%</b>

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

SPECIAL REVENUE	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 286,526,679	\$ 303,472,158	\$ 300,770,631	\$ 291,581,912	\$ 294,058,519	\$ 6,712,112	2.2%
0705 - TEMPORARY PAY	1,199,887	1,859,548	1,935,290	1,825,298	2,800,157	(864,867)	-44.7%
0710 - OVERTIME	8,379,236	6,969,074	7,941,554	11,104,868	10,602,895	(2,661,341)	-33.5%
0750 - FRINGE BENEFITS	114,397,584	133,854,225	132,070,101	127,514,495	137,938,907	(5,868,806)	-4.4%
0790 - OTHER PERSONNEL SERVICES	2,783,658	3,961,176	4,289,623	3,063,278	7,612,836	(3,323,213)	-77.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(25,253,597)	(26,160,376)	(31,431,217)	(27,410,649)	(27,767,949)	(3,663,268)	-11.7%
0796 - PERSONNEL SERVICES ALLOC-IN	84,098,734	87,524,833	94,236,495	89,595,426	92,874,429	1,362,066	1.4%
<b>SUBTOTAL</b>	<b>\$ 472,132,181</b>	<b>\$ 511,480,638</b>	<b>\$ 509,812,477</b>	<b>\$ 497,274,628</b>	<b>\$ 518,119,794</b>	<b>\$ (8,307,317)</b>	<b>-1.6%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 25,615,882	\$ 30,292,667	\$ 30,096,077	\$ 28,065,432	\$ 28,679,448	\$ 1,416,629	4.7%
0802 - MEDICAL SUPPLIES	10,288,546	9,792,564	9,816,792	9,950,388	10,072,454	(255,662)	-2.6%
0803 - FUEL	2,865,972	3,451,808	3,420,949	2,443,380	2,910,085	510,864	14.9%
0804 - NON-CAPITAL EQUIPMENT	2,798,183	11,096,510	3,461,538	2,961,271	2,495,908	965,630	27.9%
0805 - SUPPLIES-ALLOCATION OUT	(1,845,928)	(1,795,352)	(1,982,417)	(1,834,975)	(1,826,319)	(156,098)	-7.9%
0806 - SUPPLIES-ALLOCATION IN	4,237,129	4,281,875	4,438,892	4,519,550	5,225,103	(785,211)	-17.7%
<b>SUBTOTAL</b>	<b>\$ 43,959,784</b>	<b>\$ 57,120,072</b>	<b>\$ 49,252,831</b>	<b>\$ 46,105,046</b>	<b>\$ 47,556,679</b>	<b>\$ 1,696,152</b>	<b>3.4%</b>
<b>SERVICES</b>							
0809 - DAMAGES PAID	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0810 - LEGAL SERVICES	1,588,798	1,120,873	1,749,013	1,405,947	2,890,026	(1,141,013)	-65.2%
0811 - HEALTH CARE SERVICES	23,314,984	23,418,099	24,225,674	25,463,148	26,290,717	(2,065,043)	-8.5%
0812 - OTHER SERVICES	55,743,885	124,449,723	110,939,492	71,986,037	117,603,641	(6,664,149)	-6.0%
0820 - RENT AND OPERATING LEASES	8,819,429	8,946,862	9,152,436	9,189,111	9,053,409	99,027	1.1%
0825 - REPAIRS AND MAINTENANCE	33,491,595	27,901,958	29,687,978	28,523,346	28,593,959	1,094,019	3.7%
0830 - INTERGOVERNMENTAL PAYMENTS	8,260,199	21,084,145	20,813,874	6,557,763	5,931,063	14,882,811	71.5%
0839 - INTERNAL SERVICE CHARGES	28,796,636	28,357,214	28,648,846	28,822,092	29,566,531	(917,685)	-3.2%
0841 - TRAVEL	2,612,610	2,266,278	2,409,595	2,457,350	2,338,524	71,071	2.9%
0842 - EDUCATION AND TRAINING	1,528,770	1,987,387	2,602,195	2,264,814	2,706,302	(104,107)	-4.0%
0843 - POSTAGE/FREIGHT/SHIPPING	837,224	792,666	805,036	757,651	904,753	(99,717)	-12.4%
0845 - SUPPORT AND CARE OF PERSONS	802,656	618,672	836,241	836,349	881,890	(45,649)	-5.5%
0850 - UTILITIES	14,293,952	14,742,749	14,754,802	13,339,325	15,448,311	(693,509)	-4.7%
0872 - SERVICES-ALLOCATION OUT	(5,961,696)	(6,995,093)	(2,113,046)	(2,052,778)	(2,545,292)	432,246	20.5%
0873 - SERVICES-ALLOCATION IN	7,834,383	10,262,895	5,659,927	5,456,776	7,327,012	(1,667,085)	-29.5%
<b>SUBTOTAL</b>	<b>\$ 181,964,425</b>	<b>\$ 258,954,428</b>	<b>\$ 250,172,063</b>	<b>\$ 195,006,931</b>	<b>\$ 246,990,846</b>	<b>\$ 3,181,217</b>	<b>1.3%</b>
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 790,139	\$ 1,761,006	\$ 2,396,636	\$ 1,225,288	\$ 1,352,449	\$ 1,044,187	43.6%
0920 - CAPITAL EQUIPMENT	3,134,578	4,200,944	5,881,097	5,650,378	2,934,527	2,946,570	50.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	6,169,046	6,090,909	6,376,203	5,215,498	7,278,526	(902,323)	-14.2%
0940 - INFRASTRUCTURE	-	-	-	-	112,347	(112,347)	N/A
0955 - CAPITAL-ALLOCATION OUT	(8,619)	-	-	-	(15,429)	15,429	N/A
0956 - CAPITAL-ALLOCATION IN	206,667	321,263	321,263	303,413	455,866	(134,603)	-41.9%
<b>SUBTOTAL</b>	<b>\$ 10,371,811</b>	<b>\$ 12,374,122</b>	<b>\$ 14,975,199</b>	<b>\$ 12,394,577</b>	<b>\$ 12,118,286</b>	<b>\$ 2,856,913</b>	<b>19.1%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 708,428,201</b>	<b>\$ 839,929,260</b>	<b>\$ 824,212,570</b>	<b>\$ 750,781,182</b>	<b>\$ 824,785,605</b>	<b>\$ (573,035)</b>	<b>-0.1%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 55,008,823	\$ 73,012,244	\$ 75,117,778	\$ 75,011,188	\$ 71,811,530	\$ 3,306,248	4.4%
<b>ALL OTHER FINANCING USES</b>	<b>\$ 55,008,823</b>	<b>\$ 73,012,244</b>	<b>\$ 75,117,778</b>	<b>\$ 75,011,188</b>	<b>\$ 71,811,530</b>	<b>\$ 3,306,248</b>	<b>4.4%</b>
<b>TOTAL USES</b>	<b>\$ 763,437,024</b>	<b>\$ 912,941,504</b>	<b>\$ 899,330,348</b>	<b>\$ 825,792,370</b>	<b>\$ 896,597,135</b>	<b>\$ 2,733,213</b>	<b>0.3%</b>

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

DEBT SERVICE	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ -	\$ -	\$ -	\$ 1,330,767	\$ -	\$ -	N/A
0950 - DEBT SERVICE	18,894,839	9,580,777	53,479,049	19,166,848	131,781,210	(78,302,161)	-146.4%
<b>SUBTOTAL</b>	<b>\$ 18,894,839</b>	<b>\$ 9,580,777</b>	<b>\$ 53,479,049</b>	<b>\$ 20,497,615</b>	<b>\$ 131,781,210</b>	<b>\$ (78,302,161)</b>	<b>-146.4%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 18,894,839</b>	<b>\$ 9,580,777</b>	<b>\$ 53,479,049</b>	<b>\$ 20,497,615</b>	<b>\$ 131,781,210</b>	<b>\$ (78,302,161)</b>	<b>-146.4%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ -	\$ -	\$ 661,073	\$ 661,703	\$ -	\$ 661,073	100.0%
<b>ALL OTHER FINANCING USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 661,073</b>	<b>\$ 661,703</b>	<b>\$ -</b>	<b>\$ 661,073</b>	<b>100.0%</b>
<b>TOTAL USES</b>	<b>\$ 18,894,839</b>	<b>\$ 9,580,777</b>	<b>\$ 54,140,122</b>	<b>\$ 21,159,318</b>	<b>\$ 131,781,210</b>	<b>\$ (77,641,088)</b>	<b>-143.4%</b>

CAPITAL PROJECTS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 3,123	\$ -	\$ -	\$ -	\$ -	\$ -	-
0705 - TEMPORARY PAY	966	-	-	-	-	-	N/A
0750 - FRINGE BENEFITS	7	-	-	-	-	-	N/A
0790 - OTHER PERSONNEL SERVICES	-	461,078	461,078	-	-	461,078	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(571,142)	-	-	-	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	6,097,543	7,452,140	7,452,140	7,410,089	5,042,052	2,410,088	32.3%
<b>SUBTOTAL</b>	<b>\$ 5,530,497</b>	<b>\$ 7,913,218</b>	<b>\$ 7,913,218</b>	<b>\$ 7,410,089</b>	<b>\$ 5,042,052</b>	<b>\$ 2,871,166</b>	<b>36.3%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 3,378,326	\$ 11,850	\$ 31,850	\$ 1,208,133	\$ 2,050	\$ 29,800	93.6%
0802 - MEDICAL SUPPLIES	12,272	-	-	-	-	-	N/A
0803 - FUEL	2,265	-	500	-	-	500	100.0%
0804 - NON-CAPITAL EQUIPMENT	17,862,228	-	161,208	3,055,349	-	161,208	100.0%
<b>SUBTOTAL</b>	<b>\$ 21,255,091</b>	<b>\$ 11,850</b>	<b>\$ 193,558</b>	<b>\$ 4,263,482</b>	<b>\$ 2,050</b>	<b>\$ 191,508</b>	<b>98.9%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 15,811	\$ -	\$ -	\$ 7,422	\$ -	\$ -	N/A
0811 - HEALTH CARE SERVICES	4,164	-	-	-	-	-	N/A
0812 - OTHER SERVICES	50,501,130	31,350,528	44,369,264	33,129,781	14,086,615	30,282,649	68.3%
0820 - RENT AND OPERATING LEASES	1,412,379	-	33,000	215,635	-	33,000	100.0%
0825 - REPAIRS AND MAINTENANCE	1,558,167	-	-	58,132	40,000	(40,000)	N/A
0839 - INTERNAL SERVICE CHARGES	13,318	-	2,000	-	-	2,000	100.0%
0841 - TRAVEL	71,027	-	10,000	30,431	-	10,000	100.0%
0842 - EDUCATION AND TRAINING	565	-	15,000	432	-	15,000	100.0%
0843 - POSTAGE/FREIGHT/SHIPPING	7,549	-	-	815	-	-	N/A
0850 - UTILITIES	4,497	-	-	11,432	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	(20,932)	-	-	-	-	-	N/A
0873 - SERVICES-ALLOCATION IN	20,932	20,000	25,000	19,640	-	25,000	100.0%
<b>SUBTOTAL</b>	<b>\$ 53,588,607</b>	<b>\$ 31,370,528</b>	<b>\$ 44,454,264</b>	<b>\$ 33,473,720</b>	<b>\$ 14,126,615</b>	<b>\$ 30,327,649</b>	<b>68.2%</b>
<b>CAPITAL</b>							
0910 - LAND	\$ 4,012,130	\$ 15,370,000	\$ 16,370,000	\$ 9,177,548	\$ 21,229,051	\$ (4,859,051)	-29.7%
0915 - BUILDINGS AND IMPROVEMENTS	11,565,073	120,576,695	105,900,410	21,510,111	130,013,516	(24,113,106)	-22.8%
0920 - CAPITAL EQUIPMENT	22,634,970	51,257,865	33,481,038	31,657,177	49,691,961	(16,210,923)	-48.4%
0930 - VEHICLES & CONSTRUCTION EQUIP	5,661,939	-	-	-	-	-	N/A
0940 - INFRASTRUCTURE	31,869,998	68,738,217	65,838,217	35,262,764	73,533,659	(7,695,442)	-11.7%
0950 - DEBT SERVICE	1,211,222	-	-	-	-	-	N/A
0955 - CAPITAL-ALLOCATION OUT	(147,000)	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	24,000	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 76,832,332</b>	<b>\$ 255,942,777</b>	<b>\$ 221,589,665</b>	<b>\$ 97,607,600</b>	<b>\$ 274,468,187</b>	<b>\$ (52,878,522)</b>	<b>-23.9%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 157,206,527</b>	<b>\$ 295,238,373</b>	<b>\$ 274,150,705</b>	<b>\$ 142,754,891</b>	<b>\$ 293,638,904</b>	<b>\$ (19,488,199)</b>	<b>-7.1%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 38,142,837	\$ 14,577,403	\$ 53,520,387	\$ 23,520,387	\$ 120,766,318	\$ (67,245,931)	-125.6%
<b>ALL OTHER FINANCING USES</b>	<b>\$ 38,142,837</b>	<b>\$ 14,577,403</b>	<b>\$ 53,520,387</b>	<b>\$ 23,520,387</b>	<b>\$ 120,766,318</b>	<b>\$ (67,245,931)</b>	<b>-125.6%</b>
<b>TOTAL USES</b>	<b>\$ 195,349,364</b>	<b>\$ 309,815,776</b>	<b>\$ 327,671,092</b>	<b>\$ 166,275,278</b>	<b>\$ 414,405,222</b>	<b>\$ (86,734,130)</b>	<b>-26.5%</b>

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

INTERNAL SERVICE FUNDS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 9,208,677	\$ 10,161,144	\$ 10,144,791	\$ 9,584,569	\$ 9,457,292	\$ 687,499	6.8%
0705 - TEMPORARY PAY	25,057	25,150	59,602	60,622	74,183	(14,581)	-24.5%
0710 - OVERTIME	338,853	246,919	246,919	300,167	315,000	(68,081)	-27.6%
0750 - FRINGE BENEFITS	3,369,016	3,756,031	3,707,362	3,546,912	3,707,377	(15)	0.0%
0790 - OTHER PERSONNEL SERVICES	47,974	214,996	214,996	129,252	18,949	196,047	91.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(712,590)	(1,129,018)	(1,129,018)	(909,016)	(198,901)	(930,117)	-82.4%
0796 - PERSONNEL SERVICES ALLOC-IN	1,474,355	1,923,856	1,923,856	1,737,747	1,841,403	82,453	4.3%
<b>SUBTOTAL</b>	<b>\$ 13,751,342</b>	<b>\$ 15,199,078</b>	<b>\$ 15,168,508</b>	<b>\$ 14,450,253</b>	<b>\$ 15,215,303</b>	<b>\$ (46,795)</b>	<b>-0.3%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 5,419,472	\$ 4,403,604	\$ 4,403,604	\$ 5,043,831	\$ 4,824,468	\$ (420,864)	-9.6%
0803 - FUEL	7,036,451	7,648,602	7,648,602	6,172,988	6,919,699	728,903	9.5%
0804 - NON-CAPITAL EQUIPMENT	93,897	176,972	134,315	131,113	218,972	(84,657)	-63.0%
0805 - SUPPLIES-ALLOCATION OUT	-	(25,351)	(25,351)	(11,398)	-	(25,351)	-100.0%
0806 - SUPPLIES-ALLOCATION IN	101,600	41,779	41,779	39,792	15,140	26,639	63.8%
<b>SUBTOTAL</b>	<b>\$ 12,651,420</b>	<b>\$ 12,245,606</b>	<b>\$ 12,202,949</b>	<b>\$ 11,376,326</b>	<b>\$ 11,978,279</b>	<b>\$ 224,670</b>	<b>1.8%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 3,037,662	\$ 3,988,725	\$ 3,988,725	\$ 3,989,925	\$ 3,988,725	\$ -	0.0%
0811 - HEALTH CARE SERVICES	151,599,693	157,348,196	157,348,196	155,192,711	161,394,055	(4,045,859)	-2.6%
0812 - OTHER SERVICES	30,452,661	32,077,851	32,108,421	34,673,293	35,099,752	(2,991,331)	-9.3%
0820 - RENT AND OPERATING LEASES	58,170	99,324	99,324	133,247	199,866	(100,542)	-101.2%
0825 - REPAIRS AND MAINTENANCE	2,110,668	2,788,434	4,258,434	4,736,626	6,028,445	(1,770,011)	-41.6%
0830 - INTERGOVERNMENTAL PAYMENTS	199,165	406,213	406,213	399,773	597,213	(191,000)	-47.0%
0839 - INTERNAL SERVICE CHARGES	3,752,598	4,193,873	4,193,873	4,197,553	4,503,365	(309,492)	-7.4%
0841 - TRAVEL	53,009	53,022	53,022	45,166	69,587	(16,565)	-31.2%
0842 - EDUCATION AND TRAINING	75,073	110,909	110,909	60,767	93,154	17,755	16.0%
0843 - POSTAGE/FREIGHT/SHIPPING	31,053	33,643	33,643	30,144	34,363	(720)	-2.1%
0850 - UTILITIES	7,942,735	8,325,763	8,955,763	7,910,165	9,097,412	(141,649)	-1.6%
0872 - SERVICES-ALLOCATION OUT	-	(495,292)	(495,292)	(305,960)	(140,000)	(355,292)	-71.7%
0873 - SERVICES-ALLOCATION IN	489,652	586,811	586,811	710,568	246,779	340,032	57.9%
<b>SUBTOTAL</b>	<b>\$ 199,802,139</b>	<b>\$ 209,517,472</b>	<b>\$ 211,648,042</b>	<b>\$ 211,773,978</b>	<b>\$ 221,212,716</b>	<b>\$ (9,564,674)</b>	<b>-4.5%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 223,193	\$ 1,029,500	\$ 1,029,500	\$ 375,451	\$ 337,500	\$ 692,000	67.2%
0930 - VEHICLES & CONSTRUCTION EQUIP	297,037	-	-	109,395	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 520,230</b>	<b>\$ 1,029,500</b>	<b>\$ 1,029,500</b>	<b>\$ 484,846</b>	<b>\$ 337,500</b>	<b>\$ 692,000</b>	<b>67.2%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 226,725,131</b>	<b>\$ 237,991,656</b>	<b>\$ 240,048,999</b>	<b>\$ 238,085,403</b>	<b>\$ 248,743,798</b>	<b>\$ (8,694,799)</b>	<b>-3.6%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 101,206	\$ -	\$ 42,657	\$ -	\$ -	\$ 42,657	100.0%
<b>ALL OTHER FINANCING USES</b>	<b>\$ 101,206</b>	<b>\$ -</b>	<b>\$ 42,657</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 42,657</b>	<b>100.0%</b>
<b>TOTAL USES</b>	<b>\$ 226,826,337</b>	<b>\$ 237,991,656</b>	<b>\$ 240,091,656</b>	<b>\$ 238,085,403</b>	<b>\$ 248,743,798</b>	<b>\$ (8,652,142)</b>	<b>-3.6%</b>

ELIMINATIONS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>SUPPLIES</b>							
0803 - FUEL	\$ (5,329,859)	\$ (7,012,224)	\$ (7,012,224)	\$ (6,082,347)	\$ (6,412,224)	\$ (600,000)	-8.6%
<b>SUBTOTAL</b>	<b>\$ (5,329,859)</b>	<b>\$ (7,012,224)</b>	<b>\$ (7,012,224)</b>	<b>\$ (6,082,347)</b>	<b>\$ (6,412,224)</b>	<b>\$ (600,000)</b>	<b>-8.6%</b>
<b>SERVICES</b>							
0811 - HEALTH CARE SERVICES	\$ (113,993,552)	\$ (130,398,825)	\$ (130,398,825)	\$ (130,841,377)	\$ (149,304,869)	\$ 18,906,044	14.5%
0839 - INTERNAL SERVICE CHARGES	(46,806,346)	(44,579,073)	(45,367,073)	(45,905,224)	(49,730,304)	4,363,231	9.6%
<b>SUBTOTAL</b>	<b>\$ (160,799,898)</b>	<b>\$ (174,977,898)</b>	<b>\$ (175,765,898)</b>	<b>\$ (176,746,601)</b>	<b>\$ (199,035,173)</b>	<b>\$ 23,269,275</b>	<b>13.2%</b>
<b>ALL EXPENDITURES</b>	<b>\$ (166,129,757)</b>	<b>\$ (181,990,122)</b>	<b>\$ (182,778,122)</b>	<b>\$ (182,828,948)</b>	<b>\$ (205,447,397)</b>	<b>\$ 22,669,275</b>	<b>12.4%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ (347,762,641)	\$ (328,838,146)	\$ (365,322,717)	\$ (331,632,056)	\$ (536,075,827)	\$ 170,753,110	46.7%
<b>ALL OTHER FINANCING USES</b>	<b>\$ (347,762,641)</b>	<b>\$ (328,838,146)</b>	<b>\$ (365,322,717)</b>	<b>\$ (331,632,056)</b>	<b>\$ (536,075,827)</b>	<b>\$ 170,753,110</b>	<b>46.7%</b>
<b>TOTAL USES</b>	<b>\$ (513,892,398)</b>	<b>\$ (510,828,268)</b>	<b>\$ (548,100,839)</b>	<b>\$ (514,461,004)</b>	<b>\$ (741,523,224)</b>	<b>\$ 193,422,385</b>	<b>35.3%</b>

Non Departmental Expenditure Summary – Operating

Description	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
<b>Operating</b>						
<b>General Fund (100)</b>						
<b>4711 - Contingency</b>						
General Fund Operating Contingency	\$ 8,433,773	\$ 7,231,773	\$ -	\$ 12,392,684	\$ (5,160,911)	-71.36%
Adult Probation Contingency for Annualization	-	-	-	1,216,470	(1,216,470)	N/A
Adult Probation Contingency for FY 2017	-	-	-	341,055	(341,055)	N/A
Animal Care and Control Operations	500,000	-	-	-	-	N/A
Compensation Market Adjustments	2,253,551	1,971,735	-	575,327	1,396,408	70.82%
Court Translators and Interpreters	-	-	-	1,000,000	(1,000,000)	N/A
FLSA/Compensation Market Adjustments	-	-	-	1,000,000	(1,000,000)	N/A
Judges Salary Increase	-	-	-	991,747	(991,747)	N/A
Melendres Operating Contingency	2,000,000	2,000,000	-	-	2,000,000	100.00%
Pay for Performance	-	-	-	11,516,115	(11,516,115)	N/A
Personnel Savings Not Met	5,000,000	5,000,000	-	5,000,000	-	0.00%
<b>Sub Total</b>	<b>\$ 18,187,324</b>	<b>\$ 16,203,508</b>	<b>\$ -</b>	<b>\$ 34,033,398</b>	<b>\$ (17,829,890)</b>	<b>-110.04%</b>
<b>4712 - Other Programs</b>						
Anthem Sheriff Sub Station	\$ 35,930	\$ 35,930	\$ 34,800	\$ 58,290	\$ (22,360)	-62.23%
Board NW Regional Service Charges	5,280	5,280	5,280	5,280	-	0.00%
Board of Equalization	140,000	140,000	96,418	130,000	10,000	7.14%
Bus Cards	-	-	-	1,620	(1,620)	N/A
Citizen/Community Engagement	207,267	207,267	207,267	149,696	57,571	27.78%
County Single Audit	225,000	225,000	225,000	225,000	-	0.00%
Court Translators and Interpreters	-	-	-	4,142,301	(4,142,301)	N/A
Economic Development/FTZ Consulting	10,000	10,000	10,000	10,000	-	0.00%
Gov Docs	50,000	50,000	50,000	-	50,000	100.00%
Improvement District	122,453	122,453	122,453	121,503	950	0.78%
International Genomics Consortium	1,000,000	1,000,000	1,000,000	1,000,000	-	0.00%
Jail Excise Maint of Effort	179,373,932	179,373,932	179,373,932	181,682,790	(2,308,858)	-1.29%
Jail Excise Maint of Effort Above Base	18,957,014	11,395,112	11,395,112	32,609,533	(21,214,421)	-186.17%
MCSO Court Order	3,023,124	3,023,124	3,023,124	3,023,124	-	0.00%
PC/Laptop Replacement Transfer to F321	-	7,561,902	7,561,902	-	7,561,902	100.00%
Property Tax Billing/Info. Statement Printing and Postage	831,000	831,000	831,000	-	831,000	100.00%
Real Estate Evaluation Acquisition and Divestiture	50,000	50,000	22,431	45,000	5,000	10.00%
Service Pins and Awards	-	-	-	10,000	(10,000)	N/A
Transfer to 321 for Vehicle Financing	-	-	-	66,079	(66,079)	N/A
Vehicle Replacement	4,609,400	4,609,400	4,559,400	4,543,321	66,079	1.43%
<b>Sub Total</b>	<b>\$ 208,640,400</b>	<b>\$ 208,640,400</b>	<b>\$ 208,518,119</b>	<b>\$ 227,823,537</b>	<b>\$ (19,183,137)</b>	<b>-9.19%</b>
<b>4713 - Infrastructure/CIP</b>						
New Revenue Transfer to ERPS for CGI Training	\$ 511,000	\$ 511,000	\$ 511,000	\$ -	\$ 511,000	100.00%
Transfer Out to Fund 445	-	-	-	5,998,855	(5,998,855)	N/A
Transfer Out (Building Maintenance)	1,000,000	1,000,000	1,000,000	1,000,000	-	0.00%
Transfer Out (Election Cycle)	7,205,119	7,205,119	7,205,119	7,205,119	-	0.00%
<b>Sub Total</b>	<b>\$ 8,716,119</b>	<b>\$ 8,716,119</b>	<b>\$ 8,716,119</b>	<b>\$ 14,203,974</b>	<b>\$ (5,487,855)</b>	<b>-62.96%</b>
<b>4714 - Central Service Costs</b>						
CSCA Revenue	\$ (14,954,835)	\$ (14,954,835)	\$ (14,954,835)	\$ (14,610,747)	\$ (344,088)	2.30%
Human Resources System Operations	2,552,681	2,552,681	2,552,681	2,478,995	73,686	2.89%
Storm Water Permit Fees	7,500	7,500	7,500	7,500	-	0.00%
<b>Sub Total</b>	<b>\$ (12,394,654)</b>	<b>\$ (12,394,654)</b>	<b>\$ (12,394,654)</b>	<b>\$ (12,124,252)</b>	<b>\$ (270,402)</b>	<b>2.18%</b>
<b>4715 - Technology Projects</b>						
Transfer Out (OET MM Project Reserve)	\$ 11,640,000	\$ 11,640,000	\$ 11,640,000	\$ 11,640,000	\$ -	0.00%

Non Departmental Expenditure Summary – Operating (continued)

Description	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
<b>4716 - Debt Service/Capital Lease</b>						
Admin Fee	\$ 10,000	\$ 10,000	\$ 3,000	\$ 10,000	\$ -	0.00%
Arbitrage	10,000	10,000	2,500	10,000	-	0.00%
Transfer to Fund 320	-	-	-	13,353,000	(13,353,000)	N/A
<b>Sub Total</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 5,500</b>	<b>\$ 13,373,000</b>	<b>\$ (13,353,000)</b>	<b>-6675.00%</b>
<b>4719 - Outside Legal Counsel Billing</b>						
Outside Counsel	\$ 5,809,610	\$ 6,309,610	\$ 5,809,610	\$ 5,809,610	\$ 500,000	7.92%
<b>4721 - Dues and Memberships</b>						
Arizona Association of Counties	\$ 70,082	\$ 70,082	\$ 66,577	\$ 73,770	\$ (3,688)	-5.26%
County Supervisors Association	198,806	198,806	198,806	218,806	(20,000)	-10.06%
Government Finance Officers Association	4,770	4,770	4,770	4,770	-	0.00%
Maricopa Association of Government	50,389	50,389	50,814	51,323	(934)	-1.85%
National Association of Counties	50,000	50,000	50,000	50,000	-	0.00%
<b>Sub Total</b>	<b>\$ 374,047</b>	<b>\$ 374,047</b>	<b>\$ 370,967</b>	<b>\$ 398,669</b>	<b>\$ (24,622)</b>	<b>-6.58%</b>
<b>4722 - Taxes and Assessments</b>						
City of Phoenix Downtown Municipal Service District	\$ 175,000	\$ 175,000	\$ 175,000	\$ 187,601	\$ (12,601)	-7.20%
<b>4724 - Miscellaneous Services</b>						
Board of Supervisors Discretionary	\$ 5,000	\$ 5,000	\$ 1,367	\$ 2,500	\$ 2,500	50.00%
Internal Audit	324,000	324,000	324,000	324,000	-	0.00%
Luke Air Force Consulting	27,273	27,273	27,273	27,273	-	0.00%
<b>Sub Total</b>	<b>\$ 356,273</b>	<b>\$ 356,273</b>	<b>\$ 352,640</b>	<b>\$ 353,773</b>	<b>\$ 2,500</b>	<b>0.70%</b>
<b>4726 - Tuition Reimbursement</b>	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	0.00%
<b>4774 - Non Profit Support/State Shifts</b>						
Greater Phoenix Convention and Visitors Bureau	\$ 222,431	\$ 222,431	\$ 222,431	\$ 222,431	\$ -	0.00%
Greater Phoenix Economic Council	573,675	573,675	573,675	573,675	-	0.00%
Phoenix Chamber of Commerce	146,805	146,805	146,805	146,805	-	0.00%
<b>Sub Total</b>	<b>\$ 942,911</b>	<b>\$ 942,911</b>	<b>\$ 942,911</b>	<b>\$ 942,911</b>	<b>\$ -</b>	<b>0.00%</b>
<b>4776 - Cooperative Extension</b>	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ -	0.00%
<b>4777 - DOR Mandated Contributions</b>	\$ -	\$ -	\$ -	\$ 4,030,498	\$ (4,030,498)	N/A
<b>4778 - Juvenile Corrections Mandated Contributions</b>						
Annual Operating Expense	\$ -	\$ -	\$ -	\$ 6,724,062	\$ (6,724,062)	N/A
One-time FY17 Relief	-	-	-	(4,777,234)	4,777,234	N/A
<b>Sub Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,946,828</b>	<b>\$ (1,946,828)</b>	<b>N/A</b>
<b>4782 - Industrial Development Authority</b>	\$ 336,027	\$ 336,027	\$ 312,069	\$ 332,390	\$ 3,637	1.08%
<b>4783 - AHCCCS Contribution</b>	\$ 19,203,200	\$ 19,203,200	\$ 19,203,200	\$ 19,011,200	\$ 192,000	1.00%
<b>4784 - ALTCS Contribution</b>	\$ 153,303,200	\$ 153,303,200	\$ 153,303,200	\$ 155,173,500	\$ (1,870,300)	-1.22%
<b>4785 - Arnold v. Sarn</b>	\$ 50,392,060	\$ 50,392,060	\$ 50,392,060	\$ 52,911,663	\$ (2,519,603)	-5.00%
<b>4786 - General Mental Health</b>	\$ 3,366,705	\$ 3,366,705	\$ 3,366,705	\$ 3,366,705	\$ -	0.00%
<b>4787 - Community Based Non SMI Treatment</b>	\$ 1,489,871	\$ 1,489,871	\$ 1,489,871	\$ 1,489,871	\$ -	0.00%
<b>4788 - Mental Health Testimony</b>	\$ 750,000	\$ 750,000	\$ 596,018	\$ 700,000	\$ 50,000	6.67%
<b>4789 - Mental Health Transports</b>	\$ 85,000	\$ 85,000	\$ 76,408	\$ 90,000	\$ (5,000)	-5.88%

Non Departmental Expenditure Summary – Operating (continued)

Description	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
4791 - County Residual Long Term Care	\$ 287,314	\$ 287,314	\$ 115,362	\$ 213,471	\$ 73,843	25.70%
4792 - SVP Commitment Payments	\$ 2,200,000	\$ 2,200,000	\$ 1,808,676	\$ 2,345,000	\$ (145,000)	-6.59%
4793 - Tuberculosis Services	\$ 350,000	\$ 350,000	\$ -	\$ 280,210	\$ 69,790	19.94%
<b>Total General Fund</b>	<b>\$ 475,460,407</b>	<b>\$ 473,976,591</b>	<b>\$ 456,029,781</b>	<b>\$ 539,763,557</b>	<b>\$ (65,786,966)</b>	<b>-13.88%</b>
<b>Non Departmental Grants (249)</b>						
Unassigned	\$ 6,500,000	\$ 2,274,730	\$ -	\$ 13,112,063	\$ (10,837,333)	-476.42%
<b>Total Non Departmental Grants</b>	<b>\$ 6,500,000</b>	<b>\$ 2,274,730</b>	<b>\$ -</b>	<b>\$ 13,112,063</b>	<b>\$ (10,837,333)</b>	<b>-476.42%</b>
<b>Detention Fund (255)</b>						
<b>4711 - Contingency</b>						
Adult Probation Contingency for FY 2017	\$ -	\$ -	\$ -	\$ 206,198	\$ (206,198)	N/A
Adult Probation Contingency for Annualization	-	-	-	834,756	(834,756)	N/A
CHS Increased Registry and Overtime	868,000	868,000	-	723,809	144,191	16.61%
Compensation Market Adjustments	880,907	867,279	-	825,555	41,724	4.81%
Pay for Performance	-	-	-	5,040,765	(5,040,765)	N/A
<b>Sub Total</b>	<b>\$ 1,748,907</b>	<b>\$ 1,735,279</b>	<b>\$ -</b>	<b>\$ 7,631,083</b>	<b>\$ (5,895,804)</b>	<b>-339.76%</b>
<b>4712 - Other Programs</b>						
Transfer to 321 for Vehicle Financing	\$ -	\$ -	\$ -	\$ 14,052	\$ (14,052)	N/A
Vehicle Replacement	1,000,000	1,000,000	992,000	985,948	14,052	1.41%
<b>Sub Total</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 992,000</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>-</b>
<b>4713 - Infrastructure/CIP</b>						
Transfer Out (Building Maintenance)	\$ 587,500	\$ 587,500	\$ 587,500	\$ 587,500	\$ -	0.00%
<b>Total Detention Fund</b>	<b>\$ 3,336,407</b>	<b>\$ 3,322,779</b>	<b>\$ 1,579,500</b>	<b>\$ 9,218,583</b>	<b>\$ (5,895,804)</b>	<b>-177.44%</b>
<b>County Improvement Debt Fund (320)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,353,000</b>	<b>\$ (13,353,000)</b>	<b>N/A</b>
<b>Total Operating All Funds</b>	<b>\$ 485,296,814</b>	<b>\$ 479,574,100</b>	<b>\$ 457,609,281</b>	<b>\$ 575,447,203</b>	<b>\$ (95,873,103)</b>	<b>-19.99%</b>

Non Departmental Expenditure Summary – Non Recurring

Description	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
<b>Non Recurring</b>						
<b>General Fund (100)</b>						
<b>4711 - Contingency</b>						
Unreserved and General Contingency	\$ 24,782,052	\$ 26,282,670	\$ -	\$ 26,696,423	\$ (413,753)	-1.57%
Adult Probation Contingency for FY 2017	-	-	-	81,000	(81,000)	N/A
Clerk of the Court RFR System	1,500,000	1,500,000	-	1,500,000	-	0.00%
Pending Litigation	4,350,000	4,350,000	-	4,350,000	-	0.00%
<b>Sub Total</b>	<b>\$ 30,632,052</b>	<b>\$ 32,132,670</b>	<b>\$ -</b>	<b>\$ 32,627,423</b>	<b>\$ (494,753)</b>	<b>-1.54%</b>
<b>4712 - Other Programs</b>						
Adult Probation Fleet Study Implementation	\$ -	\$ -	\$ -	\$ 250,000	\$ (250,000)	N/A
Board of Health Fee Waiver	-	95,081	51,845	-	95,081	100.00%
Dell Professional Services	278,850	-	-	-	-	N/A
Park Ranger PSPRS Accrued Liability	-	51,204	-	-	-	0.00%
PC/Laptop Replacement	780,988	735,988	735,988	-	735,988	100.00%
Transfer to 321 for Vehicle Financing	-	-	-	9,075,900	(9,075,900)	N/A
Transfer to Education Services	208,119	208,119	208,119	-	208,119	100.00%
Transfer to Risk Management (675)	3,517,901	3,517,901	-	3,517,901	-	0.00%
Vehicle Replacement	300,346	300,346	300,346	-	300,346	100.00%
<b>Sub Total</b>	<b>\$ 5,086,204</b>	<b>\$ 4,908,639</b>	<b>\$ 1,296,298</b>	<b>\$ 12,843,801</b>	<b>\$ (7,986,366)</b>	<b>-162.70%</b>
<b>4713 - Infrastructure/CIP</b>						
Election Reserve Recoup to F445	\$ -	\$ -	\$ -	\$ 5,046,955	\$ (5,046,955)	N/A
Project Savings to F445	-	-	-	7,302,982	(7,302,982)	N/A
Transfer Out to F445	10,969,692	10,969,692	10,969,692	10,284,043	685,649	6.25%
Transfer Out to F455	-	-	-	23,048,734	(23,048,734)	N/A
	<b>\$ 10,969,692</b>	<b>\$ 10,969,692</b>	<b>\$ 10,969,692</b>	<b>\$ 45,682,714</b>	<b>\$ (34,713,022)</b>	<b>-316.44%</b>
<b>4715 - Technology Projects</b>						
NeoGov	\$ -	\$ -	\$ -	\$ 342,090	\$ (342,090)	N/A
Transfer Out to F460	7,835,722	-	-	28,040,343	(28,040,343)	N/A
<b>Sub Total</b>	<b>\$ 7,835,722</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 28,382,433</b>	<b>\$ (28,382,433)</b>	<b>N/A</b>
<b>4742 - Judgments</b>						
Judgments	\$ -	\$ 5,474,429	\$ 374,432	\$ -	\$ 5,474,429	100.00%
<b>4774 - Economic Development</b>						
Silicon Bank Incentive Payments	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ 250,000	100.00%
<b>Total General Fund</b>	<b>\$ 54,773,670</b>	<b>\$ 53,735,430</b>	<b>\$ 12,890,422</b>	<b>\$ 119,536,371</b>	<b>\$ (65,852,145)</b>	<b>-122.55%</b>
<b>Waste Management Fund (210)</b>						
4751 - District 1	\$ 84,399	\$ 84,570	\$ -	\$ 99,968	\$ (15,398)	-18.21%
4752 - District 2	181,468	181,639	10,529	186,508	(4,869)	-2.68%
4753 - District 3	240,303	240,474	15,000	240,872	(398)	-0.17%
4754 - District 4	110,441	110,612	5,000	121,010	(10,398)	-9.40%
4755 - District 5	36,717	36,888	11,882	40,404	(3,516)	-9.53%
<b>Total Waste Management Fund</b>	<b>\$ 653,328</b>	<b>\$ 654,183</b>	<b>\$ 42,411</b>	<b>\$ 688,762</b>	<b>\$ (34,579)</b>	<b>-5.29%</b>
<b>Non-Departmental Grants (249)</b>						
<b>4711</b>						
Unassigned	\$ 30,591,664	\$ 4,689,661	\$ -	2,908,912	1,780,749	37.97%

Non Departmental Expenditure Summary – Non Recurring (continued)

Description	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
<b>Detention Fund (255)</b>						
<b>4711 - Contingency</b>						
Unreserved Contingency	\$ 24,700,000	\$ 24,417,939	\$ -	\$ 24,417,939	\$ -	0.00%
Adult Probation Contingency for FY 2017	-	-	-	243,000	(243,000)	N/A
CHS Medication Contingency	800,000	800,000	-	800,000	-	0.00%
TJST (Transforming Juveniles Through Successful Transitions)	838,219	-	-	-	-	N/A
<b>Sub Total</b>	<b>\$ 26,338,219</b>	<b>\$ 25,217,939</b>	<b>\$ -</b>	<b>\$ 25,460,939</b>	<b>\$ (243,000)</b>	<b>-0.96%</b>
<b>4712 - Other Programs</b>						
Adult Probation Fleet Study Implementation	\$ -	\$ -	\$ -	\$ 250,000	\$ (250,000)	N/A
Dell Professional Services	256,150	-	-	-	-	N/A
Graves vs. Arpaio	500,000	500,000	100,000	400,000	100,000	20.00%
PC/Laptop Replacement	8,063,678	501,776	444,865	56,911	444,865	88.66%
Transfer to F321 for Vehicle Financing	-	-	-	1,718,241	(1,718,241)	N/A
<b>Sub Total</b>	<b>\$ 8,819,828</b>	<b>\$ 1,001,776</b>	<b>\$ 544,865</b>	<b>\$ 2,425,152</b>	<b>\$ (1,423,376)</b>	<b>-142.09%</b>
<b>4713 - Infrastructure/CIP</b>						
Transfer Out to F445	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ 300,000	100.00%
Transfer Out to F455	-	-	-	7,642,619	(7,642,619)	N/A
<b>Sub Total</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 7,642,619</b>	<b>\$ (7,342,619)</b>	<b>-2447.54%</b>
<b>4715 - Technology Projects</b>						
Transfer Out	\$ 581,693	\$ -	\$ -	\$ -	\$ -	N/A
<b>Total Detention Fund</b>	<b>\$ 36,039,740</b>	<b>\$ 26,519,715</b>	<b>\$ 844,865</b>	<b>\$ 35,528,710</b>	<b>\$ (9,008,995)</b>	<b>-33.97%</b>
<b>County Improvement Debt Fund (320)</b>	<b>\$ 7,409,480</b>	<b>\$ 46,131,464</b>	<b>\$ 16,131,463</b>	<b>\$ 106,615,480</b>	<b>\$ (60,484,016)</b>	<b>-131.11%</b>
<b>Capital Lease Debt Service #2 (321)</b>	<b>\$ 2,171,297</b>	<b>\$ 8,008,658</b>	<b>\$ 5,027,855</b>	<b>\$ 11,812,730</b>	<b>\$ (3,804,072)</b>	<b>-47.50%</b>
<b>Intergovernmental Capital Projects (422)</b>	<b>\$ 127,500</b>	<b>\$ 127,500</b>	<b>\$ 6,000</b>	<b>\$ 123,300</b>	<b>\$ 4,200</b>	<b>3.29%</b>
<b>County Improvement Fund (440)</b>	<b>\$ 160,985,109</b>	<b>\$ 129,855,838</b>	<b>\$ 71,535,672</b>	<b>\$ 97,388,194</b>	<b>\$ 32,467,644</b>	<b>25.00%</b>
<b>County Improvement Fund (441)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,600,000</b>	<b>\$ (17,600,000)</b>	<b>N/A</b>
<b>General Fund County Improvements (445)</b>						
General Fund County Improvement Projects	\$ 14,091,063	\$ 53,346,433	\$ 20,223,247	\$ 19,307,847	\$ 34,038,586	63.81%
Transfer to General Fund for Elections	-	-	-	12,104,659	(12,104,659)	N/A
Transfer to County Improvement Debt Service Fund	-	-	-	6,000,000	(6,000,000)	N/A
<b>Sub Total</b>	<b>\$ 14,091,063</b>	<b>\$ 53,346,433</b>	<b>\$ 20,223,247</b>	<b>\$ 37,412,506</b>	<b>\$ 15,933,927</b>	<b>29.87%</b>
<b>Detention Capital Projects (455)</b>	<b>\$ 12,650,837</b>	<b>\$ 12,651,100</b>	<b>\$ 4,703,031</b>	<b>\$ 31,000,000</b>	<b>\$ (18,348,900)</b>	<b>-145.04%</b>
<b>Technology Capital Improvements (460)</b>						
Technology Capital Improvement Projects	\$ 21,646,362	\$ 30,502,947	\$ 13,118,583	\$ 26,948,306	\$ 3,554,641	11.65%
Transfer to County Improvement Debt Service Fund	-	-	-	99,375,000	(99,375,000)	N/A
<b>Sub Total</b>	<b>\$ 21,646,362</b>	<b>\$ 30,502,947</b>	<b>\$ 13,118,583</b>	<b>\$ 126,323,306</b>	<b>\$ (95,820,359)</b>	<b>-314.13%</b>
<b>Detention Technology Capital Improvements (461)</b>						
Desktop/Laptop Replacement	\$ -	\$ -	\$ -	\$ 162,534	\$ (162,534)	N/A
Detention Technology Capital Improvement Projects	5,944,335	6,434,698	2,811,143	1,679,651	4,755,047	73.90%
Transfer to Detention Capital Projects Fund	-	-	-	2,382,062	(2,382,062)	N/A
Transfer to Detention Fund for CHS Records Project	-	-	-	112,473	(112,473)	N/A
<b>Sub Total</b>	<b>\$ 5,944,335</b>	<b>\$ 6,434,698</b>	<b>\$ 2,811,143</b>	<b>\$ 4,336,720</b>	<b>\$ 2,097,978</b>	<b>32.60%</b>
<b>Intergovernmental Technology Projects (462)</b>	<b>\$ -</b>	<b>\$ 382,006</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 382,006</b>	<b>100.00%</b>
<b>Total Non-Recurring Funds</b>	<b>\$ 347,084,385</b>	<b>\$ 373,039,633</b>	<b>\$ 147,334,692</b>	<b>\$ 591,274,991</b>	<b>\$ (218,286,562)</b>	<b>-58.52%</b>

## Economic Development

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

Agency Supported	Program	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Greater Phoenix Economic Council	Industry Prospecting and Regional Promotion	\$ 573,675	\$ 573,675	\$ 573,675
Greater Phoenix Convention & Visitors Bureau	Convention & Tourism Destination Marketing	222,431	222,431	222,431
Greater Phoenix Chamber of Commerce	Phoenix Forward Initiative	146,805	146,805	146,805
<b>Economic Development Funding</b>		<b>\$ 942,911</b>	<b>\$ 942,911</b>	<b>\$ 942,911</b>

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

Agency Supported	Program	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
International Genomics Consortium*	To put Maricopa County in the Forefront of the Bio-Industry	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Silicon Valley Bank**	Information Technology and Operations "Center of Excellence"	\$250,000	\$250,000	-
<b>Economic Development Related Funding</b>		<b>\$ 1,250,000</b>	<b>\$ 1,250,000</b>	<b>\$ 1,000,000</b>

\*5 year agreement for \$1,000,000 per year beginning in FY2013  
\*\*This will be paid in disbursements of \$250,000, each based on achievement of performance thresholds.

## Agricultural Extension

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

Agency Supported	Program	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
University of Arizona Cooperative Extension	Maricopa County Cooperative Extension	\$ 230,000	\$ 230,000	\$ 230,000
<b>Total Agricultural Extension Funding</b>		<b>\$ 230,000</b>	<b>\$ 230,000</b>	<b>\$ 230,000</b>

## Health Care Programs Summary

Description	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
<b>Operating</b>						
<b>General Fund</b>						
<u>State Healthcare Contributions:</u>						
SMI Mental Health ( <i>Arnold v. Sarr</i> )	\$ 50,392,060	\$ 50,392,060	\$ 50,392,060	\$ 52,911,663	\$ (2,519,603)	-5.00%
General Mental Health	3,366,705	3,366,705	3,366,705	3,366,705	-	0.00%
Local Alcoholism Reception Center (LARC)	1,489,871	1,489,871	1,489,871	1,489,871	-	0.00%
<b>Subtotal Arnold v. Sarr IGA</b>	<b>\$ 55,248,636</b>	<b>\$ 55,248,636</b>	<b>\$ 55,248,636</b>	<b>\$ 57,768,239</b>	<b>\$ (2,519,603)</b>	<b>-4.56%</b>
AHCCCS Acute Care	\$ 19,203,200	\$ 19,203,200	\$ 19,203,200	\$ 19,011,200	\$ 192,000	1.00%
ALTCS	153,303,200	153,303,200	153,303,200	155,173,500	(1,870,300)	-1.22%
<b>Subtotal State Contribution</b>	<b>\$ 172,506,400</b>	<b>\$ 172,506,400</b>	<b>\$ 172,506,400</b>	<b>\$ 174,184,700</b>	<b>\$ (1,678,300)</b>	<b>-0.97%</b>
<u>Other Mental Health:</u>						
Mental Health Testimony	\$ 750,000	\$ 750,000	\$ 596,018	\$ 700,000	\$ 50,000	6.67%
Mental Health Orders	85,000	85,000	76,408	90,000	(5,000)	-5.88%
SVP Commitment Payments	2,200,000	2,200,000	1,808,676	2,345,000	(145,000)	-6.59%
	<b>\$ 3,035,000</b>	<b>\$ 3,035,000</b>	<b>\$ 2,481,102</b>	<b>\$ 3,135,000</b>	<b>\$ (100,000)</b>	<b>-3.29%</b>
County Residual Long Term Care	\$ 287,314	\$ 287,314	\$ 115,362	\$ 213,471	\$ 73,843	25.70%
Tuberculosis Services	\$ 350,000	\$ 350,000	\$ -	\$ 280,210	\$ 69,790	19.94%
<b>Total</b>	<b>\$ 231,427,350</b>	<b>\$ 231,427,350</b>	<b>\$ 230,351,500</b>	<b>\$ 235,581,620</b>	<b>\$ (4,154,270)</b>	<b>-1.80%</b>

Fund Transfers In

Fund/Function/Transfer	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
<b>GENERAL FUND</b>	<b>\$ 5,809,670</b>	<b>\$ 6,691,743</b>	<b>\$ 6,692,373</b>	<b>\$ 12,104,659</b>
<u>Non-Recurring</u>	\$ 5,809,670	\$ 6,691,743	\$ 6,692,373	\$ 12,104,659
County Improvement Debt 2 Fund (321)	-	661,073	661,703	-
General Fund Improvement Fund (445)	2,652,821	2,873,821	2,873,821	12,104,659
Technology Improvement Fund (460)	3,156,849	3,156,849	3,156,849	-
<b>GRANT SPECIAL REVENUE</b>	<b>\$ 208,119</b>	<b>\$ 208,119</b>	<b>\$ 208,119</b>	<b>\$ -</b>
<u>Non-Recurring</u>	\$ 208,119	\$ 208,119	\$ 208,119	\$ -
715 - SCHOOL GRANTS	\$ 208,119	\$ 208,119	\$ 208,119	\$ -
<u>Non-Recurring</u>	\$ 208,119	\$ 208,119	\$ 208,119	\$ -
General Fund (100) - Juvenile Transitions Program	208,119	208,119	208,119	-
<b>OTHER SPECIAL REVENUE</b>	<b>\$ 198,513,977</b>	<b>\$ 193,110,249</b>	<b>\$ 193,086,106</b>	<b>\$ 214,434,796</b>
<u>Operating</u>	\$ 198,360,946	\$ 190,799,044	\$ 190,806,192	\$ 214,322,323
<u>Non-Recurring</u>	\$ 153,031	\$ 2,311,205	\$ 2,279,914	\$ 112,473
255 - DETENTION OPERATIONS	\$ 198,483,977	\$ 190,922,075	\$ 190,922,075	\$ 214,404,796
<u>Operating</u>	\$ 198,330,946	\$ 190,769,044	\$ 190,769,044	\$ 214,292,323
General Fund (100) - Jail Maint. of Effort	198,330,946	190,769,044	190,769,044	214,292,323
<u>Non-Recurring</u>	\$ 153,031	\$ 153,031	\$ 153,031	\$ 112,473
Detention Capital Projects (455)	153,031	153,031	153,031	112,473
265 - PUBLIC HEALTH FEES	\$ 30,000	\$ 30,000	\$ 37,148	\$ 30,000
<u>Operating</u>	\$ 30,000	\$ 30,000	\$ 37,148	\$ 30,000
General Fund (100) - Vital Statistics	30,000	30,000	37,148	30,000
506 - ENVIRONMTL SVCS ENV HEALTH	\$ -	\$ 95,081	\$ 63,790	\$ -
<u>Non-Recurring</u>	\$ -	\$ 95,081	\$ 63,790	\$ -
General Fund (100) - Board of Health Fee Waivers	-	95,081	63,790	-
<b>DEBT SERVICE</b>	<b>\$ 12,147,283</b>	<b>\$ 53,153,509</b>	<b>\$ 23,004,262</b>	<b>\$ 140,192,040</b>
<u>Operating</u>	\$ 1,139,868	\$ 9,121,418	\$ 9,121,418	\$ 14,992,954
<u>Non-Recurring</u>	\$ 11,007,415	\$ 44,032,091	\$ 13,882,844	\$ 125,199,086
320 - COUNTY IMPROVEMENT DEBT	\$ 3,729,868	\$ 42,451,852	\$ 12,451,852	\$ 119,868,175
<u>Operating</u>	\$ 1,139,868	\$ 1,139,868	\$ 1,139,868	\$ 14,493,175
General Fund (100) - Madison Adaptation Project	-	-	-	13,353,000
Animal Control License Shelter (572) - Debt Service	1,033,405	1,033,405	1,033,405	1,033,682
Animal Control Field Operations (574) - Debt Service	106,463	106,463	106,463	106,493
<u>Non-Recurring</u>	\$ 2,590,000	\$ 41,311,984	\$ 11,311,984	\$ 105,375,000
General Fund County Improvement Fund (445)	2,590,000	41,311,984	11,311,984	6,000,000
Technology Cap Improvement (460)	-	-	-	99,375,000

Fund Transfers In (continued)

Fund/Function/Transfer	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
321 - CAPITAL LEASE DEBT SERVICE	\$ 8,417,415	\$ 10,701,657	\$ 10,552,410	\$ 20,323,865
<u>Operating</u>	\$ -	\$ 7,981,550	\$ 7,981,550	\$ 499,779
<i>General Fund (100) - Desktop/Laptop Replacement</i>	-	7,561,902	7,561,902	14,052
<i>General Fund (100) - VMWare Enterprise Licensing</i>	-	346,969	346,969	413,048
<i>Emergency Management (215)</i>	-	845	845	845
<i>Human Service Grants (222)</i>	-	6,602	6,602	6,602
<i>Planning and Development Fees (226)</i>	-	5,070	5,070	5,070
<i>Transportation Operations (232)</i>	-	34,389	34,389	34,389
<i>Air Quality Fees (504)</i>	-	8,450	8,450	8,450
<i>Environmental Services Environmental Health (506)</i>	-	17,323	17,323	17,323
<u>Non-Recurring</u>	\$ 8,417,415	\$ 2,720,107	\$ 2,570,860	\$ 19,824,086
<i>General Fund (100) - Debt Service</i>	-	-	-	9,075,900
<i>General Fund (100) - PC/Laptop Replacement</i>	7,835,722	735,988	735,988	-
<i>General Fund (100) - VMWare Enterprise Licensing</i>	-	1,390,007	1,390,007	1,335,475
<i>Spur Cross Ranch Conservation (225)</i>	-	-	-	31,238
<i>Transportation Operations (232)</i>	-	106,590	-	6,659,995
<i>Lake Pleasant Recreation Services (240)</i>	-	-	-	385,176
<i>Parks Enhancement Fund (241)</i>	-	-	-	618,061
<i>Detention Fund (255) - Debt Service</i>	-	-	-	1,718,241
<i>Detention Fund (255) - PC/Laptop Replacement</i>	581,693	444,865	444,865	-
<i>Equipment Services (654)</i>	-	42,657	-	-
<b>CAPITAL PROJECTS</b>	<b>\$ 108,641,196</b>	<b>\$ 108,641,196</b>	<b>\$ 108,641,196</b>	<b>\$ 165,826,431</b>
<u>Operating</u>	\$ 20,943,619	\$ 20,943,619	\$ 20,943,619	\$ 26,431,474
<u>Non-Recurring</u>	\$ 87,697,577	\$ 87,697,577	\$ 87,697,577	\$ 139,394,957
234 - TRANSPORTATION CAPITAL PROJECT	\$ 70,403,183	\$ 70,403,183	\$ 70,403,183	\$ 46,191,794
<u>Non-Recurring</u>	\$ 70,403,183	\$ 70,403,183	\$ 70,403,183	\$ 46,191,794
<i>Transportation Operations (232)</i>	70,403,183	70,403,183	70,403,183	46,191,794
445 - GENERAL FUND CTY IMPROV	\$ 24,903,524	\$ 24,903,524	\$ 24,903,524	\$ 38,751,255
<u>Operating</u>	\$ 8,716,119	\$ 8,716,119	\$ 8,716,119	\$ 14,203,974
<i>General Fund (100)</i>	8,716,119	8,716,119	8,716,119	14,203,974
<u>Non-Recurring</u>	\$ 16,187,405	\$ 16,187,405	\$ 16,187,405	\$ 24,547,281
<i>General Fund (100)</i>	10,969,692	10,969,692	10,969,692	24,547,281
<i>Detention Fund (255)</i>	300,000	300,000	300,000	-
<i>Technology Capital Improvement (460)</i>	4,917,713	4,917,713	4,917,713	-
455 - DETENTION CAPITAL PROJECTS	\$ 1,694,489	\$ 1,694,489	\$ 1,694,489	\$ 40,453,039
<u>Operating</u>	\$ 587,500	\$ 587,500	\$ 587,500	\$ 587,500
<i>Detention Fund (255)</i>	587,500	587,500	587,500	587,500
<u>Non-Recurring</u>	\$ 1,106,989	\$ 1,106,989	\$ 1,106,989	\$ 39,865,539
<i>General Fund (100)</i>	-	-	-	23,048,734
<i>Inmate Services (252)</i>	-	-	-	6,000,000
<i>Detention Fund (255)</i>	-	-	-	7,642,619
<i>Detention Technology Capital Improvement (461)</i>	1,106,989	1,106,989	1,106,989	3,174,186

Fund Transfers In (continued)

Fund/Function/Transfer	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
460 - TECHNOLOGY CAP IMPROVEMENT	\$ 11,640,000	\$ 11,640,000	\$ 11,640,000	\$ 39,680,343
<u>Operating</u>	\$ 11,640,000	\$ 11,640,000	\$ 11,640,000	\$ 11,640,000
<i>General Fund (100)</i>	11,640,000	11,640,000	11,640,000	11,640,000
<u>Non-Recurring</u>	\$ -	\$ -	\$ -	\$ 28,040,343
<i>General Fund (100)</i>	-	-	-	28,040,343
461 - DETENTION TECH CAP IMPROVEMENT	\$ -	\$ -	\$ -	\$ 750,000
<u>Non-Recurring</u>	\$ -	\$ -	\$ -	\$ 750,000
<i>Inmate Services (252)</i>	-	-	-	750,000
<b>INTERNAL SERVICE</b>	<b>\$ 3,517,901</b>	<b>\$ 3,517,901</b>	<b>\$ -</b>	<b>\$ 3,517,901</b>
<u>Non-Recurring</u>	\$ 3,517,901	\$ 3,517,901	\$ -	\$ 3,517,901
675 - RISK MANAGEMENT	\$ 3,517,901	\$ 3,517,901	\$ -	\$ 3,517,901
<u>Non-Recurring</u>	\$ 3,517,901	\$ 3,517,901	\$ -	\$ 3,517,901
<i>General Fund (100)</i>	3,517,901	3,517,901	-	3,517,901
<b>TOTAL BEFORE ELIMINATIONS</b>	<b>\$ 328,838,146</b>	<b>\$ 365,322,717</b>	<b>\$ 331,632,056</b>	<b>\$ 536,075,827</b>
<u>Operating</u>	\$ 220,444,433	\$ 220,864,081	\$ 220,871,229	\$ 255,746,751
<u>Non-Recurring</u>	\$ 104,875,812	\$ 144,458,636	\$ 110,760,827	\$ 276,811,175
<b>ELIMINATIONS</b>	<b>\$ (328,838,146)</b>	<b>\$ (365,322,717)</b>	<b>\$ (331,632,056)</b>	<b>\$ (536,075,827)</b>
<u>Operating</u>	\$ (220,444,433)	\$ (220,864,081)	\$ (220,871,229)	\$ (255,746,751)
<u>Non-Recurring</u>	\$ (104,875,812)	\$ (144,458,636)	\$ (110,760,827)	\$ (276,811,175)
<b>ALL FUNDS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Fund Transfers Out

Fund/Function/Transfer	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
<b>GENERAL FUND</b>	<b>\$ 241,248,499</b>	<b>\$ 235,980,822</b>	<b>\$ 232,438,778</b>	<b>\$ 343,497,979</b>
<u>Operating</u>	\$ 218,717,065	\$ 219,064,034	\$ 219,071,182	\$ 253,932,345
<i>Detention Fund (255)</i>	198,330,946	190,769,044	190,769,044	214,292,323
<i>Public Health Fees (265)</i>	30,000	30,000	37,148	30,000
<i>County Improvement Debt (320)</i>	-	-	-	13,353,000
<i>Capital Lease Debt Service (321)</i>	-	7,908,871	7,908,871	413,048
<i>General Fund County Improvement (445)</i>	8,716,119	8,716,119	8,716,119	14,203,974
<i>Technology Capital Improvement (460)</i>	11,640,000	11,640,000	11,640,000	11,640,000
<u>Non-Recurring</u>	\$ 22,531,434	\$ 16,916,788	\$ 13,367,596	\$ 89,565,634
<i>Capital Lease Debt Service (321)</i>	7,835,722	2,125,995	2,125,995	10,411,375
<i>General Fund County Improvement (445)</i>	10,969,692	10,969,692	10,969,692	24,547,281
<i>Detention Capital Projects (455)</i>	-	-	-	23,048,734
<i>Technology Capital Improvement (460)</i>	-	-	-	28,040,343
<i>Environmental Services Environmental Health (506)</i>	-	95,081	63,790	-
<i>Risk Management (675)</i>	3,517,901	3,517,901	-	3,517,901
<i>School Grants (715)</i>	208,119	208,119	208,119	-
<b>GRANT SPECIAL REVENUE</b>	<b>\$ -</b>	<b>\$ 6,602</b>	<b>\$ 6,602</b>	<b>\$ 6,602</b>
<u>Operating</u>	\$ -	\$ 6,602	\$ 6,602	\$ 6,602
222 - HUMAN SERVICES GRANTS	\$ -	\$ 6,602	\$ 6,602	\$ 6,602
<u>Operating</u>	\$ -	\$ 6,602	\$ 6,602	\$ 6,602
<i>Capital Lease Debt Service (321)</i>	-	6,602	6,602	6,602
<b>OTHER SPECIAL REVENUE</b>	<b>\$ 73,012,244</b>	<b>\$ 75,111,176</b>	<b>\$ 75,004,586</b>	<b>\$ 71,804,928</b>
<u>Operating</u>	\$ 1,727,368	\$ 1,793,445	\$ 1,793,445	\$ 1,807,804
<u>Non-Recurring</u>	\$ 71,284,876	\$ 73,317,731	\$ 73,211,141	\$ 69,997,124
215 - EMERGENCY MANAGEMENT	\$ -	\$ 845	\$ 845	\$ 845
<u>Operating</u>	\$ -	\$ 845	\$ 845	\$ 845
<i>Capital Lease Debt Service (321)</i>	-	845	845	845
225 - SPUR CROSS RANCH CONSERVATION	\$ -	\$ -	\$ -	\$ 31,238
<u>Non-Recurring</u>	\$ -	\$ -	\$ -	\$ 31,238
<i>Capital Lease Debt Service (321)</i>	-	-	-	31,238
226 - PLANNING AND DEVELOPMENT FEES	\$ -	\$ 5,070	\$ 5,070	\$ 5,070
<u>Operating</u>	\$ -	\$ 5,070	\$ 5,070	\$ 5,070
<i>Capital Lease Debt Service (321)</i>	-	5,070	5,070	5,070
232 - TRANSPORTATION OPERATIONS	\$ 70,403,183	\$ 70,544,162	\$ 70,437,572	\$ 52,886,178
<u>Operating</u>	\$ -	\$ 34,389	\$ 34,389	\$ 34,389
<i>Capital Lease Debt Service (321)</i>	-	34,389	34,389	34,389
<u>Non-Recurring</u>	\$ 70,403,183	\$ 70,509,773	\$ 70,403,183	\$ 52,851,789
<i>Transportation Capital Project (234)</i>	70,403,183	70,509,773	70,403,183	46,191,794
<i>Capital Lease Debt Service (321)</i>	-	-	-	6,659,995

Fund Transfers Out (continued)

Fund/Function/Transfer	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
240 - LAKE PLEASANT RECREATION SVCS	\$ -	\$ -	\$ -	\$ 385,176
<u>Non-Recurring</u>	\$ -	\$ -	\$ -	\$ 385,176
<i>Capital Lease Debt Service (321)</i>	-	-	-	385,176
241 - PARKS ENHANCEMENT FUND	\$ -	\$ -	\$ -	\$ 618,061
<u>Non-Recurring</u>	\$ -	\$ -	\$ -	\$ 618,061
<i>Capital Lease Debt Service (321)</i>	-	-	-	618,061
252 - INMATE SERVICES	\$ -	\$ -	\$ -	\$ 6,750,000
<u>Non-Recurring</u>	\$ -	\$ -	\$ -	\$ 6,750,000
<i>Detention Capital Projects (252)</i>	-	-	-	6,750,000
255 - DETENTION OPERATIONS	\$ 1,469,193	\$ 1,332,365	\$ 1,332,365	\$ 9,962,412
<u>Operating</u>	\$ 587,500	\$ 587,500	\$ 587,500	\$ 601,552
<i>Capital Lease Debt Service (321)</i>	-	-	-	14,052
<i>Detention Capital Projects (455)</i>	587,500	587,500	587,500	587,500
<u>Non-Recurring</u>	\$ 881,693	\$ 744,865	\$ 744,865	\$ 9,360,860
<i>Capital Lease Debt Service (321)</i>	581,693	444,865	444,865	1,718,241
<i>General Fund County Improvement (445)</i>	300,000	300,000	300,000	-
<i>Detention Capital Projects (455)</i>	-	-	-	7,642,619
261 - LAW LIBRARY	\$ -	\$ 2,063,093	\$ 2,063,093	\$ -
<u>Non-Recurring</u>	\$ -	\$ 2,063,093	\$ 2,063,093	\$ -
<i>Superior Court Building Repair (280)</i>	-	2,063,093	2,063,093	-
504 - AIR QUALITY FEES	\$ -	\$ 8,450	\$ 8,450	\$ 8,450
<u>Operating</u>	\$ -	\$ 8,450	\$ 8,450	\$ 8,450
<i>Capital Lease Debt Service (321)</i>	-	8,450	8,450	8,450
506 - ENVIRONMTL SVCS ENV HEALTH	\$ -	\$ 17,323	\$ 17,323	\$ 17,323
<u>Operating</u>	\$ -	\$ 17,323	\$ 17,323	\$ 17,323
<i>Capital Lease Debt Service (321)</i>	-	17,323	17,323	17,323
572 - ANIMAL CONTROL LICENSE SHELTER	\$ 1,033,405	\$ 1,033,405	\$ 1,033,405	\$ 1,033,683
<u>Operating</u>	\$ 1,033,405	\$ 1,033,405	\$ 1,033,405	\$ 1,033,683
<i>County Improvement Debt (320)</i>	1,033,405	1,033,405	1,033,405	1,033,683
574 - ANIMAL CONTROL FIELD OPERATION	\$ 106,463	\$ 106,463	\$ 106,463	\$ 106,492
<u>Operating</u>	\$ 106,463	\$ 106,463	\$ 106,463	\$ 106,492
<i>County Improvement Debt (320)</i>	106,463	106,463	106,463	106,492
<b>DEBT SERVICE</b>	\$ -	\$ 661,073	\$ 661,703	\$ -
<u>Non-Recurring</u>	\$ -	\$ 661,073	\$ 661,703	\$ -
321 - CAPITAL LEASE DEBT SERVICE	\$ -	\$ 661,073	\$ 661,703	\$ -
<u>Non-Recurring</u>	\$ -	\$ 661,073	\$ 661,703	\$ -
<i>General Fund (100)</i>	-	661,073	661,703	-

Fund Transfers Out (continued)

Fund/Function/Transfer	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
<b>CAPITAL PROJECTS</b>	<b>\$ 14,577,403</b>	<b>\$ 53,520,387</b>	<b>\$ 23,520,387</b>	<b>\$ 120,766,318</b>
<u>Non-Recurring</u>	\$ 14,577,403	\$ 53,520,387	\$ 23,520,387	\$ 120,766,318
445 - GENERAL FUND CTY IMPROV	\$ 5,242,821	\$ 44,185,805	\$ 14,185,805	\$ 18,104,659
<u>Non-Recurring</u>	\$ 5,242,821	\$ 44,185,805	\$ 14,185,805	\$ 18,104,659
General Fund (100)	2,652,821	2,873,821	2,873,821	12,104,659
County Improvement Debt (320)	2,590,000	41,311,984	11,311,984	6,000,000
455 - DETENTION CAPITAL PROJECTS	\$ 153,031	\$ 153,031	\$ 153,031	\$ -
<u>Non-Recurring</u>	\$ 153,031	\$ 153,031	\$ 153,031	\$ -
Detention Fund (255)	153,031	153,031	153,031	-
460 - TECHNOLOGY CAP IMPROVEMENT	\$ 8,074,562	\$ 8,074,562	\$ 8,074,562	\$ 99,375,000
<u>Non-Recurring</u>	\$ 8,074,562	\$ 8,074,562	\$ 8,074,562	\$ 99,375,000
General Fund (100)	3,156,849	3,156,849	3,156,849	-
County Improvement Debt (320)	-	-	-	99,375,000
General Fund County Improvement (445)	4,917,713	4,917,713	4,917,713	-
461 - DETENTION TECH CAP IMPROVEMENT	\$ 1,106,989	\$ 1,106,989	\$ 1,106,989	\$ 3,286,659
<u>Non-Recurring</u>	\$ 1,106,989	\$ 1,106,989	\$ 1,106,989	\$ 3,286,659
Detention Fund (255)	-	-	-	112,473
Detention Capital Projects (455)	1,106,989	1,106,989	1,106,989	3,174,186
<b>INTERNAL SERVICE</b>	<b>\$ -</b>	<b>\$ 42,657</b>	<b>\$ -</b>	<b>\$ -</b>
<u>Non-Recurring</u>	\$ -	\$ 42,657	\$ -	\$ -
654 - EQUIPMENT SERVICES	\$ -	\$ 42,657	\$ -	\$ -
<u>Non-Recurring</u>	\$ -	\$ 42,657	\$ -	\$ -
Capital Lease Debt Service (321)	-	42,657	-	-
<b>TOTAL BEFORE ELIMINATIONS</b>	<b>\$ 328,838,146</b>	<b>\$ 365,322,717</b>	<b>\$ 331,632,056</b>	<b>\$ 536,075,827</b>
<u>Operating</u>	\$ 220,444,433	\$ 220,864,081	\$ 220,871,229	\$ 255,746,751
<u>Non-Recurring</u>	\$ 108,393,713	\$ 144,458,636	\$ 110,760,827	\$ 280,329,076
<b>ELIMINATIONS</b>	<b>\$ (328,838,146)</b>	<b>\$ (365,322,717)</b>	<b>\$ (331,632,056)</b>	<b>\$ (536,075,827)</b>
<u>Operating</u>	\$ (220,444,433)	\$ (220,864,081)	\$ (220,871,229)	\$ (255,746,751)
<u>Non-Recurring</u>	\$ (108,393,713)	\$ (144,458,636)	\$ (110,760,827)	\$ (280,329,076)
<b>ALL FUNDS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Eliminations

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

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Fund Transfers (see Schedule)					
Operating	\$ (201,783,792)	\$ (220,444,433)	\$ (220,864,081)	\$ (220,871,229)	\$ (255,746,751)
Non-Recurring	(145,978,849)	(108,393,713)	(144,458,636)	(110,760,827)	(280,329,076)
	\$ (347,762,641)	\$ (328,838,146)	\$ (365,322,717)	\$ (331,632,056)	\$ (536,075,827)
Internal Service Charges	\$ (166,129,757)	\$ (181,990,122)	\$ (182,778,122)	\$ (182,828,948)	\$ (205,447,397)
<b>Totals</b>	<b>\$ (513,892,398)</b>	<b>\$ (510,828,268)</b>	<b>\$ (548,100,839)</b>	<b>\$ (514,461,004)</b>	<b>\$ (741,523,224)</b>

## Personnel

Year-over-year, the total number of positions in FY 2017 is increasing by 0.3% or 47 Full-time Equivalent (FTE) positions over the FY 2016 Revised budget. The tables that follow highlight the changes in FTE's by department and fund as well as by Market Range Title. Significant variances in departments of either 10% or more or 10 FTE's or more are discussed below. The department section of this document also discusses specific variances at the department level.

### Adult Probation (110)

There was an addition of 8.0 FTE in the General Fund (100) and 13.0 FTE in the Detention Fund (255) for FY 2017 in order to maintain best practice ratios. The additional FTE are due to increased demand for probationary services. The FTE are allocated as follows: 1.0 FTE Surveillance Officer and 1.0 FTE Probation Officer for Domestic Violence Activity, 1.0 FTE Surveillance Officer and 1.0 FTE Probation Officer for Sex Offender Activity, 1.0 FTE Probation Officers for Standard Probation, 2.0 FTE Probation Officers for Seriously Mentally Ill Activity, 1.0 FTE Probation Officer for the Interstate Compact Activity, 1.0 FTE Probation Officer and 1.0 FTE Probation Supervisor for the Prison Re-Entry Activity, 1.0 FTE Probation Officer for Drug Court, 1.0 FTE Probation Officer for DUI Court, 4.0 FTE Probation Officers for the Pretrial Field, 2.0 Probation Officers for Custody Integration Intensive, and 3.0 FTE Probation Officers for Custody Integration Standard.

### Deputy County Manager (930)

In FY 2017, an HR analyst position and a support services position were eliminated as it was determined they were no longer needed to support the operation of the department.

### Education Service (370)

Education Services has a net change in FTE of 47.5 due to the loss of grant funds. 3.0 FTE were moved from the Grant Fund into the School Communication Fund.

**Environmental Services (880)**

During FY 2016, 10 FTE were inactivated because food handler cards are now only required at the manager level, so the staff was no longer needed for training restaurant/food service employees. It is now the responsibility of restaurant/food service ownership to train employees on food handling.

**Facilities (700)**

The variance of an additional 73.5 FTE in Facilities Management is due to Protective Services moving under the Facilities Management Department.

**Human Services (220)**

The Human Services Department applied to be the provider of Head Start Services for the entire County service area (with the exception of the City of Phoenix). If awarded there will be an increase of 144 FTE offset by a reduction of 4.0 FTE in other grants. 1.0 FTE was added to the CDBG Housing Trust based on changes in grant funding.

**Juvenile Probation (270)**

In FY 2017, 16.50 regular FTE positions that were vacant for longer than a year were inactivated.

**Public Fiduciary (340)**

In FY 2017, Public Fiduciary staff will increase by 5.0 FTE due to the addition of 4.0 FTE Fiduciaries and 1.0 FTE Office Assistant Specialized, in an effort to reduce its staff-to-case ratio from 1:77 to 1:50.

**Sheriff's Office (500)**

In FY 2017, 6.00 FTE Detention Officers were inactivated due to the Justice Courts implementing a Video Court, which will reduce transportation responsibilities. An additional 40.00 FTE Detention Officers were inactivated to fund a potential Detention Pay Plan. The FY 2016 Revised Budget is overstated by 12.00 FTE due to the timing of positions to be inactivated. The resulting net decrease is 46.00 FTE.

Personnel Summary by Department and Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>010 BOARD OF SUPERVISORS DIST 1</b>							
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
<b>Department Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.0%</b>
<b>020 BOARD OF SUPERVISORS DIST 2</b>							
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
<b>Department Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.0%</b>
<b>030 BOARD OF SUPERVISORS DIST 3</b>							
100 GENERAL	3.00	2.75	3.00	3.00	3.00	-	0.0%
<b>Department Total</b>	<b>3.00</b>	<b>2.75</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.0%</b>
<b>040 BOARD OF SUPERVISORS DIST 4</b>							
100 GENERAL	3.00	2.88	2.88	2.88	2.88	-	0.0%
<b>Department Total</b>	<b>3.00</b>	<b>2.88</b>	<b>2.88</b>	<b>2.88</b>	<b>2.88</b>	<b>-</b>	<b>0.0%</b>
<b>050 BOARD OF SUPERVISORS DIST 5</b>							
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
<b>Department Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.0%</b>
<b>060 CLERK OF THE BOARD</b>							
100 GENERAL	12.00	13.00	13.00	13.00	13.00	-	0.0%
<b>Department Total</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>-</b>	<b>0.0%</b>
<b>110 ADULT PROBATION</b>							
100 GENERAL	758.00	776.00	776.00	776.00	784.00	8.00	1.0%
201 ADULT PROBATION FEES	1.50	1.50	1.50	1.50	1.50	-	0.0%
211 ADULT PROBATION GRANTS	28.25	24.75	24.00	24.00	24.00	-	0.0%
255 DETENTION OPERATIONS	329.00	341.00	341.00	341.00	354.00	13.00	3.8%
<b>Department Total</b>	<b>1,116.75</b>	<b>1,143.25</b>	<b>1,142.50</b>	<b>1,142.50</b>	<b>1,163.50</b>	<b>21.00</b>	<b>1.8%</b>
<b>120 ASSESSOR</b>							
100 GENERAL	321.91	315.43	310.43	311.43	310.93	.50	0.2%
<b>Department Total</b>	<b>321.91</b>	<b>315.43</b>	<b>310.43</b>	<b>311.43</b>	<b>310.93</b>	<b>.50</b>	<b>0.2%</b>
<b>140 CALL CENTER</b>							
100 GENERAL	27.00	27.00	27.00	27.00	27.00	-	0.0%
<b>Department Total</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>-</b>	<b>0.0%</b>
<b>150 EMERGENCY MANAGEMENT</b>							
100 GENERAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
207 PALO VERDE	5.00	6.00	6.00	6.00	6.00	-	0.0%
215 EMERGENCY MANAGEMENT	7.50	8.50	8.00	8.00	8.00	-	0.0%
<b>Department Total</b>	<b>14.50</b>	<b>16.50</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>-</b>	<b>0.0%</b>
<b>160 CLERK OF THE SUPERIOR COURT</b>							
100 GENERAL	556.50	558.50	565.00	564.00	566.50	1.50	0.3%
205 COURT DOCUMENT RETRIEVAL	25.00	25.00	25.00	25.00	25.00	-	0.0%
208 JUDICIAL ENHANCEMENT	2.00	1.00	2.00	2.00	2.00	-	0.0%
216 CLERK OF THE COURT GRANTS	4.00	-	-	-	-	-	N/A
218 CLERK OF COURT FILL THE GAP	47.00	47.00	47.00	47.00	47.00	-	0.0%
274 CLERK OF THE COURT EDMS	48.00	48.00	48.00	48.00	48.00	-	0.0%
<b>Department Total</b>	<b>682.50</b>	<b>679.50</b>	<b>687.00</b>	<b>686.00</b>	<b>688.50</b>	<b>1.50</b>	<b>0.2%</b>
<b>180 FINANCE</b>							
100 GENERAL	39.00	39.00	38.00	39.00	38.00	-	0.0%
<b>Department Total</b>	<b>39.00</b>	<b>39.00</b>	<b>38.00</b>	<b>39.00</b>	<b>38.00</b>	<b>-</b>	<b>0.0%</b>
<b>190 COUNTY ATTORNEY</b>							
100 GENERAL	804.00	849.48	860.00	861.00	872.00	12.00	1.4%
219 COUNTY ATTORNEY GRANTS	58.00	59.00	63.00	59.00	54.00	(9.00)	(14.3%)
220 DIVERSION	35.00	29.00	31.00	31.00	28.00	(3.00)	(9.7%)
221 COUNTY ATTORNEY FILL THE GAP	26.00	25.00	25.00	25.00	24.00	(1.00)	(4.0%)
266 CHECK ENFORCEMENT PROGRAM	3.00	2.00	2.00	2.00	2.00	-	0.0%
267 CRIM JUSTICE ENHANCEMENT	20.00	20.00	20.00	20.00	19.00	(1.00)	(5.0%)
<b>Department Total</b>	<b>946.00</b>	<b>984.48</b>	<b>1,001.00</b>	<b>998.00</b>	<b>999.00</b>	<b>(2.00)</b>	<b>(0.2%)</b>
<b>200 COUNTY MANAGER</b>							
100 GENERAL	18.00	18.00	17.00	18.00	17.00	-	0.0%
<b>Department Total</b>	<b>18.00</b>	<b>18.00</b>	<b>17.00</b>	<b>18.00</b>	<b>17.00</b>	<b>-</b>	<b>0.0%</b>
<b>210 ELECTIONS</b>							
100 GENERAL	52.00	52.00	52.00	52.00	52.00	-	0.0%
<b>Department Total</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>	<b>-</b>	<b>0.0%</b>

Personnel Summary by Department and Fund (continued)

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>220 HUMAN SERVICES</b>							
100 GENERAL	-	1.00	15.00	15.00	15.00	-	0.0%
217 CDBG HOUSING TRUST	5.00	5.00	5.00	5.00	6.00	1.00	20.0%
222 HUMAN SERVICES GRANTS	367.00	392.50	383.50	378.50	523.50	140.00	36.5%
<b>Department Total</b>	<b>372.00</b>	<b>398.50</b>	<b>403.50</b>	<b>398.50</b>	<b>544.50</b>	<b>141.00</b>	<b>34.9%</b>
<b>230 INTERNAL AUDIT</b>							
100 GENERAL	18.00	17.75	17.75	17.75	17.75	-	0.0%
<b>Department Total</b>	<b>18.00</b>	<b>17.75</b>	<b>17.75</b>	<b>17.75</b>	<b>17.75</b>	<b>-</b>	<b>0.0%</b>
<b>240 JUSTICE COURTS</b>							
100 GENERAL	333.00	332.50	334.00	333.00	337.00	3.00	0.9%
204 JUSTICE CT JUDICIAL ENHANCEMNT	3.00	4.00	3.00	4.00	3.00	-	0.0%
<b>Department Total</b>	<b>336.00</b>	<b>336.50</b>	<b>337.00</b>	<b>337.00</b>	<b>340.00</b>	<b>3.00</b>	<b>0.9%</b>
<b>250 CONSTABLES</b>							
100 GENERAL	36.00	36.00	36.00	36.00	37.00	1.00	2.8%
<b>Department Total</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>37.00</b>	<b>1.00</b>	<b>2.8%</b>
<b>260 CORRECTIONAL HEALTH</b>							
100 GENERAL	16.00	15.50	16.00	16.00	16.00	-	0.0%
255 DETENTION OPERATIONS	447.50	459.50	466.25	454.25	465.75	(.50)	(0.1%)
<b>Department Total</b>	<b>463.50</b>	<b>475.00</b>	<b>482.25</b>	<b>470.25</b>	<b>481.75</b>	<b>(.50)</b>	<b>(0.1%)</b>
<b>270 JUVENILE PROBATION</b>							
100 GENERAL	271.00	273.00	266.00	267.00	267.00	1.00	0.4%
227 JUVENILE PROBATION GRANTS	53.00	53.00	47.00	47.00	38.00	(9.00)	(19.1%)
255 DETENTION OPERATIONS	361.10	373.10	373.10	370.10	364.60	(8.50)	(2.3%)
275 JUVENILE PROBATION DIVERSION	4.00	4.00	4.00	4.00	4.00	-	0.0%
<b>Department Total</b>	<b>689.10</b>	<b>703.10</b>	<b>690.10</b>	<b>688.10</b>	<b>673.60</b>	<b>(16.50)</b>	<b>(2.4%)</b>
<b>290 MEDICAL EXAMINER</b>							
100 GENERAL	87.50	87.50	89.00	85.00	94.00	5.00	5.6%
<b>Department Total</b>	<b>87.50</b>	<b>87.50</b>	<b>89.00</b>	<b>85.00</b>	<b>94.00</b>	<b>5.00</b>	<b>5.6%</b>
<b>300 PARKS AND RECREATION</b>							
225 SPUR CROSS RANCH CONSERVATION	1.00	2.00	2.00	2.00	2.00	-	0.0%
239 PARKS SOUVENIR	1.00	2.00	1.00	1.00	-	(1.00)	(100.0%)
240 LAKE PLEASANT RECREATION SVCS	26.00	27.00	27.00	27.00	29.00	2.00	7.4%
241 PARKS ENHANCEMENT FUND	53.00	46.75	46.75	46.75	50.75	4.00	8.6%
<b>Department Total</b>	<b>81.00</b>	<b>77.75</b>	<b>76.75</b>	<b>76.75</b>	<b>81.75</b>	<b>5.00</b>	<b>6.5%</b>
<b>310 HUMAN RESOURCES</b>							
100 GENERAL	46.00	46.00	46.00	46.00	46.00	-	0.0%
<b>Department Total</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>-</b>	<b>4.3%</b>
<b>340 PUBLIC FIDUCIARY</b>							
100 GENERAL	41.80	43.80	43.00	43.00	48.00	5.00	11.6%
<b>Department Total</b>	<b>41.80</b>	<b>43.80</b>	<b>43.00</b>	<b>43.00</b>	<b>48.00</b>	<b>5.00</b>	<b>11.6%</b>
<b>360 RECORDER</b>							
100 GENERAL	29.00	29.00	29.00	30.00	29.00	-	0.0%
236 RECORDERS SURCHARGE	27.00	27.00	27.00	27.00	27.00	-	0.0%
<b>Department Total</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>	<b>57.00</b>	<b>56.00</b>	<b>-</b>	<b>0.0%</b>
<b>370 EDUCATION SERVICE</b>							
100 GENERAL	27.00	24.00	24.00	24.00	24.00	-	0.0%
255 DETENTION OPERATIONS	12.00	-	7.00	8.00	8.00	1.00	14.3%
669 SMALL SCHOOL SERVICE	2.00	1.00	1.00	1.00	1.00	-	0.0%
715 SCHOOL GRANTS	100.00	105.50	103.00	103.00	51.50	(51.50)	(50.0%)
782 SCHOOL COMMUNICATION	6.00	6.00	6.00	6.00	9.00	3.00	50.0%
795 EDUCATIONAL SUPPLEMENTAL PROG	5.00	8.00	8.00	8.00	8.00	-	0.0%
<b>Department Total</b>	<b>152.00</b>	<b>144.50</b>	<b>149.00</b>	<b>150.00</b>	<b>101.50</b>	<b>(47.50)</b>	<b>(31.9%)</b>
<b>390 EMPLOYEE BENEFITS AND HEALTH</b>							
100 GENERAL	4.00	4.00	3.00	4.00	3.00	-	0.0%
532 PUBLIC HEALTH GRANTS	11.00	11.00	12.00	11.00	12.00	-	0.0%
615 WELLNESS	7.00	6.00	6.00	6.00	6.00	-	0.0%
618 BENEFIT ADMINISTRATION	17.00	17.50	16.50	16.50	16.00	(.50)	(3.0%)
<b>Department Total</b>	<b>39.00</b>	<b>38.50</b>	<b>37.50</b>	<b>37.50</b>	<b>37.00</b>	<b>(.50)</b>	<b>(6.7%)</b>
<b>410 ENTERPRISE TECHNOLOGY</b>							
100 GENERAL	143.50	159.00	158.50	159.50	158.50	-	0.0%
681 TECHNOLOGY INFRASTRUCTURE	58.00	57.00	57.00	56.00	55.00	(2.00)	(3.5%)
<b>Department Total</b>	<b>201.50</b>	<b>216.00</b>	<b>215.50</b>	<b>215.50</b>	<b>213.50</b>	<b>(2.00)</b>	<b>(0.9%)</b>

Personnel Summary by Department and Fund (continued)

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>420 INTEGRATED CRIM JUSTICE INFO</b>							
255 DETENTION OPERATIONS	6.00	6.00	6.00	6.00	6.00	-	0.0%
<b>Department Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>0.0%</b>
<b>430 TREASURER</b>							
100 GENERAL	55.00	55.00	55.00	56.00	57.00	2.00	3.6%
<b>Department Total</b>	<b>55.00</b>	<b>55.00</b>	<b>55.00</b>	<b>56.00</b>	<b>57.00</b>	<b>2.00</b>	<b>3.6%</b>
<b>440 PLANNING AND DEVELOPMENT</b>							
226 PLANNING AND DEVELOPMENT FEES	85.00	80.00	85.00	84.00	85.00	-	0.0%
<b>Department Total</b>	<b>85.00</b>	<b>80.00</b>	<b>85.00</b>	<b>84.00</b>	<b>85.00</b>	<b>-</b>	<b>0.0%</b>
<b>460 RESEARCH AND REPORTING</b>							
100 GENERAL	5.75	-	-	-	-	-	N/A
<b>Department Total</b>	<b>5.75</b>						<b>N/A</b>
<b>490 MANAGEMENT AND BUDGET</b>							
100 GENERAL	18.00	19.00	19.00	19.00	19.00	-	0.0%
<b>Department Total</b>	<b>18.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>-</b>	<b>0.0%</b>
<b>500 SHERIFF</b>							
100 GENERAL	1,129.75	1,174.75	1,191.85	1,179.85	1,180.85	(11.00)	(0.9%)
251 SHERIFF GRANTS	27.00	27.00	27.00	27.00	27.00	-	0.0%
252 INMATE SERVICES	135.00	134.00	133.00	133.00	133.00	-	0.0%
255 DETENTION OPERATIONS	2,523.00	2,533.00	2,525.00	2,525.00	2,478.00	(47.00)	(1.9%)
258 SHERIFF TOWING AND IMPOUND	2.00	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>3,816.75</b>	<b>3,870.75</b>	<b>3,878.85</b>	<b>3,866.85</b>	<b>3,820.85</b>	<b>(58.00)</b>	<b>(1.5%)</b>
<b>520 PUBLIC DEFENDER</b>							
100 GENERAL	422.58	431.78	443.79	443.79	448.79	5.00	1.1%
209 PUBLIC DEFENDER TRAINING	3.00	3.00	3.00	3.00	3.00	-	0.0%
233 PUBLIC DEFENDER GRANTS	2.00	2.00	2.00	2.00	2.00	-	0.0%
262 PUBLIC DEFENDER FILL THE GAP	7.00	9.00	9.00	9.00	9.00	-	0.0%
<b>Department Total</b>	<b>434.58</b>	<b>445.78</b>	<b>457.79</b>	<b>457.79</b>	<b>462.79</b>	<b>5.00</b>	<b>1.1%</b>
<b>540 LEGAL DEFENDER</b>							
100 GENERAL	115.49	126.49	131.49	130.49	132.49	1.00	0.8%
<b>Department Total</b>	<b>115.49</b>	<b>126.49</b>	<b>131.49</b>	<b>130.49</b>	<b>132.49</b>	<b>1.00</b>	<b>0.8%</b>
<b>550 LEGAL ADVOCATE</b>							
100 GENERAL	103.50	114.50	114.50	114.50	117.50	3.00	2.6%
<b>Department Total</b>	<b>103.50</b>	<b>114.50</b>	<b>114.50</b>	<b>114.50</b>	<b>117.50</b>	<b>3.00</b>	<b>2.6%</b>
<b>560 CONTRACT COUNSEL</b>							
100 GENERAL	29.00	31.00	31.00	31.00	31.00	-	0.0%
<b>Department Total</b>	<b>29.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>	<b>-</b>	<b>0.0%</b>
<b>570 PUBLIC ADVOCATE</b>							
100 GENERAL	87.65	89.00	92.00	91.00	94.00	2.00	2.2%
<b>Department Total</b>	<b>87.65</b>	<b>89.00</b>	<b>92.00</b>	<b>91.00</b>	<b>94.00</b>	<b>2.00</b>	<b>2.2%</b>
<b>640 TRANSPORTATION</b>							
223 TRANSPORTATION GRANTS	1.00	-	-	-	-	-	N/A
232 TRANSPORTATION OPERATIONS	409.00	416.00	421.00	421.00	421.00	-	0.0%
<b>Department Total</b>	<b>410.00</b>	<b>416.00</b>	<b>421.00</b>	<b>421.00</b>	<b>421.00</b>	<b>-</b>	<b>0.0%</b>
<b>670 WASTE RESOURCES AND RECYCLING</b>							
100 GENERAL	21.00	20.00	20.00	20.00	20.00	-	0.0%
290 WASTE TIRE	2.00	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>23.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>-</b>	<b>0.0%</b>
<b>700 FACILITIES MANAGEMENT</b>							
100 GENERAL	137.00	165.00	165.00	165.00	238.50	73.50	44.5%
255 DETENTION OPERATIONS	32.00	32.00	32.00	32.00	32.00	-	0.0%
<b>Department Total</b>	<b>169.00</b>	<b>197.00</b>	<b>197.00</b>	<b>197.00</b>	<b>270.50</b>	<b>73.50</b>	<b>37.3%</b>
<b>720 PROTECTIVE SERVICES</b>							
100 GENERAL	73.50	73.50	73.50	72.50	-	(73.50)	(100.0%)
<b>Department Total</b>	<b>73.50</b>	<b>73.50</b>	<b>73.50</b>	<b>72.50</b>	<b>-</b>	<b>(73.50)</b>	<b>(100.0%)</b>
<b>730 PROCUREMENT SERVICES</b>							
100 GENERAL	27.50	30.50	29.50	30.50	27.50	(2.00)	(6.8%)
673 REPROGRAPHICS	9.00	9.00	9.40	9.80	9.40	-	0.0%
<b>Department Total</b>	<b>36.50</b>	<b>39.50</b>	<b>38.90</b>	<b>40.30</b>	<b>36.90</b>	<b>(2.00)</b>	<b>(5.1%)</b>
<b>740 EQUIPMENT SERVICES</b>							
654 EQUIPMENT SERVICES	54.00	54.00	54.00	54.00	54.00	-	0.0%
<b>Department Total</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>-</b>	<b>0.0%</b>

Personnel Summary by Department and Fund (continued)

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>750 RISK MANAGEMENT</b>							
675 RISK MANAGEMENT	29.75	30.75	32.25	31.25	31.75	(.50)	(1.6%)
<b>Department Total</b>	<b>29.75</b>	<b>30.75</b>	<b>32.25</b>	<b>31.25</b>	<b>31.75</b>	<b>(.50)</b>	<b>(1.6%)</b>
<b>790 ANIMAL CARE AND CONTROL</b>							
572 ANIMAL CONTROL LICENSE SHELTER	108.00	119.00	129.50	126.00	126.00	(3.50)	(2.7%)
573 ANIMAL CONTROL GRANTS	11.00	-	-	-	-	-	N/A
574 ANIMAL CONTROL FIELD OPERATION	51.00	50.00	50.00	50.00	48.00	(2.00)	(4.0%)
<b>Department Total</b>	<b>170.00</b>	<b>169.00</b>	<b>179.50</b>	<b>176.00</b>	<b>174.00</b>	<b>(5.50)</b>	<b>(3.1%)</b>
<b>800 SUPERIOR COURT</b>							
100 GENERAL	1,163.00	1,177.60	1,183.70	1,178.70	1,187.70	4.00	0.3%
208 JUDICIAL ENHANCEMENT	6.00	6.00	6.00	6.00	6.00	-	0.0%
238 SUPERIOR COURT GRANTS	27.00	26.00	27.00	27.00	25.00	(2.00)	(7.4%)
256 PROBATE FEES	-	1.00	-	-	-	-	N/A
261 LAW LIBRARY	-	3.00	3.00	3.00	3.00	-	0.0%
264 SUPERIOR COURT FILL THE GAP	33.00	30.00	30.00	30.00	32.00	2.00	6.7%
<b>Department Total</b>	<b>1,229.00</b>	<b>1,243.60</b>	<b>1,249.70</b>	<b>1,244.70</b>	<b>1,253.70</b>	<b>4.00</b>	<b>0.3%</b>
<b>850 AIR QUALITY</b>							
503 AIR QUALITY GRANTS	20.00	21.00	15.00	15.00	14.00	(1.00)	(6.7%)
504 AIR QUALITY FEES	121.50	124.12	128.65	130.65	130.15	1.50	1.2%
<b>Department Total</b>	<b>141.50</b>	<b>145.12</b>	<b>143.65</b>	<b>145.65</b>	<b>144.15</b>	<b>.50</b>	<b>0.3%</b>
<b>860 PUBLIC HEALTH</b>							
100 GENERAL	137.25	145.25	145.25	143.25	144.25	(1.00)	(0.7%)
265 PUBLIC HEALTH FEES	59.00	60.00	63.00	63.00	63.00	-	0.0%
532 PUBLIC HEALTH GRANTS	428.80	427.75	420.55	424.55	415.05	(5.50)	(1.3%)
<b>Department Total</b>	<b>625.05</b>	<b>633.00</b>	<b>628.80</b>	<b>630.80</b>	<b>622.30</b>	<b>(6.50)</b>	<b>(1.0%)</b>
<b>880 ENVIRONMENTAL SERVICES</b>							
100 GENERAL	45.00	46.00	46.00	46.00	46.00	-	0.0%
506 ENVIRONMTL SVCS ENV HEALTH	245.00	242.00	245.00	234.00	235.00	(10.00)	(4.1%)
<b>Department Total</b>	<b>290.00</b>	<b>288.00</b>	<b>291.00</b>	<b>280.00</b>	<b>281.00</b>	<b>(10.00)</b>	<b>(3.4%)</b>
<b>920 DEPUTY COUNTY MANAGER 920</b>							
100 GENERAL	12.00	12.00	11.00	13.00	11.00	-	0.0%
<b>Department Total</b>	<b>12.00</b>	<b>12.00</b>	<b>11.00</b>	<b>13.00</b>	<b>11.00</b>	<b>-</b>	<b>0.0%</b>
<b>930 DEPUTY COUNTY MANAGER 930</b>							
226 PLANNING AND DEVELOPMENT FEES	13.00	16.00	17.00	21.00	15.00	(2.00)	(11.8%)
<b>Department Total</b>	<b>13.00</b>	<b>16.00</b>	<b>17.00</b>	<b>21.00</b>	<b>15.00</b>	<b>(2.00)</b>	<b>(11.8%)</b>
<b>940 ASSISTANT COUNTY MANAGER 940</b>							
100 GENERAL	6.63	5.00	5.00	5.00	5.00	-	0.0%
<b>Department Total</b>	<b>6.63</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>0.0%</b>
<b>950 ASSISTANT COUNTY MANAGER 950</b>							
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
249 NON DEPARTMENTAL GRANTS	1.00	1.00	1.00	1.00	1.00	-	0.0%
255 DETENTION OPERATIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
<b>Department Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>0.0%</b>
<b>960 ASSISTANT COUNTY MANAGER 960</b>							
572 ANIMAL CONTROL LICENSE SHELTER	2.00	2.00	-	-	-	-	N/A
<b>Department Total</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
<b>COUNTY</b>	<b>13,913.69</b>	<b>14,171.65</b>	<b>14,241.08</b>	<b>14,194.98</b>	<b>14,288.08</b>	<b>47.00</b>	<b>0.3%</b>

Personnel Summary by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	43.50	48.50	50.00	48.00	47.50	(2.50)	(5.0%)
Accounting Specialist	86.50	87.00	87.00	84.00	82.00	(5.00)	(5.7%)
Accounting Specialist Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin & Operations Mgr	1.00	1.00	-	-	-	-	N/A
Admin/Operations Specialist	190.50	189.99	207.00	202.00	202.50	(4.50)	(2.2%)
Administrative Assistant	-	-	-	-	1.00	1.00	N/A
Administrative Manager	9.00	9.00	10.00	10.00	10.00	-	0.0%
Administrative Services Mgr	3.00	4.00	5.00	5.00	4.00	(1.00)	(20.0%)
Administrative Staff Supv	38.00	36.00	28.00	27.00	27.00	(1.00)	(3.6%)
Administrative Supervisor	60.00	52.00	59.00	59.00	69.00	10.00	16.9%
Administrator	11.00	12.00	10.00	10.00	10.00	-	0.0%
Air Instrument Technician Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Division Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Air Quality Enforcement Specialist	3.00	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Engineering Supv	1.00	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Operations Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Air Quality Planner	6.00	7.75	3.75	3.75	3.75	-	0.0%
Air Quality Planner Senior	-	-	3.00	3.00	3.00	-	0.0%
Air Quality Planning Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Policy Advisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Air Quality Specialist	31.00	30.38	29.40	29.40	29.40	-	0.0%
Air Quality Specialist Senior	6.00	9.00	12.00	13.00	10.00	(2.00)	(16.7%)
Air Quality Specialist Supervisor	7.00	7.00	7.00	7.00	7.00	-	0.0%
Animal Care & Control Manager	2.00	2.00	3.00	2.00	2.00	(1.00)	(33.3%)
Animal Care Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Animal Care Technician	41.00	41.00	41.00	41.00	41.00	-	0.0%
Animal Care Technician Lead	3.00	3.00	3.00	3.00	3.00	-	0.0%
Animal Control Officer	32.00	32.00	32.00	32.00	31.00	(1.00)	(3.1%)
Animal Control Officer Lead	3.00	3.00	3.00	3.00	3.00	-	0.0%
Animal Control Supervisor	3.00	2.00	2.00	2.00	2.00	-	0.0%
Animal Health Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Animal Health Technician	13.00	13.00	16.00	16.00	16.00	-	0.0%
Animal Health Technician Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	13.00	16.00	13.00	13.00	13.00	-	0.0%
Applications Development Supv	5.00	4.00	7.00	6.00	6.00	(1.00)	(14.3%)
Appraiser	102.00	78.00	80.00	82.00	88.00	8.00	10.0%
Appraiser - Assistant Chief	-	-	1.00	1.00	1.00	-	0.0%
Appraiser - Chief	1.00	2.00	1.00	1.00	1.00	-	0.0%
Appraiser Manager	7.00	8.00	4.00	4.00	4.00	-	0.0%
Appraiser Senior	13.48	16.00	15.00	15.00	16.00	1.00	6.7%
Appraiser Supervisor	18.00	18.00	18.00	18.00	18.00	-	0.0%
Appraiser Trainee	15.00	26.00	19.00	18.00	12.00	(7.00)	(36.8%)
Assistant County Manager	3.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
Assistant Medical Director	-	-	1.00	-	1.00	-	0.0%
Atmospheric Science Pro	1.00	1.00	1.00	1.00	1.00	-	0.0%
Attorney	719.71	754.74	769.88	768.88	768.88	(1.00)	(0.1%)
Attorney - Civil Practice Mgr	5.00	5.00	5.00	5.00	5.00	-	0.0%
Attorney - Senior Counsel	13.00	14.00	15.00	15.00	15.00	-	0.0%
Attorney - Senior Law Researcher	6.00	7.00	7.00	7.00	7.00	-	0.0%
Auditor Appraiser	5.00	5.00	5.00	5.00	5.00	-	0.0%
Auditor Appraiser Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Bailiff	120.00	120.60	123.60	123.60	123.60	-	0.0%
Bd of Supvr's Chief of Staff	5.00	5.00	5.00	5.00	5.00	-	0.0%
Benefits Specialist - County	2.00	3.00	2.00	2.00	2.00	-	0.0%
Benefits Vendor Relations Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Budget Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Budget Analyst	11.00	8.00	7.00	8.00	8.00	1.00	14.3%
Budget Analyst Senior	-	3.00	4.00	3.00	3.00	(1.00)	(25.0%)
Budget Supervisor	2.00	3.00	3.00	3.00	3.00	-	0.0%
Business Systems Analyst	31.00	36.00	39.00	38.00	38.00	(1.00)	(2.6%)
Business Systems Analyst-Sr/Ld	25.25	27.00	30.00	30.00	30.00	-	0.0%
Call Center Representative	18.00	18.00	17.00	17.00	18.00	1.00	5.9%
Call Center Representative Lead	4.00	4.00	4.00	4.00	4.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Call Center Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
CASA Coordinator	6.00	6.00	6.00	6.00	6.00	-	0.0%
Chaplain	4.00	4.00	4.00	4.00	4.00	-	0.0%
Chemical Applicatns Tech	27.00	27.00	26.00	26.00	26.00	-	0.0%
Chief Deputy - Clk of Crt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - County Attorney	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Recorder	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Schools	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Sheriff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Treasurer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy Assessor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Informatn Security Ofcr	-	-	1.00	1.00	1.00	-	0.0%
Chief Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Technology Officer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Veterinarian	1.00	1.00	1.00	1.00	1.00	-	0.0%
CHS Legal Services Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Claims Adjuster	3.00	1.00	1.00	1.00	1.00	-	0.0%
Claims Adjuster Lead	3.00	4.00	4.00	4.00	4.00	-	0.0%
Clerk of Board Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Clerk of Board Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Clerk of Board Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Co Pol/Compliance/PrgAdvoc Dir	1.00	1.00	1.00	1.00	1.00	-	0.0%
Code Enforcement Officer	4.00	5.00	5.00	5.00	5.00	-	0.0%
Collections Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Collector	20.00	19.00	20.00	20.00	20.00	-	0.0%
Communications Manager-County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communications Officer Sr-Cnty	-	-	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	24.00	25.00	28.00	27.00	27.00	(1.00)	(3.6%)
Communicatn Officer Supervisor	6.00	6.00	8.00	7.00	7.00	(1.00)	(12.5%)
Communicatns Mgr-Crim Justice	4.00	4.00	4.00	4.00	4.00	-	0.0%
Community Devlpmnt Coordinator	3.00	4.00	4.00	3.00	3.00	(1.00)	(25.0%)
Community Justice Coordinator	15.00	-	5.00	6.00	6.00	1.00	20.0%
Compensation Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Computer Forensic Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Computer Operator	11.00	11.00	7.00	7.00	7.00	-	0.0%
Computer Operator - Sr/Ld	5.00	5.00	1.00	1.00	1.00	-	0.0%
Conference Officer	13.00	13.00	13.00	13.00	13.00	-	0.0%
Construction Maintenance Supv	10.00	9.00	9.00	9.00	9.00	-	0.0%
Consultant	1.00	-	-	-	-	-	N/A
Correctional Health Legal Liaison	1.00	-	-	-	-	-	N/A
Counseling Supervisor	3.00	2.00	2.00	2.00	2.00	-	0.0%
Counselor	33.00	34.00	28.00	28.00	28.00	-	0.0%
County Attorney Special Assistant	4.00	4.00	3.00	3.00	4.00	1.00	33.3%
County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
County Mgr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
County Privacy Officer	-	-	1.00	1.00	1.00	-	0.0%
Court Commissioner	59.00	61.00	61.00	61.00	62.00	1.00	1.6%
Court Conciliator	14.00	14.00	14.00	14.00	21.00	7.00	50.0%
Court Interpreter	33.00	34.00	33.00	33.00	33.00	-	0.0%
Court Interpreter Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Court Interpreter Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Court Probate Investigator	6.00	6.00	7.00	7.00	7.00	-	0.0%
Court Reporter	51.50	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	1.00	-	0.0%
Courtroom Clerk	218.00	219.00	216.00	219.00	218.00	2.00	0.9%
Courtroom Clerk Senior/Lead	-	-	6.00	5.00	6.00	-	0.0%
Courtroom Services Supervisor	16.00	15.00	15.00	15.00	15.00	-	0.0%
Crew Leader	11.00	15.00	16.00	16.00	16.00	-	0.0%
Crime Scene Specialist	10.00	10.00	7.00	7.00	7.00	-	0.0%
Crime Scene Specialist Senior	-	-	3.00	3.00	3.00	-	0.0%
Crime Scene Supervisor	-	-	3.00	3.00	3.00	-	0.0%
Criminal Intelligence Analyst	4.00	9.00	9.00	9.00	9.00	-	0.0%
Custodial Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Custodial Supervisor	5.00	5.00	5.00	5.00	5.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Custodian	33.00	35.00	35.00	35.00	35.00	-	0.0%
Data Architect	9.00	2.00	2.00	2.00	2.00	-	0.0%
Database Administrator	13.00	8.00	8.00	8.00	8.00	-	0.0%
Database Administrator - Senior/Lead	3.50	12.00	11.00	11.00	11.00	-	0.0%
Database Report Writer Analyst	4.00	5.00	5.00	5.00	5.00	-	0.0%
Dental Assistant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Dental Hygienist	1.00	1.00	1.00	1.00	1.50	0.50	50.0%
Dentist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Facilities Planner	3.00	3.00	3.00	3.00	3.00	-	0.0%
Deputy Administrator - BOS	5.00	4.63	4.88	4.88	4.88	-	0.0%
Deputy Chief Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Constable	8.00	8.00	8.00	8.00	8.00	-	0.0%
Deputy County Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Deputy Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Animal Care & Control	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Budget	2.00	2.00	2.00	2.00	2.00	-	0.0%
Deputy Director - Clerk of the Board	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Clerk of the Court	3.00	3.00	3.00	3.00	3.00	-	0.0%
Deputy Director - Elections	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Environmental Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Finance	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Human Resources	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Intrnl Audit	1.00	-	-	-	-	-	N/A
Deputy Director - Justice Courts	1.00	-	-	-	-	-	N/A
Deputy Director - Legal Defense	3.00	3.00	4.00	3.00	3.00	(1.00)	(25.0%)
Deputy Director - Materials Management	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - OET/Adv Svcs	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - OET/Infrastr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Png & Devel	2.00	2.00	2.00	2.00	2.00	-	0.0%
Deputy Director - Probation	6.50	6.50	6.50	6.50	6.50	-	0.0%
Deputy Director - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Risk Mgmt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Superior Court	7.00	7.00	8.00	8.00	8.00	-	0.0%
Detention Ofcr Supv -Probation	27.00	26.00	26.00	26.00	26.00	-	0.0%
Detention Officer	1,975.00	1,977.00	1,971.00	1,971.00	1,925.00	(46.00)	(2.3%)
Detention Officer - Probation	221.10	220.10	220.10	218.10	217.60	(2.50)	(1.1%)
Detention Officer Captain	13.00	13.00	13.00	13.00	13.00	-	0.0%
Detention Officer Lieutenant	70.00	71.00	73.00	73.00	71.00	(2.00)	(2.7%)
Detention Officer Sergeant	203.00	208.00	212.00	211.00	212.00	-	0.0%
Development Services Supervisor	6.00	7.00	8.00	8.00	8.00	-	0.0%
Development Svcs Technician	97.93	91.93	70.93	71.93	73.93	3.00	4.2%
Development Svcs Technician Ld	-	-	15.00	15.00	15.00	-	0.0%
Development Svcs Technician Sr	-	-	30.50	30.50	30.00	(0.50)	(1.6%)
Dietetic Technician	-	-	21.00	19.00	19.00	(2.00)	(9.5%)
Dietitian	39.35	36.35	36.25	38.25	36.25	-	0.0%
Dietitian Lead	-	-	2.00	2.00	2.00	-	0.0%
Dietitian Principal	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dietitian Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Animal Care & Ctrl	-	-	-	-	1.00	1.00	N/A
Director - Business Strategies & Healthcare	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Clerk of the Board	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Communications	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Correctional Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Elections	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Emergency Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Environmental Svcs	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Equipment Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Facilities Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Geographic Information Systems	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Govt Relations	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Human Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Internal Audit	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Justice Courts	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Legal Defense	4.00	4.00	4.00	4.00	4.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Director - Materials Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Parks & Recreation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Png & Development	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Probation	2.00	2.00	2.00	2.00	2.00	-	0.0%
Director - Protective Services	-	1.00	1.00	1.00	1.00	-	0.0%
Director - Public Defense Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Public Fiduciary	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Research & Report	1.00	-	-	-	-	-	N/A
Director - Risk Management	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - STAR Call Center	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Superior Court	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Transportation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	29.00	8.00	9.00	9.00	8.00	(1.00)	(11.1%)
Duty Plant Operator	-	4.00	4.00	4.00	4.00	-	0.0%
Education Manager - Detention	2.00	2.00	2.00	2.00	2.00	-	0.0%
Education Program Aide	-	5.50	5.50	5.50	5.50	-	0.0%
Education Service Assistant Superintendent	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
Education Service Finance Coordinator	-	1.00	1.00	1.00	1.00	-	0.0%
Education Service Peer Evaluator	44.00	44.00	44.00	44.00	17.00	(27.00)	(61.4%)
Education Svc Finance Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Education Svc Program Coord	12.00	16.50	16.00	16.00	10.50	(5.50)	(34.4%)
Education Svc Program Manager	32.00	28.00	30.00	30.00	22.00	(8.00)	(26.7%)
Educator	41.00	39.00	39.00	40.00	71.00	32.00	82.1%
Educator - Detention	27.00	27.00	25.00	25.00	25.00	-	0.0%
Educator Assistant	36.50	35.00	40.00	40.00	80.00	40.00	100.0%
Educator Bachelor's	63.50	65.00	53.00	58.00	74.00	21.00	39.6%
Educator Coordinator	28.00	32.00	34.00	33.00	57.00	23.00	67.6%
Educator Supervisor - Detention	2.00	2.00	4.00	4.00	4.00	-	0.0%
Elected	38.00	38.00	38.00	38.00	38.00	-	0.0%
Electrician	13.00	12.00	12.00	12.00	12.00	-	0.0%
Electronic Technician	2.00	2.00	2.00	2.00	2.00	-	0.0%
Electronic Technician Senior	8.00	8.00	8.00	8.00	8.00	-	0.0%
Emergency Communication Manager	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Emergency Dispatch Supervisor	7.00	7.00	7.00	7.00	7.00	-	0.0%
Emergency Dispatcher	35.00	35.00	35.00	35.00	35.00	-	0.0%
Emergency Operator	6.00	6.00	6.00	6.00	6.00	-	0.0%
Emergency Services Planner	10.50	10.50	9.00	9.00	9.00	-	0.0%
Emergency Services Planner Senior	-	1.00	1.00	1.00	1.00	-	0.0%
Emergency Services Planning Supervisor	3.00	2.00	2.00	2.00	2.00	-	0.0%
Employee Records Specialist	3.00	2.50	2.50	2.50	2.00	(0.50)	(20.0%)
Employee Records Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Employee Relations Analyst-Cty	4.00	4.00	4.00	4.00	4.00	-	0.0%
Engineer	39.00	42.00	42.00	42.00	41.00	(1.00)	(2.4%)
Engineer - Air Quality	2.00	3.00	3.00	3.00	3.00	-	0.0%
Engineering Associate	36.00	32.00	30.00	29.00	31.00	1.00	3.3%
Engineering Drainage Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Manager	5.00	5.00	4.00	4.00	5.00	1.00	25.0%
Engineering Specialist	21.00	18.00	21.00	21.00	21.00	-	0.0%
Engineering Supervisor	10.00	10.00	10.00	10.00	10.00	-	0.0%
Engineering Support Branch Manager	-	2.00	2.00	2.00	2.00	-	0.0%
Engineering Technician	23.00	22.00	19.00	21.00	21.00	2.00	10.5%
Enterprise Architect	8.00	9.00	9.00	9.00	9.00	-	0.0%
Environmental Enforcement Specialist	7.00	5.00	6.00	6.00	6.00	-	0.0%
Environmental Enforcement Specialist - Trainee	-	1.00	-	-	-	-	N/A
Environmental Services Division Manger	3.00	3.00	3.00	3.00	3.00	-	0.0%
Environmental Services Operations Supervisor	7.00	7.00	7.00	7.00	7.00	-	0.0%
Environmental Spec Trainee	15.00	15.00	16.00	16.00	16.00	-	0.0%
Environmental Specialist	127.00	125.00	123.00	123.00	125.00	2.00	1.6%
Environmental Specialist Senior	-	-	2.00	2.00	-	(2.00)	(100.0%)
Environmental Specialist Supervisor	28.00	28.00	27.00	27.00	27.00	-	0.0%
Epidemiologist	15.00	14.00	16.00	16.00	15.00	(1.00)	(6.3%)
Epidemiologist Principal	1.00	1.00	1.00	1.00	1.00	-	0.0%
Epidemiologist Senior	1.00	5.00	6.00	6.00	6.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Epidemiology Analyst	3.00	4.00	4.00	4.00	4.00	-	0.0%
Epidemiology Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Epidemiology Supervisor	3.00	2.00	2.00	2.00	2.00	-	0.0%
Equipment Operator	73.00	68.00	67.00	67.00	67.00	-	0.0%
Equipment Svcs Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Ergonomist - County	3.00	2.00	2.00	2.00	2.00	-	0.0%
Exec Asst to Executive Officer	5.00	5.00	4.00	4.00	4.00	-	0.0%
Executive Assistant	21.00	20.00	17.00	17.00	17.00	-	0.0%
Executive Assistant - Elected Official	8.00	10.00	9.00	10.00	9.00	-	0.0%
Facil Cap Proj & PIng Div Dir	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Capital Project Div Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Capital Project Mgr	5.00	6.00	7.00	7.00	7.00	-	0.0%
Facil Capital Project Mgr Sr	8.00	8.00	8.00	8.00	8.00	-	0.0%
Facil Contract Service Monitor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Facil Lg Capital Project Exec	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Opts & Maint Div Mgr	2.00	2.00	2.00	2.00	2.00	-	0.0%
Facilities Planner	6.00	5.00	5.00	5.00	5.00	-	0.0%
Facilities Planning Div Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facilities Project Manager	5.00	5.00	5.00	5.00	5.00	-	0.0%
Facilities Project Manager Supervisor	1.00	1.00	-	-	-	-	N/A
Family Court Case Manager	-	-	6.00	-	-	(6.00)	(100.0%)
Fiduciary	23.80	23.80	20.00	20.00	24.00	4.00	20.0%
Fiduciary Benefits Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Fiduciary Senior	-	-	3.00	3.00	3.00	-	0.0%
Fiduciary Supervisor	4.00	5.00	5.00	5.00	5.00	-	0.0%
Field Operations Supervisor	17.00	17.00	17.00	17.00	16.00	(1.00)	(5.9%)
Finan Compliance Admin - Cnty	1.00	1.00	-	-	-	-	N/A
Finance Manager	9.75	10.75	10.75	10.75	10.75	-	0.0%
Finance Manager - County	4.00	4.00	4.00	4.00	4.00	-	0.0%
Finance Manager - Large	12.00	12.00	14.00	13.00	13.00	(1.00)	(7.1%)
Finance Manager - Sheriff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	14.00	14.00	14.00	13.00	14.00	-	0.0%
Finance/Business Analyst	35.00	28.00	28.00	28.00	28.00	-	0.0%
Finance/Business Analyst - County	22.00	19.00	19.00	20.00	20.00	1.00	5.3%
Financial Supervisor - County	4.00	4.00	4.00	4.00	3.00	(1.00)	(25.0%)
Fingerprint Analyst	16.00	16.00	16.00	16.00	16.00	-	0.0%
Fingerprint Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Fingerprint Technician	14.00	14.00	14.00	14.00	14.00	-	0.0%
Food Service Worker	38.00	49.00	45.00	45.00	45.00	-	0.0%
Food Services Assistant Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Food Services Manager	1.00	2.00	2.00	2.00	2.00	-	0.0%
Food Services Shift Supervisor	11.00	13.00	13.00	13.00	13.00	-	0.0%
Food Services Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Forensic Anthropologist	0.75	0.75	0.75	0.75	0.75	-	0.0%
Forensic Chemist	7.00	7.00	7.00	7.00	7.00	-	0.0%
Forensic Chemist Senior	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Chemist Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Odontologist	0.75	0.75	0.75	0.75	0.75	-	0.0%
Forensic Services Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Technician	9.00	8.50	8.00	9.00	11.00	3.00	37.5%
Forensic Technician Senior	-	-	1.00	-	-	(1.00)	(100.0%)
General Laborer	43.00	41.00	40.00	40.00	38.00	(2.00)	(5.0%)
General Maintenance Worker	50.00	49.00	49.00	49.00	51.00	2.00	4.1%
GIS Programmer/Analyst	8.00	17.00	14.00	14.00	14.00	-	0.0%
GIS Programmer/Analyst - Senior/Lead	3.00	3.00	6.00	6.00	6.00	-	0.0%
GIS Technician	23.50	26.50	26.50	26.50	25.50	(1.00)	(3.8%)
Grant/Contract Admin Supervisor	4.00	3.00	2.00	2.00	2.00	-	0.0%
Grant-Contract Administrator	17.00	18.00	15.00	15.00	16.00	1.00	6.7%
Head Start Professional Dev Coach	-	-	6.00	-	-	(6.00)	(100.0%)
Health Educator	53.75	52.00	47.00	48.00	46.00	(1.00)	(2.1%)
Health Educator Supervisor	11.00	12.00	10.00	10.00	9.00	(1.00)	(10.0%)
Health Services Aide	106.80	104.00	80.00	83.00	83.00	3.00	3.8%
Heavy Equipment Operator	29.00	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	23.00	29.00	29.00	29.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Help Desk Coordinator - Sr/Ld	11.00	10.00	12.00	12.00	12.00	-	0.0%
Highway/Flood Operations Supt	3.00	3.00	3.00	3.00	3.00	-	0.0%
HST Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Analyst	32.00	35.00	34.00	33.00	32.00	(2.00)	(5.9%)
Human Resources Associate	11.00	12.00	14.00	14.00	14.00	-	0.0%
Human Resources Manager	10.00	11.00	13.00	12.00	13.00	-	0.0%
Human Resources Manager - Large	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager – RDSA	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Mngr - County	4.00	5.00	5.00	5.00	5.00	-	0.0%
Human Resources Mngr - Courts	1.00	-	-	-	-	-	N/A
Human Resources Specialist	27.00	24.00	26.00	26.00	27.00	1.00	3.8%
Human Resources Supervisor – County	5.00	4.00	4.00	4.00	4.00	-	0.0%
Human Resources Support Supv	2.00	3.00	4.00	5.00	4.00	-	0.0%
Human Services Program Administrator	4.00	5.00	5.00	5.00	5.00	-	0.0%
HVAC Technician	16.00	17.00	20.00	20.00	20.00	-	0.0%
HVAC Technician Senior	2.00	2.00	2.00	2.00	2.00	-	0.0%
Infection Control Specialist	31.00	28.00	19.00	25.00	26.00	7.00	36.8%
Infection Control Supervisor	-	6.00	4.00	4.00	4.00	-	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	1.00	2.00	2.00	2.00	-	0.0%
Inspection Supervisor	7.00	7.00	7.00	7.00	7.00	-	0.0%
Inspector	32.00	30.00	31.00	31.00	31.00	-	0.0%
Instrumentation Technician Air	11.00	12.00	9.00	9.00	10.00	1.00	11.1%
Intern	2.50	1.50	5.50	5.50	5.50	-	0.0%
Internal Audit Manager	-	3.00	3.00	3.00	3.00	-	0.0%
Internal Audit Supervisor	3.00	-	1.00	1.00	1.00	-	0.0%
Internal Audit Supervisor – Specialized	2.00	-	1.00	1.00	1.00	-	0.0%
Internal Auditor	3.75	2.50	1.50	1.50	1.50	-	0.0%
Internal Auditor Senior	5.00	7.00	7.50	7.50	7.50	-	0.0%
Internal Auditor Senior – Specialized	2.25	6.25	4.75	4.75	4.75	-	0.0%
Interpretive Ranger	12.00	11.00	11.00	11.00	11.00	-	0.0%
Investigations Supervisor - MCAO	6.00	5.00	5.00	5.00	5.00	-	0.0%
Investigations Supv - Defense	5.00	5.00	4.00	4.00	4.00	-	0.0%
Investigations Task Force Commander - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
Investigator - Defense	42.00	43.00	43.00	43.00	43.00	-	0.0%
Investigator - MCAO	47.00	47.00	47.00	47.00	47.00	-	0.0%
Investigator Chief - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Consultant	11.50	11.50	11.00	11.00	11.00	-	0.0%
IT Division Manager	16.00	15.00	14.00	14.00	14.00	-	0.0%
IT Operations Manager	3.00	2.00	3.00	3.00	3.00	-	0.0%
IT PMO Manager	3.00	3.00	4.00	3.00	3.00	(1.00)	(25.0%)
IT Program Manager	14.00	15.00	15.00	15.00	15.00	-	0.0%
IT Project Manager	12.00	10.00	9.00	10.00	9.00	-	0.0%
IT Security Analyst	3.00	4.00	4.00	5.00	4.00	-	0.0%
IT Security Analyst - Senior/Lead	4.00	5.00	5.00	5.00	5.00	-	0.0%
IT Senior Manager	9.00	10.00	10.00	9.00	9.00	(1.00)	(10.0%)
IT Services Supv	11.00	12.00	11.00	11.00	11.00	-	0.0%
Judicial Assistant	163.00	165.00	164.00	164.00	165.00	1.00	0.6%
Judicial Assistant Senior/Lead	4.00	4.00	4.00	4.00	4.00	-	0.0%
Justice Of The Peace	26.00	26.00	26.00	26.00	26.00	-	0.0%
Justice System Administrator	15.00	16.00	15.00	16.00	16.00	1.00	6.7%
Justice System Clerk	889.50	493.00	509.50	503.50	516.00	6.50	1.3%
Justice System Clerk Associate	-	404.00	388.00	388.00	389.00	1.00	0.3%
Justice System Clerk Lead	83.00	90.00	85.00	85.00	84.00	(1.00)	(1.2%)
Justice System Clerk Senior	-	199.00	209.00	209.00	214.00	5.00	2.4%
Justice System Clerk Supervisor	97.00	111.00	110.00	110.00	111.00	1.00	0.9%
Justice System Manager	21.00	19.00	23.00	22.00	22.00	(1.00)	(4.3%)
Laboratory Histotechnician	-	-	1.00	1.00	1.00	-	0.0%
Laboratory Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Supervisor	1.00	2.00	2.00	2.00	2.00	-	0.0%
Laboratory Technician	3.00	5.00	5.00	5.00	6.00	1.00	20.0%
Laboratory Technologist	6.25	6.25	6.25	6.25	6.25	-	0.0%
Laundry Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laundry Worker Lead	4.00	4.00	4.00	4.00	4.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Law Enforcement Captain	23.00	23.00	23.00	23.00	23.00	-	0.0%
Law Enforcement Lieutenant	34.00	37.00	37.00	37.00	37.00	-	0.0%
Law Enforcement Officer	578.00	588.00	591.10	590.10	591.10	-	0.0%
Law Enforcement Officer/Trainee	-	-	1.00	1.00	1.00	-	0.0%
Law Enforcement Sergeant	104.00	127.00	128.00	127.00	127.00	(1.00)	(0.8%)
Legal Assistant	151.00	158.00	149.00	154.00	155.00	6.00	4.0%
Legal Assistant Supv	17.00	17.00	22.00	23.00	22.00	-	0.0%
Legal Management Assistant	6.00	7.00	7.00	7.00	7.00	-	0.0%
Legal Order Server	4.00	5.00	5.00	5.00	5.00	-	0.0%
Legal Services Manager	7.00	7.00	6.00	6.00	6.00	-	0.0%
Legal Support Specialist	200.00	208.00	209.00	209.00	209.00	-	0.0%
Legal Support Supervisor	48.00	49.00	50.00	50.00	50.00	-	0.0%
Legislative Analyst	3.00	3.00	4.00	4.00	4.00	-	0.0%
Legislative Analyst - County	1.00	2.00	1.00	1.00	1.00	-	0.0%
Librarian	5.00	4.00	4.00	4.00	4.00	-	0.0%
Library Clerk	1.50	1.50	1.00	1.00	1.00	-	0.0%
Library Paraprofessional	6.00	5.00	5.00	5.00	5.00	-	0.0%
Library Small Branch Manager	1.00	2.00	2.00	2.00	2.00	-	0.0%
Licensed Practical Nurse	84.50	82.50	80.00	80.00	82.00	2.00	2.5%
Licensed Practical Nurse(Pool)	-	-	1.25	1.25	1.25	-	0.0%
Locksmith	7.00	5.00	7.00	7.00	7.00	-	0.0%
Management Analyst	79.13	79.25	90.25	88.25	87.25	(3.00)	(3.3%)
Management Assistant	16.00	18.00	25.00	25.00	21.00	(4.00)	(16.0%)
Managing for Results Facilitatr	1.00	1.00	-	1.00	-	-	N/A
Materials Testing Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Materials Testing Technician	5.00	5.00	5.00	5.00	5.00	-	0.0%
Mechanic - Automotive Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mechanic - Aviation	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mechanic - Heavy Equip Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mechanic - Automotive	16.00	17.00	18.00	18.00	18.00	-	0.0%
Mechanic - Heavy Equipment	13.00	13.00	13.00	13.00	13.00	-	0.0%
Fleet Parts Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Mechanic Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mechanic Supervisor - Aviation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	16.00	18.00	16.00	17.00	16.00	-	0.0%
Medical Assistant	80.25	82.25	88.00	82.00	82.00	(6.00)	(6.8%)
Medical Assistant (Pool)	-	-	1.25	1.25	1.25	-	0.0%
Medical Death Investigations Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Medical Director	2.00	2.00	2.00	2.00	2.00	-	0.0%
Medical Examiner	-	-	11.00	8.00	11.00	-	0.0%
Medical Examiner	10.00	11.00	-	-	-	-	N/A
Medical Records Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Medical Transcriptionist	-	-	2.00	2.00	2.00	-	0.0%
Medication Admin Coordinator	-	1.00	1.00	1.00	1.00	-	0.0%
Medicolegal Death Investig Sr	-	-	1.00	2.00	1.00	-	0.0%
Medicolegal Death Investigator	21.00	20.00	19.00	17.00	19.00	-	0.0%
Medicolegal Death Investigator Supv	7.00	6.00	3.00	3.00	3.00	-	0.0%
Mental Health Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Mental Health Director – Juvenile	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mental Health Professional	40.00	41.00	46.00	45.00	47.00	1.00	2.2%
Mental Health Professional - Trainee	-	-	2.00	-	-	(2.00)	(100.0%)
Mental Health Professional Supervisor	6.00	9.00	9.00	9.00	9.00	-	0.0%
Mitigation Specialist	15.00	16.00	16.00	16.00	16.00	-	0.0%
Mitigation Specialist - Capital	21.00	21.00	22.00	22.00	22.00	-	0.0%
Mitigation Specialist - Capital Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mitigation Specialist Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Network Engineer	3.00	4.00	4.00	4.00	4.00	-	0.0%
Network Engineer Senior/Lead	5.00	6.00	6.00	6.00	6.00	-	0.0%
Nurse	122.75	131.75	130.00	129.00	132.00	2.00	1.5%
Nurse - Public Health	51.80	53.30	50.20	50.20	50.20	-	0.0%
Nurse (Pool)	-	-	2.25	2.25	2.25	-	0.0%
Nurse Legal Consultant	1.00	-	-	1.00	1.00	1.00	N/A
Nurse Practitioner	27.00	8.00	8.00	8.00	8.00	-	0.0%
Nurse Practitioner - Psychiatric	4.00	3.00	3.00	3.00	3.00	-	0.0%
Nurse Practitioner - Public Health	-	5.00	4.00	4.00	4.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Nursing Administrator	6.00	2.00	2.00	2.00	2.00	-	0.0%
Nursing Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nursing Manager	19.00	8.00	9.00	10.00	9.00	-	0.0%
Nursing Supervisor - Public Health	-	11.00	12.00	10.00	12.00	-	0.0%
Office Assistant	373.35	203.10	188.60	177.10	176.60	(12.00)	(6.4%)
Office Assistant Specialized	340.50	365.25	328.75	325.75	343.75	15.00	4.6%
Operations Supervisor - PW	6.00	3.00	3.00	3.00	3.00	-	0.0%
Operations Support Analyst	12.00	8.00	7.00	7.00	7.00	-	0.0%
Operations Support Anlst-Sr/Ld	4.00	4.00	3.00	3.00	3.00	-	0.0%
Operations/Program Manager	18.00	21.00	21.00	21.00	21.00	-	0.0%
Operations/Program Supervisor	28.00	31.00	35.00	36.00	34.00	(1.00)	(2.9%)
Parks Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Parks Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Parks Superintendent	2.00	2.00	2.00	2.00	2.00	-	0.0%
Parks Supervisor	7.00	7.00	7.00	7.00	8.00	1.00	14.3%
Parks Supervisor-Lake Pleasant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Payroll Specialist – County	3.00	3.00	3.00	3.00	3.00	-	0.0%
Payroll Specialist Lead – County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Payroll/Time and Labor Spec	2.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Technician	46.50	46.50	45.00	44.00	45.00	-	0.0%
PC/LAN Technician - Senior/Lead	20.00	20.00	24.00	25.00	25.00	1.00	4.2%
Pharmacist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Pharmacy Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Photographer	1.50	2.00	2.50	2.50	2.00	(0.50)	(20.0%)
Photographer Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Physical Therapist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Physician	12.00	10.00	10.00	10.00	9.00	(1.00)	(10.0%)
Physician Assistant	-	13.00	11.00	11.00	11.00	-	0.0%
Physician Assistant - Psychiatric	-	1.00	3.00	3.00	3.00	-	0.0%
Physician Assistant - Public Health	-	5.50	5.50	5.50	5.50	-	0.0%
Pilot	3.00	3.00	3.00	3.00	3.00	-	0.0%
Planner	11.00	8.00	8.00	8.00	8.00	-	0.0%
Planner - Senior	-	3.00	3.00	3.00	3.00	-	0.0%
Planning Division Manager	1.00	1.00	-	-	-	-	N/A
Planning Supervisor	6.00	4.00	4.00	4.00	4.00	-	0.0%
Plans Examiner	5.00	5.00	5.00	5.00	5.00	-	0.0%
Plans Examiner Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Plans Examiner Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Plumber	12.00	12.00	12.00	12.00	12.00	-	0.0%
Polygraph Examiner	5.00	5.00	4.00	4.00	4.00	-	0.0%
Polygraph Examiner Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Presentence Screener	52.00	49.00	49.00	49.00	49.00	-	0.0%
Preventive Maintenance Tech	4.00	3.00	2.00	2.00	2.00	-	0.0%
Probation Assistant	44.75	43.75	43.00	43.00	43.00	-	0.0%
Probation Dispatcher	-	21.00	21.00	21.00	21.00	-	0.0%
Probation Dispatcher Supervisor	-	3.00	3.00	3.00	3.00	-	0.0%
Probation Manager	15.00	16.00	17.00	16.00	17.00	-	0.0%
Probation Officer	864.00	890.00	884.00	884.00	895.00	11.00	1.2%
Probation Officer Supervisor	133.00	136.00	136.00	136.00	137.00	1.00	0.7%
Procurement Officer – County	9.00	11.00	11.00	11.00	10.00	(1.00)	(9.1%)
Procurement Officer - Dept	1.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Officer Lead – County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	28.00	25.00	29.00	29.00	28.00	(1.00)	(3.4%)
Procurement Supervisor – County	2.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Supervisor - Dept	4.00	4.00	4.00	4.00	4.00	-	0.0%
Program Coordinator	62.50	66.00	70.00	70.00	67.50	(2.50)	(3.6%)
Program Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	35.00	34.00	34.00	34.00	34.00	-	0.0%
Programmer/Analyst - Senior/Lead	49.00	50.00	51.00	52.00	52.00	1.00	2.0%
Project Manager	4.00	1.00	1.00	1.00	1.00	-	0.0%
Property & Evidence Custodian	6.00	6.00	6.00	6.00	6.00	-	0.0%
Psychiatrist	12.50	11.50	11.50	11.50	11.50	-	0.0%
Psychologist	15.00	13.50	13.00	13.00	13.00	-	0.0%
Psychometrist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Public Health OPR Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Public Health Policy Consultnt	1.00	1.00	-	-	-	-	N/A
Public Health Program Admin	3.00	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	6.00	5.00	5.00	5.00	5.00	-	0.0%
Quality Assurance Anlyst-Sr/Ld	4.00	4.00	4.00	4.00	4.00	-	0.0%
Radiologic Technologist	3.50	3.50	4.00	4.00	4.00	-	0.0%
RDSA Ombudsman	2.00	3.00	3.00	3.00	3.00	-	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	1.00	-	0.0%
Real Property Manager	-	-	1.00	-	-	(1.00)	(100.0%)
Real Property Specialist	2.00	12.00	12.00	12.00	12.00	-	0.0%
Real Property Supervisor	-	3.00	2.00	3.00	3.00	1.00	50.0%
Recruiter	4.00	4.00	4.00	4.00	4.00	-	0.0%
Regression Modeler	5.00	6.00	6.00	6.00	6.00	-	0.0%
Regression Modeler Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Reprographic Supervisor	1.00	1.00	1.40	1.80	1.40	-	0.0%
Reprographic Technician	6.00	6.00	6.00	6.00	6.00	-	0.0%
Research Director	-	3.00	4.00	5.00	3.00	(1.00)	(25.0%)
Risk Environmental Analyst Sr	-	-	2.00	2.00	2.00	-	0.0%
Risk Management Manager	-	-	3.00	3.00	4.00	1.00	33.3%
Risk Mgmt Supervisor	2.00	2.00	-	-	-	-	N/A
Road Technician	40.00	44.00	44.00	44.00	44.00	-	0.0%
Safety Associate	-	-	1.00	1.00	1.00	-	0.0%
Safety Specialist	7.00	8.00	8.00	8.00	8.00	-	0.0%
Security Asst Division Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Security Division Manager	2.00	1.00	1.00	1.00	1.00	-	0.0%
Security Inspector	2.00	2.00	2.00	2.00	2.00	-	0.0%
Security Officer	189.50	191.50	191.50	191.50	191.50	-	0.0%
Security Officer Manager	6.00	6.00	7.00	6.00	6.00	(1.00)	(14.3%)
Security Officer Supervisor	17.00	16.00	16.00	16.00	16.00	-	0.0%
Sheriff Record Specialist	51.00	-	-	-	-	-	N/A
Sheriff Record Specialist Lead	3.00	-	-	-	-	-	N/A
Sheriff Record Specialist Supv	8.00	-	-	-	-	-	N/A
Sheriff's Executive Chief of Admn	-	1.00	1.00	1.00	1.00	-	0.0%
Sheriff's Inmate Prog/Svcs Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Social Worker	173.00	184.00	145.00	142.00	144.00	(1.00)	(0.7%)
Social Worker Supervisor	26.00	25.00	16.00	16.00	16.00	-	0.0%
Software Architect	-	6.00	7.00	7.00	7.00	-	0.0%
Software Sys Engineer - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	11.50	18.50	20.50	21.50	21.50	1.00	4.9%
Strategic Procurement Consultant - County	0.50	0.50	0.50	0.50	0.50	-	0.0%
Superior Court Judge	98.00	98.00	98.00	98.00	98.00	-	0.0%
Surveillance Officer	124.00	125.00	122.00	122.00	125.00	3.00	2.5%
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	4.00	4.00	(1.00)	(20.0%)
Systems Admin & Analysis Mgr	6.00	7.00	7.00	8.00	8.00	1.00	14.3%
Systems Admin & Analysis Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Systems Administrator	20.00	21.00	21.00	22.00	20.00	(1.00)	(4.8%)
Systems Administrator - Senior/Lead	27.00	21.00	21.00	21.00	21.00	-	0.0%
Technical Program Supv	-	1.00	-	-	-	-	N/A
Technical Support Mgr	6.00	6.00	5.00	5.00	5.00	-	0.0%
Telecomm Engineer	6.00	6.00	6.00	6.00	6.00	-	0.0%
Telecomm Engineer - Sr/Ld	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
Telecomm Prgmr/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Telecomm Prgmr/Analyst-Sr/Ld	6.00	6.00	7.00	6.00	7.00	-	0.0%
Telecommunications Tech	14.00	13.00	12.00	12.00	12.00	-	0.0%
Telecommunications Tech-Sr/Ld	11.00	11.00	10.00	11.00	10.00	-	0.0%
Title Examiner	28.00	25.00	5.00	5.00	5.00	-	0.0%
Trades Generalist	38.00	41.00	43.00	43.00	43.00	-	0.0%
Trades Specialist	20.00	16.00	10.00	10.00	10.00	-	0.0%
Trades Supervisor	13.00	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	9.00	9.00	9.00	9.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Trainer	23.00	24.00	21.00	22.00	23.00	2.00	9.5%
Training Officer	7.00	8.00	11.00	11.00	12.00	1.00	9.1%
Training Supervisor	2.00	2.00	3.00	3.00	2.00	(1.00)	(33.3%)
Transportation Division Manager	1.00	1.00	2.00	2.00	2.00	-	0.0%
Treasurer Manager	4.00	5.00	5.00	5.00	5.00	-	0.0%
Treasurer Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Treasurer's Portfolio Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Veterinarian	4.00	4.00	7.00	7.00	7.00	-	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 Specialist	47.00	44.00	44.00	43.00	44.00	-	0.0%
Warehouse/Inventory Specialist Lead	-	3.00	3.00	3.00	3.00	-	0.0%
Warehouse/Inventory Supervisor	6.00	4.00	4.00	4.00	4.00	-	0.0%
Web Designer/Developer	10.00	9.00	10.00	10.00	10.00	-	0.0%
Web Designer/Developer - Senior/Lead	6.00	6.00	5.00	5.00	5.00	-	0.0%
Wellness Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Workforce Development Coordinator	5.00	12.00	11.00	11.00	11.00	-	0.0%
Workforce Development Manager	4.00	3.00	3.00	3.00	3.00	-	0.0%
Workforce Development Spec	31.00	42.00	39.00	39.00	39.00	-	0.0%
Workforce Development Specialist Supervisor	2.00	-	-	-	-	-	N/A
Workforce Development Supervisor	5.00	7.00	7.00	7.00	7.00	-	0.0%
Workforce Development Trainer	7.00	11.00	9.00	9.00	9.00	-	0.0%
	<b>13,913.69</b>	<b>14,171.65</b>	<b>14,241.08</b>	<b>14,194.98</b>	<b>14,288.08</b>	<b>47.00</b>	<b>0.3%</b>



## Mandates

### Introduction

Approximately 94.2% 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 \$155.1 million, the Arizona Health Care Cost Containment System (AHCCCS) of \$19 million, contributions to the State Department of Health Services for behavioral health (required by the *Arnold v. Sarn* judgment), which total \$57.7 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 \$1.8 million and \$2.5 million.

<b>Mandated State Payments</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Chg</b>
ALTCS Contribution	153,303,200	155,173,500	1.22%
Arnold v Sarn	55,248,636	57,768,239	4.56%
AHCCCS Contribution	19,203,200	19,001,200	-1.05%
SVP Commitment Payments	2,200,000	2,345,000	6.59%
<b>Total</b>	<b>\$ 229,955,036</b>	<b>\$ 234,287,939</b>	<b>1.88%</b>

new

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

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

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

## Summary

The FY 2017 Adopted budget of \$2,356,007,976 is an increase of \$121,602,143 from the FY 2016 Adopted budget. There are very minor changes in the composition of mandated service categories and functional areas between FY 2016 and FY 2017.

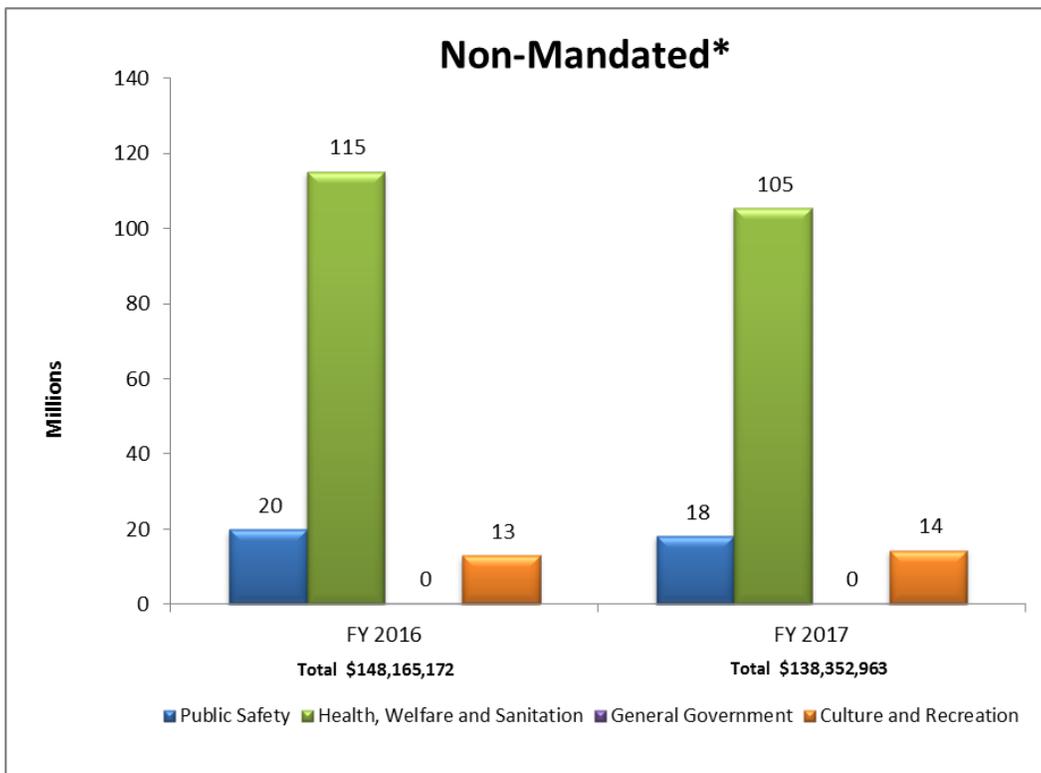
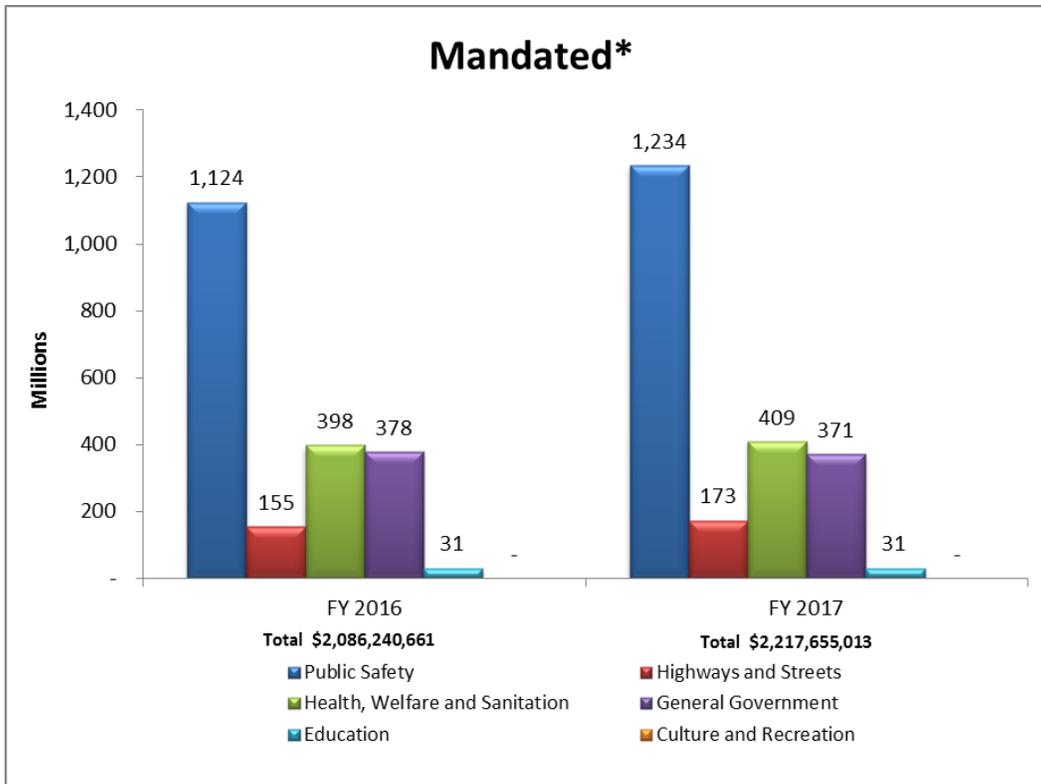
In this section, expenditures are categorized into the functional areas of Education, Culture and Recreation, General Government, Highways and Streets, Health, Welfare and Sanitation, or Public Safety, so that readers have a broad sense of the types of services provided.

As illustrated in the table below, over \$1.7 billion (72.8%) of Maricopa County's budget directly supports mandated payments and services. Of the remaining budget, \$500 million (21.1%) is associated with administrative mandates. Only \$138.3 million or 5.8% of the County's budgeted expenditures are for non-mandated services, with 0.4% spent on essential services in lieu of mandates and 5.4% on discretionary services.

Category	Mandated	% of Budget	Mandated State Payments	% of Budget	Administrative Mandates	% of Budget
Public Safety	\$ 1,053,770,408	44.7%	\$ -	0.0%	\$ 180,001,231	7.6%
Highways and Streets	156,868,585	6.8%	-	0.0%	15,973,413	0.7%
Health, Welfare and Sanitation	140,694,187	6.0%	234,287,939	9.9%	33,839,809	1.4%
General Government	101,913,658	4.3%	-	0.0%	269,427,087	11.4%
Education	30,539,423	1.3%	-	0.0%	339,274	0.0%
Culture and Recreation	-	0.0%	-	0.0%	-	0.0%
<b>Totals</b>	<b>\$ 1,483,786,260</b>	<b>63.1%</b>	<b>\$ 234,287,939</b>	<b>9.9%</b>	<b>\$ 499,580,814</b>	<b>21.1%</b>

Category	Essential Services in Lieu of Mandates	% of Budget	Discretionary Services	% of Budget
Public Safety	\$ 7,237,910	0.3%	\$ 10,966,944	0.5%
Highways and Streets	-	0.0%	-	0.0%
Health, Welfare and Sanitation	3,234,051	0.1%	102,238,661	4.3%
General Government	-	0.0%	285,722	0.0%
Education	-	0.0%	-	0.0%
Culture and Recreation	-	0.0%	14,389,674	0.6%
<b>Totals</b>	<b>\$ 10,471,961</b>	<b>0.4%</b>	<b>\$ 127,881,002</b>	<b>5.4%</b>

The tables above reflect the distribution of mandated and non-mandated expenditures by functional area. Public Safety comprises the largest portion of the budget, followed by Health, Welfare and Sanitation. The charts 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.

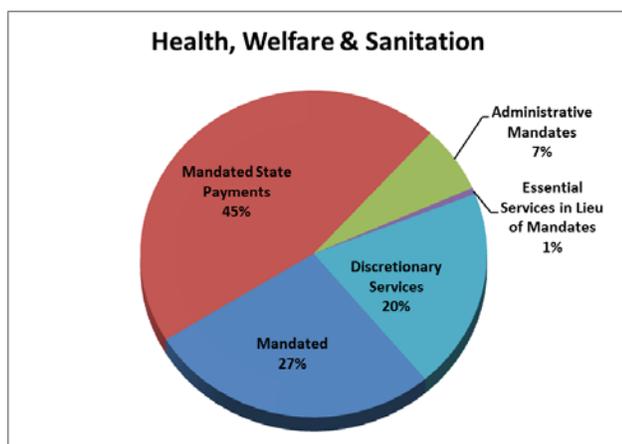
Public Safety mandates are over \$1.2 billion or approximately 53.14% of the County's total budget. Less than 1% of the County's budgeted expenditures are for non-mandated Public Safety activities. The table below illustrates the distribution of Public Safety expenditures for FY 2017.

<b>Public Safety</b>			
	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Chg</b>
Mandated	\$ 961,019,980	\$ 1,053,770,408	9.65%
Mandated State Payments	-	-	
Administrative Mandates	162,943,610	180,001,231	10.47%
Essential Services in Lieu of Mandates	7,381,425	7,237,910	-1.94%
Discretionary Services	12,471,526	10,966,944	-12.06%
<b>Total</b>	<b>\$ 1,143,816,541</b>	<b>\$ 1,251,976,493</b>	<b>9.46%</b>

There is a significant investment in the FY 2017 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.

## 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 2017 budget includes over \$105.4 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 \$234.3 million for mandated state payments, mandated expenditures for Health, Welfare and Sanitation activities total \$140.7 million or 6.0% of the County's overall expenditures. The increase in mandated services is attributable to growth in outpatient treatment and evaluation services in Correctional Health and vital records activities in Public Health. The distribution of mandated versus non-mandated services within the category of Health, Welfare and Sanitation in the FY 2017 budgets is shown in the table below.

<b>Health, Welfare &amp; Sanitation</b>			
	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Chg</b>
Mandated	\$ 135,542,760	\$ 140,694,187	3.80%
Mandated State Payments	229,955,036	234,287,939	1.88%
Administrative Mandates	32,474,210	33,839,809	4.21%
Essential Services in Lieu of Mandates	3,231,360	3,234,051	0.08%
Discretionary Services	111,929,280	102,238,661	-8.66%
<b>Total</b>	<b>\$ 513,132,646</b>	<b>\$ 514,294,647</b>	<b>0.23%</b>

## Highways and Streets

Maricopa County receives a share of the State Highway User Revenue Fund (HURF) to use for transportation purposes. The Department of Transportation is responsible for designing, constructing, and maintaining roads and bridges, coordinating traffic information, and providing emergency and event control services. All of the activities in the category of Highways and Streets are mandated. The expenditures for these mandates total \$172.8 million, or 7.3% of the County's total expenditures.

<b>Highways &amp; Streets</b>			
	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Chg</b>
Mandated	\$ 141,990,092	\$ 156,868,585	10.48%
Mandated State Payments	-	-	
Administrative Mandates	13,199,069	15,973,413	21.02%
Essential Services in Lieu of Mandates	-	-	
Discretionary Services	-	-	
<b>Total</b>	<b>\$ 155,189,161</b>	<b>\$ 172,841,998</b>	<b>11.38%</b>

## General Government

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

Of the \$371.6 million budgeted for General Government expenditures, 99.9% are mandated, either directly or administratively. The table below illustrates the mandated versus non-mandated expenditures in FY 2017.

<b>General Government</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Chg</b>
Mandated	\$ 96,584,569	\$ 101,913,658	5.52%
Mandated State Payments	-	-	
Administrative Mandates	281,452,459	269,427,087	-4.27%
Essential Services in Lieu of Mandates	-	-	
Discretionary Services	247,294	285,722	15.54%
<b>Total</b>	<b>\$ 378,284,322</b>	<b>\$ 371,626,467</b>	<b>-1.76%</b>

General Government mandated and administrative mandated expenditures decreased by \$6.7 million primarily due to changes in the Office of Enterprise Technology network activity projects.

## 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 2017 expenditures for Culture and Recreation. The increase for FY 2017 is related to the County taking over the responsibility of operating the Hassayampa River Preserve Day Use Center.

<b>Culture &amp; Recreation</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Chg</b>
Mandated	\$ -	\$ -	
Mandated State Payments	-	-	
Administrative Mandates	-	-	
Essential Services in Lieu of Mandates	-	-	
Discretionary Services	12,904,287	14,389,674	11.51%
<b>Total</b>	<b>\$ 12,904,287</b>	<b>\$ 14,389,674</b>	<b>11.51%</b>

## Education

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

Expenditures for Education activities total \$30.8 million, about 1.31% of the County's total expenditures. These have decreased slightly due to grants that have ended.

<b>Education</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Chg</b>
Mandated	\$ 30,674,312	\$ 30,539,423	-0.44%
Mandated State Payments	-	-	
Administrative Mandates	404,564	339,274	-16.14%
Essential Services in Lieu of Mandates	-	-	
Discretionary Services	-	-	
<b>Total</b>	<b>\$ 31,078,876</b>	<b>\$ 30,878,697</b>	<b>-1.35%</b>



## Financial Forecast

### Executive Summary

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

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

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

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

The current forecast estimates revenues, expenditures and ending fund balances for five years, beginning with the FY 2017 Adopted Budget. Overall, the forecast is based on econometric forecasts of major revenues, as well as economic indicators that are provided by Maricopa County's economic forecasting consultants. County staff combine this forecast information with base-line budget data and applies direction and policies provided by the Board of Supervisors. The five-year financial forecast uses the most recent *most likely* scenario which is lower than the Forecast used in development of the FY 2017 Adopted Budget. This forecast provides a base-line assessment of the long-term impact of forecasted economic and demographic trends.

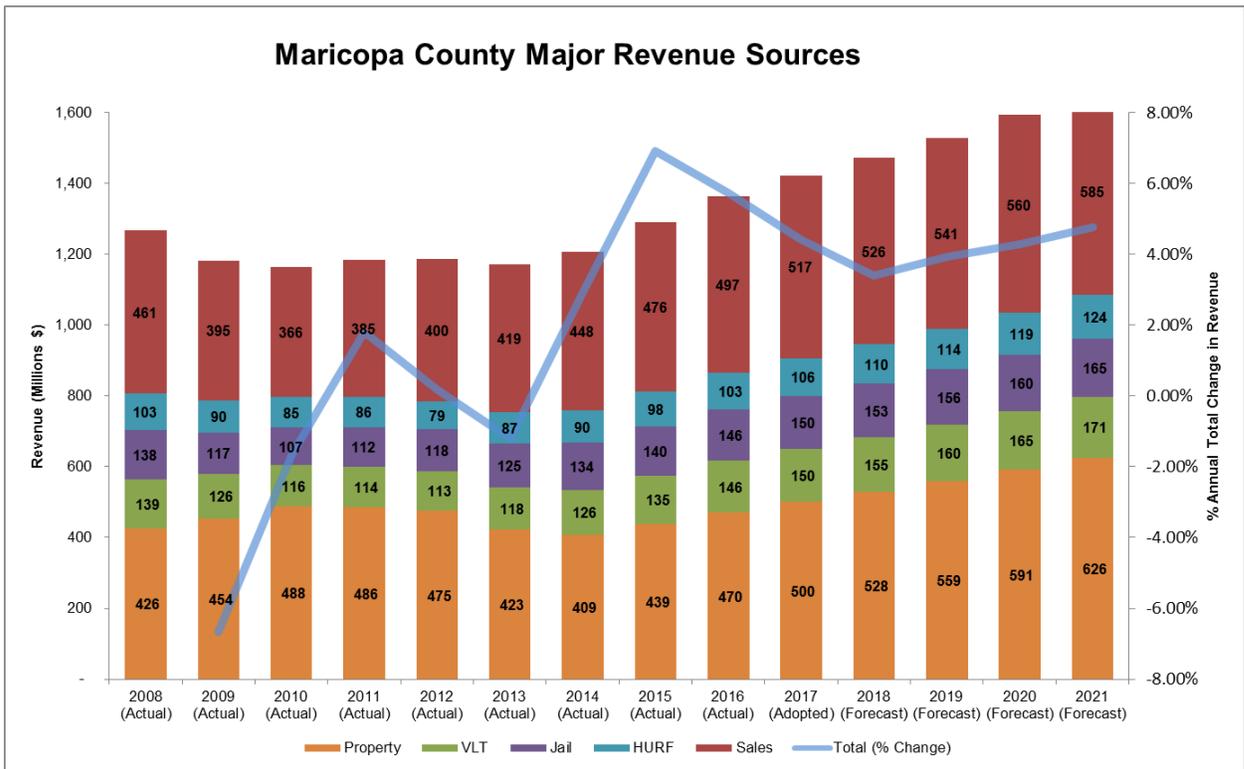
### Overall Fiscal Position

The latest five-year financial forecast reflects sustained economic recovery without a recession. Primary property tax valuations increased year-over-year in FY 2017 once again. Property tax net assessed valuations are expected to gradually increase as the housing sector improves. Other major revenue sources are projected to increase, however the rate of growth continues to be moderate as the population growth is barely reach two percent and job growth is projected at only three percent. The forecast incorporates several significant trends:

- Although net assessed property tax valuations continued to increase in FY 2017, the growth rate of net assessed valuations is constrained beginning in FY 2016 for most property types due to the passage of Proposition 117, which caps the year-over-year property valuation increase to the lesser of the full cash value or 5%. Consequently, property tax valuations are expected to increasingly lag behind full-cash values as the economy improves. This places an increased emphasis on new construction as the primary driver of greater than 5% annual increases in net assessed valuation.
- Maricopa County's primary (general operating) property tax levy is subject to a constitutional limit. The levy limit, which is the *maximum* the County would be permitted to tax, increases at a rate of 2% on the maximum levy from the prior year, plus the tax on new property. For several

years the County has chosen to tax well below the maximum levy. For FY 2017, the Board of Supervisors adopted a tax rate of \$1.4009, increasing the tax levy by \$35 million to \$506.2 million. This levy is \$150 million less than the constitutional maximum and results in a total \$170 median-valued residential property tax bill for the general fund. The forecast assumes the property tax rate for FY 2018 through FY 2021 will remain consistent at \$1.4009 per \$100 of Net Assessed Value.

- The FY 2017 state shared sales tax growth rate is budgeted at 3.5% and is expected to peak in FY 2021 at 4.5%. Therefore, forecasts are estimated to increase annually over the next five years at an average rate of 3.3%. In FY 2014, state shared sales taxes became the leading revenue source for General Fund revenue, taking the place previously held by property tax revenue. However, as the housing market recovers and property values increase while the economic recovery in sales remains weak, this trend is forecasted to reverse.



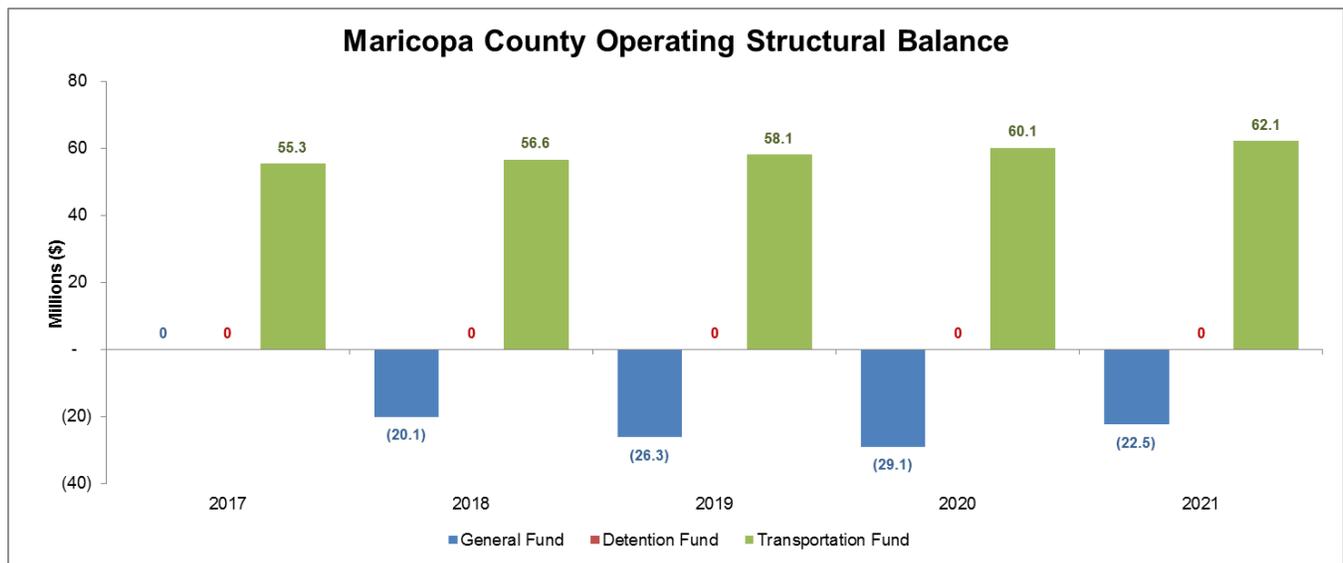
- Similarly, state shared vehicle license tax (VLT) has been an integral revenue source in the economic recovery. Automotive analysts ascribe the growth in new car sales (a major driver of VLT revenue) since FY 2013 to pent-up demand for new cars as the average age of the cars on the road reached record levels and lowering car loan interest rates. VLT revenue is also impacted by increased migration rates of drivers to Maricopa County. However, the typical rapid population growth rate for Maricopa County following recessionary periods is not expected to occur, and population growth is projected to remain steady around 2% into the near future.
- Highway User Revenue Funds (HURF) continue to be subject to reductions by the State of Arizona, which diverted funds to support their Department of Public Safety (DPS) and Motor Vehicle Division (MVD). In FY 2014, highway user revenue increased significantly as a result of the state eliminating the revenue shift to MVD. In FY 2015, the State Legislature returned an additional \$30 million of diverted HURF revenue back to the revenue distribution model. It is estimated that \$4 million of these reversion funds were distributed to Maricopa County in FY 2015. Growth expectations for FY 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.

- County jail excise tax revenue is projected to follow a slightly slower growth trend as state shared sales tax revenue at an average of 2.5% annually.
- Collectively, in FY 2015, annual receipts for all these five major revenue sources returned to the peak collections of \$1.269 billion received in FY 2007, denoting 7 years of decreased revenue. In FY 2017, revenue for these major sources is expected to reach \$1.423 billion and surpass the FY 2007 peak by \$153 million. The cumulative growth rate for these revenue sources is 4.41% in FY 2017; annual growth rates from FY 2018 to FY 2021 are forecasted to fluctuate from 3.4% to 4.8% according to the most recent *Most Likely* scenario.

## Structural Balance

The five-year forecast model indicates that Maricopa County will be structurally balanced in the Detention and Transportation Funds throughout the five-year time horizon. Although, the General Fund is forecasted to have operating structural deficits over the next 5 years, the County would not allow that to occur and actions would be taken to secure a structural balance either through budget reductions, revenue increases or other corrective actions. Within the General Fund expenditure forecast there are annual operating transfers to Detention Fund revenue, beginning with \$32.6 million in FY 2017 and increasing to more than \$66.4 million by FY 2021 to address the structural imbalance of the Detention Fund based on current assumptions.

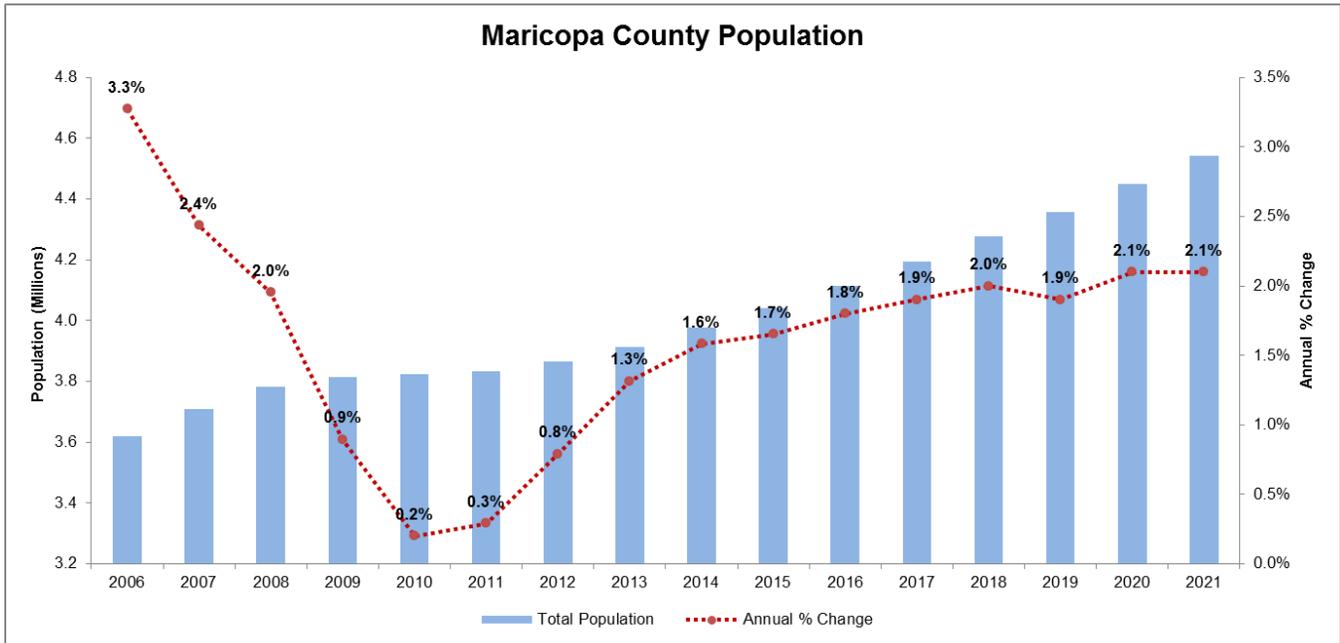


## Forecast Drivers

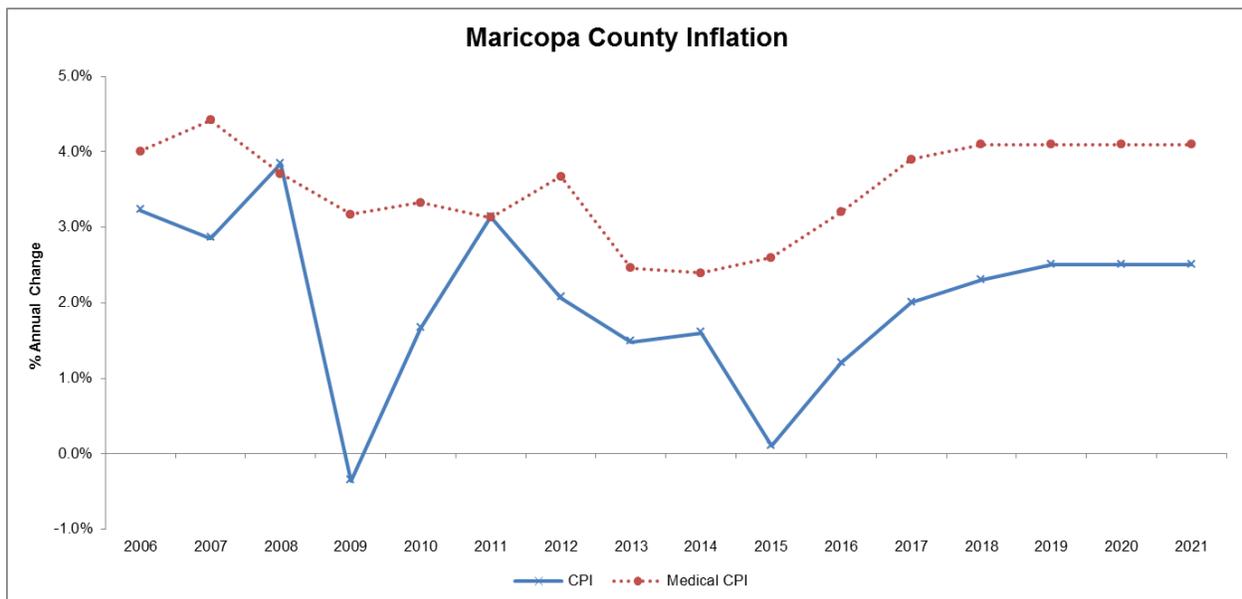
Aside from policy assumptions and targeted economic projections, the five-year financial forecast considers forecasted population growth, inflation, retail sales and real estate values in estimating the magnitude for revenue and expenditure growth.

Due to record job losses and the real estate slowdown, population growth slowed from historically high rates of the mid-1990s and mid-2000s of 3-4%, and approached near-zero growth in 2010. Annual population growth is expected to steadily increase from 1.9% in FY 2017 to 2.1% by FY 2021. 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 4.5 million in FY 2021.

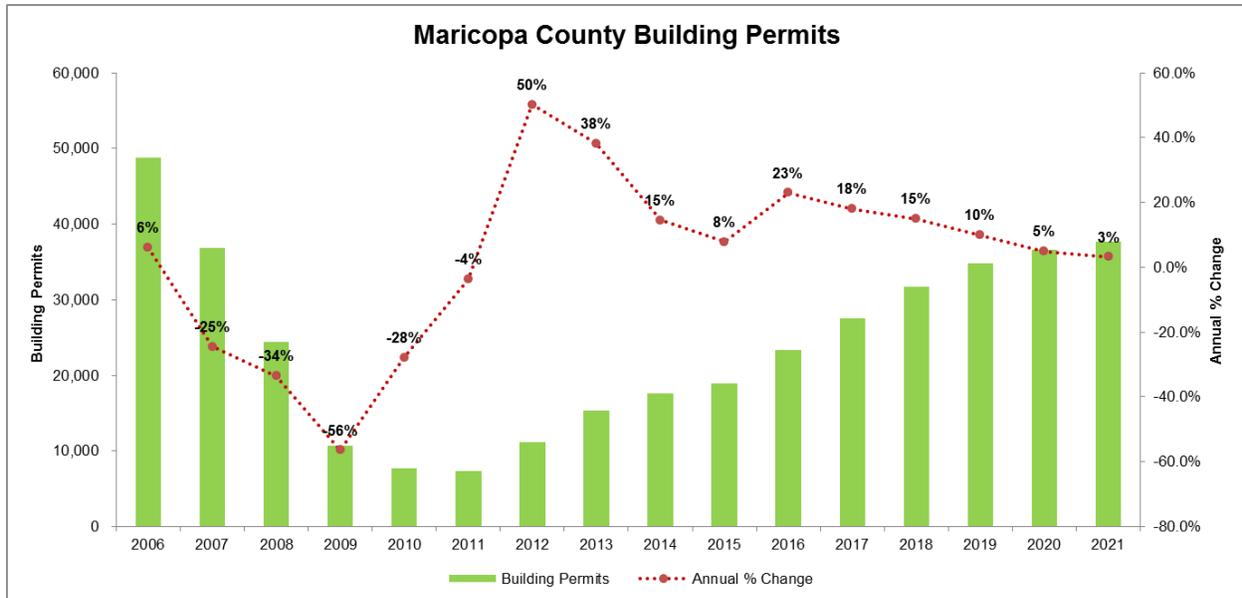


Inflationary pressures continue to drive up the cost of service delivery for Maricopa County. The annual percentage increase in the Consumer Price Index (CPI) is forecasted to be 2.0% in FY 2017 and slightly increase to 2.5% by FY 2021. The Medical CPI is expected to continue to outpace the standard CPI by more than 1.6 percentage points annually. Medical inflation is a factor not only in the cost of health care provided by County programs, but also in the cost of employee health and dental benefits.



Retail sales are estimated to increase in FY 2017 by 5.0% to \$54 billion in sales. Retail sales are expected to continue increasing annually by an average of 4.6% in FY 2017 through FY 2021. The steady incremental growth projections in retail sales demonstrate the expected trends for state shared sales taxes and jail excise taxes.

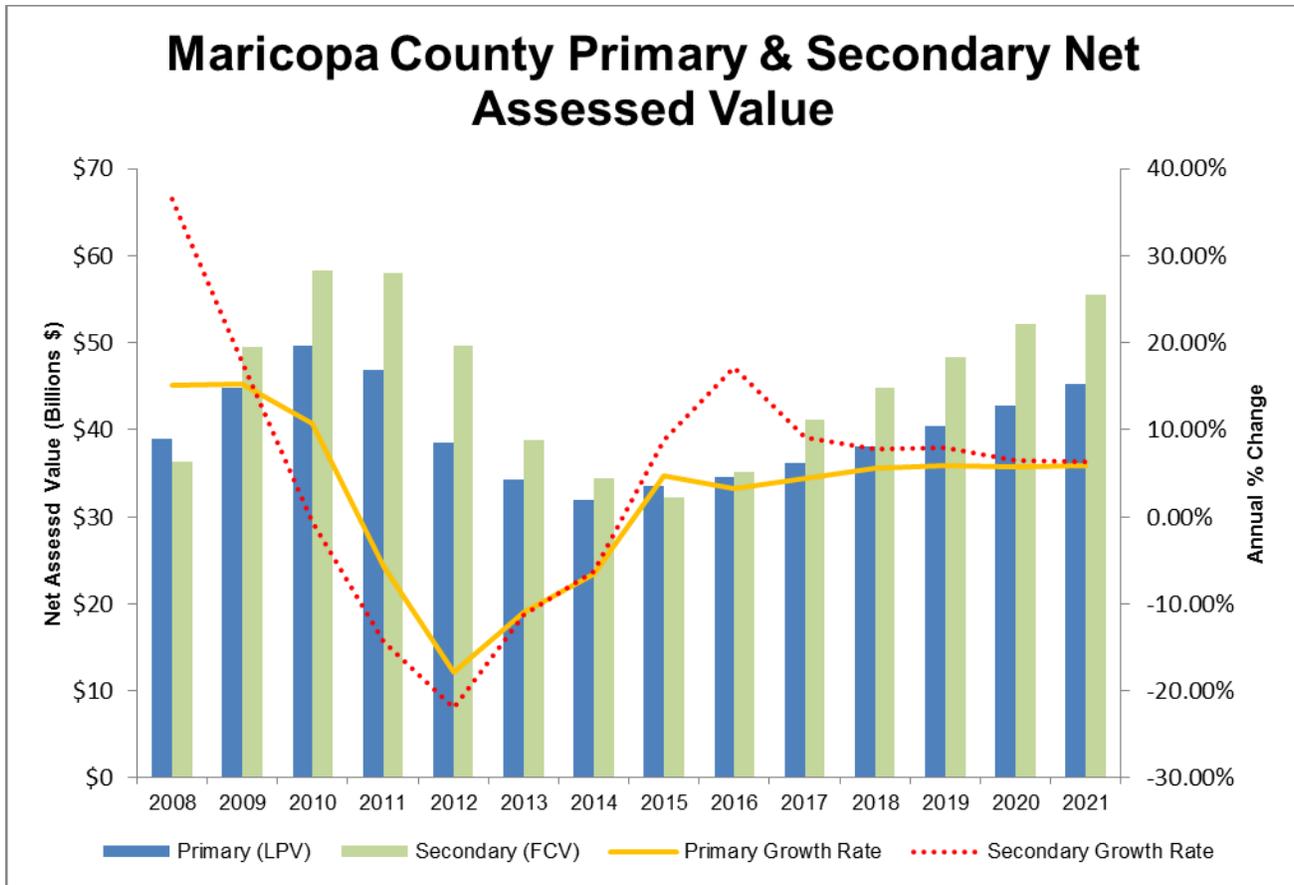
The housing recovery is underway in Maricopa County as evidenced by the decrease in number of residential property foreclosures and the increase in median sales price of residential homes. However, as noted by local economists, in order for sustained increase in sale prices which affect homeowner mobility, the number of new jobs created and personal income growth will need to improve. Moreover, there remains a large inventory of vacant commercial and industrial property in Maricopa County. Accordingly, new building permits are forecasted to increase slowly over the next 5 years until the existing inventory is absorbed. The forecast assumes that permits will increase to 27,530 in FY 2017, far less than the 48,742 permits in FY 2006. Permits are projected to reach 37,737 by FY 2021, which represents a recovery to 77% of its number in FY 2006.



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

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

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



## Forecast Assumptions

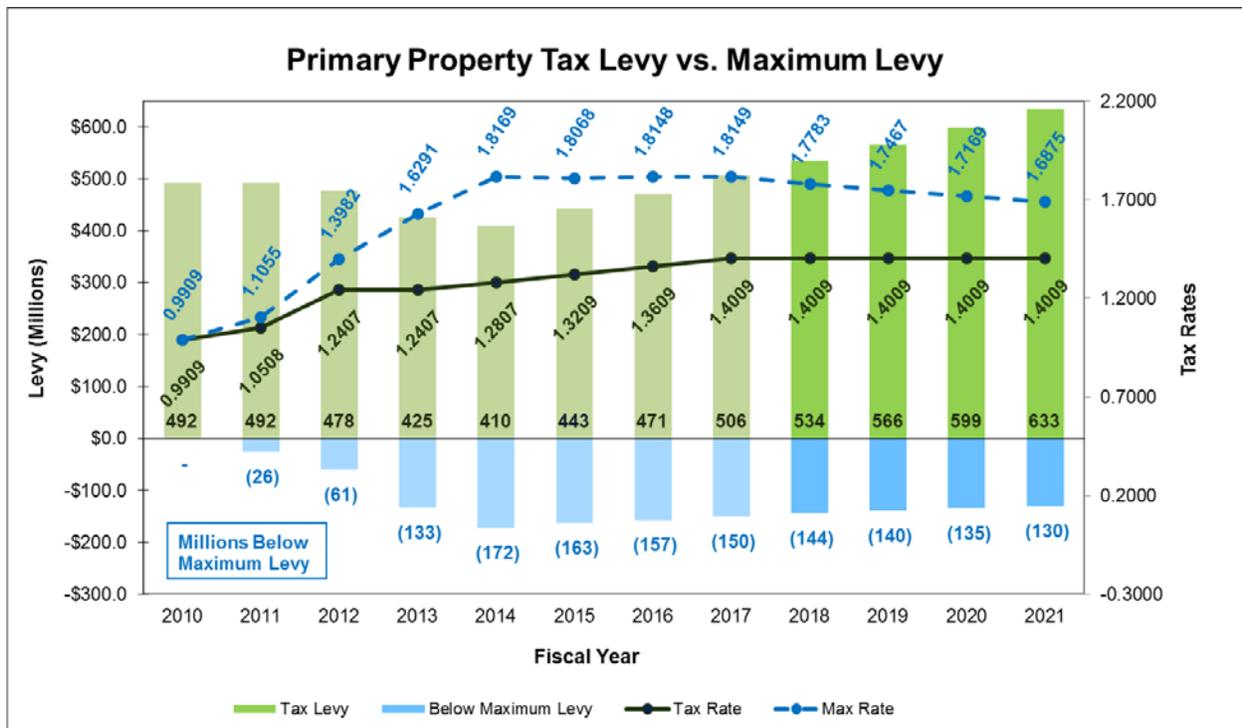
The five-year forecast is based on the following general assumptions:

- The FY 2017 property tax rate is 1.4009. The forecast models a flat tax rate of 1.4009 through FY 2021.
- 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 2016 forecast.
- The County incurs additional debt in FY 2017 through FY 2021 to finance capital projects and remain within the County’s expenditure limit. The County continues to utilize a modified “pay-as-you-go” financing model for specified capital projects included in the 5-year Capital Improvement Plan.
- No changes in the rates of fees and charges, unless already approved by the Board of Supervisors or the State Legislature.
- There will be no further revenue reductions or cost shifts from the State of Arizona. While such developments continue to be a possibility, they are impossible to predict.
- Mandated payments will increase based on the consumer price index (CPI), the gross domestic price (GDP) price deflator, population growth or other inflators as provided by the County’s economist.

- Supplies and Services growth rates are forecasted at the growth rate of CPI, which accounts for increases in costs.
- Personnel costs are increased based on growth in retirement costs, health benefits at the medical CPI rate, and salary increases at a rate of 2.5% per year.
- Certain mandated criminal justice functions have personnel increases based on population growth, but not every department has these staffing increases assumed.
- When the Detention Fund does not receive sufficient operating revenue to cover operating expenditures and remain in structural balance, the General Fund will transfer the operating revenue necessary to regain structural balance.

## Revenues

**Property Taxes:** Property taxes are levied on net assessed value (NAV), which includes locally assessed real property and improvements, secured and unsecured personal property, and centrally assessed real property and improvements. The aggregate assessed value in each of these categories changes from year to year due to market trends, depreciation, legislative changes and construction activity. Market and growth estimates are based on historical trends. FY 2010 net assessed values began to show the impact of the real estate downturn and the trend worsened through FY 2014. The forecast assumes the tax rate will remain flat for FY 2018 through FY 2021. The resulting property tax levy will increase as the assessed valuations rise and as construction regains momentum, adding new property to the tax base. Regardless of the amount of increase or decrease in the overall net assessed value, the Arizona Constitution includes a property tax levy limit. The County has chosen to tax below the maximum levy and the forecast continues to reflect a primary property tax levy significantly below the maximum levy allowed by law.



**Property Tax Penalties and Interest:** The forecast assumes that revenue from this source will increase based on the growth of CPI and population.

**Licenses and Permits:** The sources of license and permit revenue are forecasted to 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.

**State Shared Sales Taxes:** After unprecedented record declines from FY 2008 to FY 2010, year-over-year collections improved in FY 2011 and have increased year-after-year thereafter. State shared sales taxes are forecasted to increase by an average of 3.3% in FY 2017 through FY 2021 due to sustained economic recovery. Nevertheless, the tax base has been reduced so drastically that revenues did not return to FY 2007 levels until FY 2016, representing nearly a decade of decreased revenue collections.

**State Shared Vehicle License Taxes:** During FY 2008 through FY 2012, Vehicle License Tax (VLT) collections also experienced dramatic declines. Because the existing stock of vehicles continually depreciates, growth in VLT is dependent on sales of new vehicles and importation of vehicles from out of state by new residents. A surge in new car purchases in FY 2016 resulted in an increase last year of 7.9%. Annual growth rates are expected to taper downward to 2.5% in FY 2017 and 3.5% through FY 2021, as older cars are replaced with newer vehicles during a time of moderate population growth.

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

**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 2021 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.

**Transfers In:** The Detention Fund's forecasted operating transfer is reflective of the Maintenance of Effort transfer from the General Fund. This is increased annually based on the GDP price deflator forecast. Additionally, the Detention Fund is forecasted to transfer in more than \$250 million from the General Fund from FY 2017 through FY 2021 to cover the shortfall in revenue collections in the Detention Fund and retain structural balance.

## Expenditures

**Wages & Salaries:** The forecast assumes that salary expenditures will increase annually by 2.5% for performance pay annually. Additionally, salaries are forecasted to increase annually by the population growth rate to model increased staff growth in specific criminal justice areas with mandatory caseload requirements.

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

**Other Personal Services:** Other personal services are forecasted to increase by the CPI and population growth rate. Respectively, total personal services represent 44%, 78% and 47% of the General, Detention and Transportation Funds' operating expenditures.

**Supplies & Services:** Growth rates are forecasted based on CPI plus the increase staffing for criminal justice based on population.

**Capital Outlay:** Growth rates are forecasted flat for the General and Detention funds and based on the five year capital plan for Transportation.

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

**Mandated State Contributions:** This category includes the mandated County contributions to the Arizona Long Term Care System (ALTCS), the Arizona Health Care Cost Containment System (AHCCCS) Acute Care Program, and contributions to State behavioral health programs as required by the *Arnold v. Sarn* judgment. Additionally, the cost-sharing for Sexually Violent Persons (SVP) is included in this category. The ALTCS contributions are forecasted based on estimates of ALTCS growth rates. The AHCCCS Acute Care State Match contributions reduction is based upon the statutory formula of one-half the GDP Price Deflator, decreasing annually. SVP payments are forecasted at CPI and population rates and *Arnold v. Sarn* is estimated to grow by 5% annually. General Mental Health and LARC, subcomponents of *Arnold v. Sarn*, are estimated to be flat from the FY 2017 estimate. Newly mandated requirements for contributions to the Department of Revenue and the Department of Juvenile Corrections are increased based on CPI and population most likely growth scenarios.

**Debt Service:** Debt service expenditures are forecasted flat for the next four years.

**Contingency:** The operating contingency set aside for FY 2017 is \$12.4 million. This forecast assumes a flat amount to be budgeted annually through FY 2021.

**Transfers Out:** The General Fund is forecasted to transfer out \$250 million to the Detention Fund in order to cover the shortfall in annual revenue collections from FY 2017 through FY 2021. This contributes to a structural imbalance for the General Fund in FY 2018 through FY 2021 .

## Capital Projects

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

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

- Complete regional significant projects as planned.
- Maintain the existing system through increased emphasis on pavement preservation.
- Reduce congestion through intersection improvements and the use of Intelligent Transportation Systems to improve traffic flow.

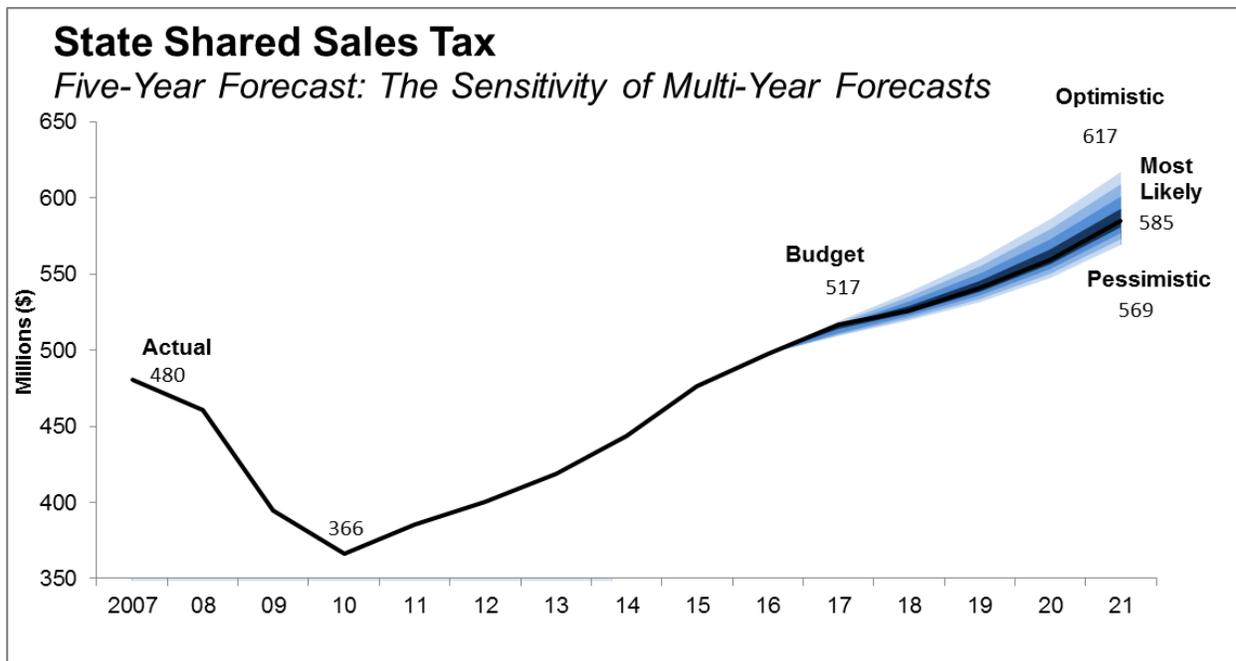
- Reduce dust pollution by continuing to pave system dirt roads.
- Start new regional significant projects as funding allows.

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

## Forecast Uncertainty

The estimates provided in this five-year forecast should be treated as models of what *could* occur given a certain set of circumstances as there are multiple factors which can significantly increase or lower revenue and expenditure forecasts. The data modeled in this analysis 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 2021, estimates of sales tax revenue differ by \$48.1 million, from \$617.0 to \$568.9 million.



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

Financial Forecast Schedules

GENERAL FUND (100)	1 FY 2017	2 FY 2018	3 FY 2019	4 FY 2020	5 FY 2021
<b>Beginning Fund Balance</b>	\$ 133,944,163	\$ -	\$ (20,140,959)	\$ (46,398,322)	\$ (75,511,120)
<b>Sources of Funds</b>					
<b>Recurring:</b>					
Prop. Taxes, Pen. & Interest	\$ 507,667,062	\$ 535,687,296	\$ 567,390,957	\$ 599,962,535	\$ 634,784,060
Licenses & Permits	2,329,936	2,426,628	2,530,973	2,647,398	2,769,178
Other Intergovernmental	2,393,521	2,492,852	2,600,045	2,719,647	2,844,751
Payments in Lieu of Taxes	13,659,917	14,226,804	14,838,556	15,521,130	16,235,102
State Shared Sales Tax	516,863,039	525,971,226	540,698,420	559,622,865	584,805,894
State Shared VLT	149,955,458	154,790,920	159,744,229	165,175,533	170,956,677
Intergovernmental Charges	18,624,116	19,397,017	20,231,089	21,161,719	22,135,158
Other Charges for Services	26,108,202	27,191,692	28,360,935	29,665,538	31,030,153
Fines & Forfeits	10,372,054	10,802,494	11,267,001	11,785,284	12,327,407
Interest Earnings	2,400,000	2,000,000	1,600,000	1,200,000	800,000
Miscellaneous Revenue	2,504,000	2,607,916	2,720,056	2,845,179	2,976,057
<b>Total Recurring Sources</b>	\$ 1,252,877,305	\$ 1,297,594,845	\$ 1,351,982,261	\$ 1,412,306,828	\$ 1,481,664,437
<b>Net Growth Rate</b>	<b>3.5%</b>	<b>3.6%</b>	<b>4.2%</b>	<b>4.5%</b>	<b>4.9%</b>
<b>Non-Recurring:</b>					
Other Revenue	\$ 1,921,308	\$ -	\$ -	\$ -	\$ -
Proceeds from Financing	5,156,400	-	-	-	-
Transfers In	12,104,659	-	-	-	-
<b>Total Non-Recurring Sources</b>	\$ 19,182,367	\$ -	\$ -	\$ -	\$ -
<b>Total Sources</b>	\$ 1,272,059,672	\$ 1,297,594,845	\$ 1,351,982,261	\$ 1,412,306,828	\$ 1,481,664,437
<b>Uses of Funds</b>					
<b>Recurring:</b>					
Personal Services	\$ 549,836,366	\$ 577,910,053	\$ 606,452,036	\$ 636,528,394	\$ 667,470,629
Supplies	14,077,219	14,580,825	15,110,303	15,686,067	16,275,394
Services	177,157,105	183,377,336	189,932,848	197,057,242	204,349,779
Capital	5,206,321	6,806,794	6,898,974	7,002,794	7,108,793
Mandated State Contributions	240,275,265	255,810,309	267,133,257	279,072,226	290,718,540
Detention Fund Maintenance of Effort	181,682,790	185,679,811	190,228,967	194,984,691	199,761,816
Transfer to Detention Fund	32,609,533	41,537,970	50,450,533	59,055,506	66,406,707
Other Financing Uses	39,640,022	39,640,022	39,640,022	39,640,022	39,640,022
Contingency	12,392,684	12,392,684	12,392,684	12,392,684	12,392,684
<b>Total Recurring Uses</b>	\$ 1,252,877,305	\$ 1,317,735,804	\$ 1,378,239,624	\$ 1,441,419,626	\$ 1,504,124,364
<b>Net Growth Rate</b>	<b>12.8%</b>	<b>5.2%</b>	<b>4.6%</b>	<b>4.6%</b>	<b>4.4%</b>
<b>Non-Recurring:</b>					
Personal Services	\$ 98,198	\$ -	\$ -	\$ -	\$ -
Supplies	1,580,802	-	-	-	-
Services	60,086,165	-	-	-	-
Capital	1,795,731	-	-	-	-
Other Financing Uses	89,565,634	-	-	-	-
<b>Total Non-Recurring Uses</b>	\$ 153,126,530	\$ -	\$ -	\$ -	\$ -
<b>Total Uses</b>	\$ 1,406,003,835	\$ 1,317,735,804	\$ 1,378,239,624	\$ 1,441,419,626	\$ 1,504,124,364
<b>Structural Balance</b>	\$ -	\$ (20,140,959)	\$ (26,257,363)	\$ (29,112,798)	\$ (22,459,927)
<b>Ending Fund Balance</b>	\$ -	\$ (20,140,959)	\$ (46,398,322)	\$ (75,511,120)	\$ (97,971,047)

Financial Forecast Schedules (continued)

<b>GENERAL FUND CAPITAL FUND (445)</b>	<b>1 FY 2017</b>	<b>2 FY 2018</b>	<b>3 FY 2019</b>	<b>4 FY 2020</b>	<b>5 FY 2021</b>
<b><u>Beginning Fund Balance</u></b>	\$ 324,755,380	\$ 326,094,129	\$ 333,955,653	\$ 342,160,772	\$ 350,365,891
<b><u>Sources of Funds</u></b>					
Transfers In	\$ 38,751,255	\$ 8,205,119	\$ 8,205,119	\$ 8,205,119	\$ 8,205,119
<b><u>Total Sources</u></b>	\$ 38,751,255	\$ 8,205,119	\$ 8,205,119	\$ 8,205,119	\$ 8,205,119
<b><u>Uses of Funds</u></b>					
Personal Services	\$ 137,499	\$ -	\$ -	\$ -	\$ -
Supplies	2,050	-	-	-	-
Services	40,000	-	-	-	-
Capital	19,128,298	343,595	-	-	204,061,295
Transfers Out	18,104,659	-	-	-	-
<b><u>Total Uses</u></b>	\$ 37,412,506	\$ 343,595	\$ -	\$ -	\$ 204,061,295
<b><u>Ending Fund Balance</u></b>	\$ 326,094,129	\$ 333,955,653	\$ 342,160,772	\$ 350,365,891	\$ 154,509,715
<b>GENERAL FUND IT CAPITAL FUND (460)</b>	<b>1 FY 2017</b>	<b>2 FY 2018</b>	<b>3 FY 2019</b>	<b>4 FY 2020</b>	<b>5 FY 2021</b>
<b><u>Beginning Fund Balance</u></b>	\$ 250,315,035	\$ 166,631,197	\$ 51,830,801	\$ 61,860,503	\$ 73,578,950
<b><u>Sources of Funds</u></b>					
Transfers In	\$ 42,639,468	\$ 11,640,000	\$ 11,640,000	\$ 11,640,000	\$ 11,640,000
<b><u>Total Sources</u></b>	\$ 42,639,468	\$ 11,640,000	\$ 11,640,000	\$ 11,640,000	\$ 11,640,000
<b><u>Uses of Funds</u></b>					
Capital	\$ 26,948,306	\$ 10,662,456	\$ 1,610,298	\$ (78,447)	\$ 38,658,951
Transfers Out	99,375,000	115,777,940	-	-	-
<b><u>Total Uses</u></b>	\$ 126,323,306	\$ 126,440,396	\$ 1,610,298	\$ (78,447)	\$ 38,658,951
<b><u>Ending Fund Balance</u></b>	\$ 166,631,197	\$ 51,830,801	\$ 61,860,503	\$ 73,578,950	\$ 46,559,999

Financial Forecast Schedules (continued)

DETENTION FUND (255)	1 FY 2017	2 FY 2018	3 FY 2019	4 FY 2020	5 FY 2021
<b><u>Beginning Fund Balance</u></b>	\$ 34,356,427	\$ -	\$ -	\$ -	\$ -
<b><u>Sources of Funds</u></b>					
<b>Recurring:</b>					
Jail Excise Tax	\$ 149,670,043	\$ 152,686,131	\$ 155,587,167	\$ 159,632,434	\$ 165,379,201
Other Intergovernmental/Grants	400,000	-	-	-	-
Jail Per Diem & Other Charges	25,728,605	27,212,942	28,383,099	29,688,721	31,054,402
Miscellaneous	64,150	66,812	69,685	72,891	76,244
General Fund Maintenance of Effort	214,292,323	185,679,811	190,228,967	194,984,691	199,761,816
Above Base Maintenance of Effort		41,537,970	50,450,533	59,055,506	66,406,707
<b>Total Recurring Sources</b>	<b>\$ 390,155,121</b>	<b>\$ 407,183,666</b>	<b>\$ 424,719,451</b>	<b>\$ 443,434,243</b>	<b>\$ 462,678,370</b>
<b>Net Growth Rate</b>	<b>7.4%</b>	<b>4.4%</b>	<b>4.3%</b>	<b>4.4%</b>	<b>4.3%</b>
<b>Non-Recurring:</b>					
Interest Earnings	\$ 750,000	\$ -	\$ -	\$ -	\$ -
Transfers In	112,473	-	-	-	-
Proceeds from Financing	1,154,241	-	-	-	-
<b>Total Non-Recurring Sources</b>	<b>\$ 2,016,714</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Total Sources</u></b>	<b>\$ 392,171,835</b>	<b>\$ 407,183,666</b>	<b>\$ 424,719,451</b>	<b>\$ 443,434,243</b>	<b>\$ 462,678,370</b>
<b><u>Uses of Funds</u></b>					
<b>Recurring Uses:</b>					
Personal Services	\$ 304,850,304	\$ 318,514,313	\$ 332,653,165	\$ 347,669,915	\$ 363,123,717
Supplies	23,098,328	24,023,326	24,958,197	25,975,751	27,018,699
Services	60,333,989	62,702,130	65,102,760	67,714,326	70,391,068
Capital Outlay	1,270,948	1,342,345	1,403,777	1,472,699	1,543,334
Other Financing Uses	601,552	601,552	601,552	601,552	601,552
<b>Total Recurring Uses</b>	<b>\$ 390,155,121</b>	<b>\$ 407,183,666</b>	<b>\$ 424,719,451</b>	<b>\$ 443,434,243</b>	<b>\$ 462,678,370</b>
<b>Net Growth Rate</b>	<b>7.4%</b>	<b>4.4%</b>	<b>4.3%</b>	<b>4.4%</b>	<b>4.3%</b>
<b>Non-Recurring Uses:</b>					
Personal Services	\$ 592,124	\$ -	\$ -	\$ -	\$ -
Supplies	23,559	-	-	-	-
Services	26,351,830	-	-	-	-
Capital	44,768	-	-	-	-
Other Financing Uses	9,360,860	-	-	-	-
<b>Total Non-Recurring Uses</b>	<b>\$ 36,373,141</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Total Uses</u></b>	<b>\$ 426,528,262</b>	<b>\$ 407,183,666</b>	<b>\$ 424,719,451</b>	<b>\$ 443,434,243</b>	<b>\$ 462,678,370</b>
<b>Structural Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>Ending Fund Balance</u></b>	<b>\$ -</b>				

Financial Forecast Schedules (continued)

<b>DETENTION CAPITAL PROJECTS (455)</b>	<b>1 FY 2017</b>	<b>2 FY 2018</b>	<b>3 FY 2019</b>	<b>4 FY 2020</b>	<b>5 FY 2021</b>
<b><u>Beginning Fund Balance</u></b>	\$ 190,558,900	\$ 200,011,939	\$ 97,011,939	\$ 50,011,939	\$ 50,011,939
<b><u>Sources of Funds</u></b>					
Transfers In	\$ 40,453,039	\$ -	\$ -	\$ -	\$ -
<b><u>Total Sources</u></b>	\$ 40,453,039	\$ -	\$ -	\$ -	\$ -
<b><u>Uses of Funds</u></b>					
Capital	\$ 31,000,000	\$ 103,000,000	\$ 47,000,000	\$ -	\$ 49,219,815
<b><u>Total Uses</u></b>	\$ 31,000,000	\$ 103,000,000	\$ 47,000,000	\$ -	\$ 49,219,815
<b><u>Ending Fund Balance</u></b>	\$ 200,011,939	\$ 97,011,939	\$ 50,011,939	\$ 50,011,939	\$ 792,124
<b>DETENTION TECHNOLOGY IMPROVEMENTS (461)</b>	<b>1 FY 2017</b>	<b>2 FY 2018</b>	<b>3 FY 2019</b>	<b>4 FY 2020</b>	<b>5 FY 2021</b>
<b><u>Beginning Fund Balance</u></b>	\$ 36,675,692	\$ 33,251,506	\$ 33,251,506	\$ 33,251,506	\$ 33,251,506
<b><u>Sources:</u></b>					
Transfer In	\$ 912,534	\$ -	\$ -	\$ -	\$ -
<b><u>Total Sources</u></b>	\$ 912,534	\$ -	\$ -	\$ -	\$ -
<b><u>Uses of Funds</u></b>					
Personal Services	\$ 261,952	\$ -	\$ -	\$ -	\$ -
Capital	788,109	-	-	-	792,122
Other Financing Uses	3,286,659	-	-	-	-
<b><u>Total Uses</u></b>	\$ 4,336,720	\$ -	\$ -	\$ -	\$ 792,122
<b><u>Ending Fund Balance</u></b>	\$ 33,251,506	\$ 33,251,506	\$ 33,251,506	\$ 33,251,506	\$ 32,459,384

Financial Forecast Schedules (continued)

TRANSPORTATION FUND (232)	1 FY 2017	2 FY 2018	3 FY 2019	4 FY 2020	5 FY 2021
<b>Beginning Fund Balance</b>	\$ 20,414,904	\$ 20,755,958	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000
<b>Sources of Funds</b>					
<b>Recurring Sources</b>					
Licenses and Permits	\$ 935,000	\$ 953,700	\$ 971,820	\$ 992,229	\$ 1,013,065
State Shared Highway User Rev.	106,154,321	109,851,013	113,874,124	118,632,890	123,582,007
State Shared Vehicle License Taxes	10,769,580	11,092,667	11,447,633	11,836,852	12,251,142
Intergovernmental Charges for Service	12,200	12,481	12,793	13,112	13,440
Interest Earnings	500,000	500,000	500,000	500,000	500,000
Miscellaneous Revenue	171,455	172,000	172,000	172,000	172,000
Gain on Fixed Assets	250,000	250,000	250,000	250,000	250,000
<b>Total Recurring Sources</b>	\$ 118,792,556	\$ 122,831,861	\$ 127,228,370	\$ 132,397,083	\$ 137,781,654
<b>Net Growth Rate</b>	<b>2.2%</b>	<b>3.4%</b>	<b>3.6%</b>	<b>4.1%</b>	<b>4.1%</b>
<b>Non-Recurring Sources:</b>					
Proceeds from Financing	3,540,000	-	-	-	-
<b>Total Non-Recurring Sources</b>	\$ 3,540,000	\$ -	\$ -	\$ -	\$ -
<b>Total Sources</b>	\$ 122,332,556	\$ 122,831,861	\$ 127,228,370	\$ 132,397,083	\$ 137,781,654
<b>Uses of Funds</b>					
<b>Recurring Uses:</b>					
Personal Services	\$ 28,777,888	\$ 30,015,337	\$ 31,336,012	\$ 32,777,469	\$ 34,285,232
Supplies	6,005,149	6,263,370	6,538,959	6,839,751	7,154,379
Services	25,163,692	26,245,731	27,400,543	28,660,968	29,979,372
Capital Outlay	3,520,600	3,671,986	3,833,553	4,009,897	4,194,352
Other Financing Uses	34,389	34,389	34,389	34,389	34,389
<b>Total Recurring Uses</b>	\$ 63,501,718	\$ 66,230,813	\$ 69,143,456	\$ 72,322,473	\$ 75,647,725
<b>Net Growth Rate</b>	<b>12.3%</b>	<b>4.3%</b>	<b>4.4%</b>	<b>4.6%</b>	<b>4.6%</b>
<b>Non-Recurring Uses:</b>					
Supplies	\$ 135,928	\$ -	\$ -	\$ -	\$ -
Services	4,169,367	-	-	-	-
Capital Outlay	1,332,700	1,300,000	1,300,000	1,300,000	1,300,000
Transfer to Capital Projects	52,851,789	56,057,006	56,784,914	58,774,611	60,833,930
<b>Total Non-Recurring Uses</b>	\$ 58,489,784	\$ 57,357,006	\$ 58,084,914	\$ 60,074,611	\$ 62,133,930
<b>Total Uses</b>	\$ 121,991,502	\$ 123,587,819	\$ 127,228,370	\$ 132,397,083	\$ 137,781,654
<b>Structural Balance</b>	\$ 55,290,838	\$ 56,601,048	\$ 58,084,914	\$ 60,074,611	\$ 62,133,930
<b>Ending Fund Balance</b>	\$ 20,755,958	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000
TRANSPORTATION CAPITAL FUND (234)	1 FY 2017	2 FY 2018	3 FY 2019	4 FY 2020	5 FY 2021
<b>Beginning Fund Balance</b>	\$ 94,667,889	\$ 58,724,021	\$ 35,238,098	\$ 21,898,540	\$ 19,014,115
<b>Sources of Funds</b>					
<b>Other Intergovernmental Grants</b>					
Other Intergovernmental Grants	\$ -	\$ 11,612,270	\$ 43,026,876	\$ 35,771,295	\$ 33,622,401
Intergovernmental Charges for Service	7,713,620	-	-	-	-
Transfer from Trans. Operations	10,371,914	4,199,997	7,616,117	2,166,247	2,166,247
<b>Total Sources</b>	\$ 64,277,328	\$ 71,869,273	\$ 107,427,907	\$ 96,712,153	\$ 96,622,578
<b>Total Uses</b>	\$ 100,221,196	\$ 95,355,196	\$ 120,767,465	\$ 99,596,578	\$ 101,264,482
<b>Ending Fund Balance</b>	\$ 58,724,021	\$ 35,238,098	\$ 21,898,540	\$ 19,014,115	\$ 14,372,210



## Adult Probation

*Analysis by Kirstin Chernin, Management and Budget Analyst*

### Summary

#### Mission

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

#### Vision

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

### Strategic Goals

#### Safe Communities

**By the end of FY 2020, Maricopa County Adult Probation Department (MCAPD) will enhance public safety by achieving the following benchmarks:**

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

Status: As of of January 2016, Adult Probation is on track to meet all of its goals for FY2016. The rate of successful completions from probation is currently 76%, while the revocation from probation to the department of corrections is 22.4%. Furthermore, if the department continues at its current rate, the rate of new felony convictions will be approximately 8% at the end of FY 2016. While the department has been able to reach its goals, there appears to be slippage compared to previous years. This is likely due to the increase in caseload sizes which may continue to impact these goals in FY 2016 if staffing levels are unchanged. Pretrial Supervision is currently operating at a 77.6% successful completion rate. Pretrial Services will maintain a success rate above 75% and will continue to monitor for any changes.

#### Department Specific

**By the end of FY 2020, MCAPD will recruit, hire, and retain a quality and diverse workforce, and improve employee satisfaction by achieving the following benchmarks:**

- Provide employment opportunities to help achieve employee diversity similar to the Maricopa County population that it serves;
- Increase the Employee Satisfaction Survey overall satisfaction score for MCAPD staff to 75% or higher;
- Maintain the average department years of service for badged staff

retention rate of 10 years or more.

Status: During FY 2014, the Department participated in its first Employee Satisfaction Survey (ESS) utilizing CourTools with an overall satisfaction rate of 87.4%. The Strategic Goals have been updated to align with this change. It is noteworthy that the satisfaction of employees was the highest around issues of “using their own judgment, when appropriate, in getting the job done” (98%), and “contributing to the overall mission of the Judicial Branch” (97%). Satisfaction of employees continues to be the lowest around issues of pay in relation to the job requirements. The Department typically participates in the ESS every other year. However, the Court has created workgroups to address issues identified in the previous survey and has not yet scheduled the date for the next ESS. It is likely the next survey may not occur until the Fall of FY 2017. At the end of the second quarter of FY 2016, the average number of years of service for APD “badged staff” is 11.30 years, exceeding the goal of 10 years or more. The average has exceeded 11 years for the last four quarters. The state legislature recently removed the date from legislation that would have terminated the Reverse Drop program. Based on this, the department is optimistic that the average length of service will be maintained.

**Safe  
Communities**

**By the end of FY 2020, MCAPD customers (neighborhoods, courts, offenders, and victims) will benefit from improved case processing by achieving the following benchmarks:**

- Maintain the on-time rate for submitting presentence reports to the Court without a continuance at 98% or higher;
- Increase victim restitution payments collected to 65% or higher;
- Increase community restitution work hours completed to 52% or higher;
- Increase the use of the Offender Screening Tool for probation-eligible offenders to 90% or higher.

Status: As of December 2015, presentence is meeting its goal at 98%. Based on current data the number of presentence reports has stabilized, with minimal growth projected. It is anticipated that the goal for on-time reports will be maintained. The percentage of restitution collected in FY 2015 increased from the previous year from 48.5% to 54.8 %. While it is still short of the goal of 65%, it does represent significant improvement. It is anticipated that this result will be maintained or improve in FY 2016. However, high rates of unemployment amongst probationers, the challenges of obtaining employment for individuals with a felony conviction, and the overall labor environment in Maricopa County can have an impact on the ability of probationers to pay restitution. The collection of restitution may also be impacted if the department is unable to maintain current caseload ratios. The percentage community work service hours completed increased in FY 2015 from 48.2% to 55.6%, which is below the department goal of 65%. The department is projected to maintain this rate in FY 2016 and FY 2017. The program has been limited in its ability to coordinate enough community service projects to meet the number of needs of those ordered to perform community hours by the court with current staffing levels. APD strives to improve in the collection of victim restitution payments, as well as ensuring that community restitution work hours are completed by probationers.

**Safe  
Communities**

**By the end of FY 2020, MCAPD will improve services to neighborhoods, courts, offenders, and victims as evidenced by achieving the following benchmarks:**

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

Status: During FY 2015, APD achieved a 71.4% satisfaction rate through its victim survey and a 90.5% satisfaction rate from its law enforcement and criminal justice partners. The victim satisfaction rate improved from the satisfaction rate of 63.9% in FY 2014 and exceeded the department goal of 70%. The department projects that the victim satisfaction rate will improve during FY16, allowing the department to maintain its goal. A probationer survey was also conducted in FY 2015 and probationers reported a 90.5% satisfaction rate with the services provided by the department. During FY 2016, surveys will be conducted of opted-in victims, community partners and treatment providers, pretrial clients and judicial officers. The departments anticipates maintaining high levels of satisfaction among all stakeholders in FY 2016

**Department  
Specific**

**In support of previously listed goals, by the end of FY 2020, MCAPD will have industry standard equipment, adequate facilities, and technological interconnectivity with agencies to provide efficient and effective probation services and promote staff and public safety by achieving the following benchmark:**

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

Status: In FY 2015, numerous enhancements were made to APD's infrastructure through major maintenance, tenant improvements, building relocation, and investments in various technologies. The Downtown Justice Center pretrial services lobby and suite was expanded, the Black Canyon probation office parking lot was completely rebuilt and resurfaced, the Sunnyslope office added a separate and secure interview area to meet with probationers, Southport and the West Court Building added transaction windows, ergonomic improvements were made at various offices, and the APD Communications Center was relocated to the MCSO 911 Center providing improved equipment and enhancements to officer safety. Network speed at Southport, Garfield, & Northport were improved through infrastructure enhancements, cellular service at the Scottsdale office was improved, electronic access to County Attorney packets (for presentence reports) and victim information was obtained, the e-sentencing project was initiated enabling the e-filing of the presentence report, a pilot of three hundred iPhones for field officers began, and video monitors were installed at several area offices to provide probationers and defendants with information while they wait to be seen. The Fugitive Apprehension Unit was equipped with long guns to enhance officer safety and effectiveness. Finally, APD Administration began work with the Facilities Maintenance Department to update the APD Master Plan providing a framework to detail and address APD's space needs.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
EDUC - ADULT EDUCATION	\$ 403,631	\$ 1,131,214	\$ 1,131,214	\$ 849,555	\$ 776,245	\$ (354,969)	-31.4%
TTAC - TRANSITION AND TREATMENT 11BC - BEHAVIORAL CHANGE	1,958,193	1,931,369	1,931,369	1,399,644	1,957,574	26,205	1.4%
	\$ 2,361,824	\$ 3,062,583	\$ 3,062,583	\$ 2,249,199	\$ 2,733,819	\$ (328,764)	-10.7%
CMRS - COMMUNITY RESTORATION	\$ 109,350	\$ 129,699	\$ 129,699	\$ 91,057	\$ 81,875	\$ (47,824)	-36.9%
ICMA - IN CUSTODY MANAGEMENT	965,815	960,000	960,000	952,595	972,000	12,000	1.3%
INPB - INTENSIVE PROBATION	451,540	447,500	447,500	453,379	436,700	(10,800)	-2.4%
SMIL - SERIOUS MENTALLY ILL	140,926	-	-	-	-	-	N/A
SOFF - SEX OFFENDER	43,551	33,240	33,240	35,010	44,400	11,160	33.6%
STDP - STANDARD PROBATION	8,412,358	8,034,297	8,110,126	8,567,064	8,426,800	316,674	3.9%
WARR - FUGITIVE APPREHENSION 11CJ - COMMUNITY JUSTICE	55,344	40,000	40,000	32,167	45,000	5,000	12.5%
	\$ 10,178,884	\$ 9,644,736	\$ 9,720,565	\$ 10,131,272	\$ 10,006,775	\$ 286,210	2.9%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 433	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
GGOV - GENERAL GOVERNMENT	3,161,748	2,807,600	2,807,600	3,166,441	2,810,800	3,200	0.1%
99GV - GENERAL OVERHEAD	3,162,181	2,807,600	2,807,600	3,166,441	2,810,800	3,200	0.1%
<b>TOTAL PROGRAMS</b>	<b>\$ 15,702,889</b>	<b>\$ 15,514,919</b>	<b>\$ 15,590,748</b>	<b>\$ 15,546,912</b>	<b>\$ 15,551,394</b>	<b>\$ (39,354)</b>	<b>-0.3%</b>
<b>USES</b>							
EDUC - ADULT EDUCATION	\$ 994,032	\$ 1,577,205	\$ 1,580,592	\$ 1,302,990	\$ 1,319,685	\$ 260,907	16.5%
PRES - PRESENTENCE	9,282,901	9,502,334	9,584,026	9,555,002	9,834,713	(250,687)	-2.6%
PTRI - PRETRIAL INIT AP RELEASE INFO	2,534,199	2,688,768	2,621,960	2,574,684	2,576,201	45,759	1.7%
PTSV - PRETRIAL SUPERVISION	7,151,982	7,489,796	7,171,237	6,824,763	7,340,392	(169,155)	-2.4%
TTAC - TRANSITION AND TREATMENT 11BC - BEHAVIORAL CHANGE	4,739,859	4,917,046	4,697,178	4,644,909	4,849,521	(152,343)	-3.2%
	\$ 24,702,973	\$ 26,175,149	\$ 25,654,993	\$ 24,902,348	\$ 25,920,512	\$ (265,519)	-1.0%
CMRS - COMMUNITY RESTORATION	\$ 3,016,317	\$ 3,164,779	\$ 3,145,759	\$ 3,108,993	\$ 3,154,047	\$ (8,288)	-0.3%
DVIO - DOMESTIC VIOLENCE	1,695,697	2,065,444	2,045,411	1,905,828	2,089,915	(44,504)	-2.2%
ICMA - IN CUSTODY MANAGEMENT	2,620,107	2,845,112	2,693,590	2,608,000	2,941,398	(247,808)	-9.2%
INDS - INDIRECT SERVICES	1,210,554	1,325,971	1,373,783	1,398,165	1,408,303	(34,520)	-2.5%
INPB - INTENSIVE PROBATION	7,398,761	7,960,199	8,395,629	8,200,756	8,270,889	124,740	1.5%
RPRT - COMPLIANCE MONITORING	4,130,395	4,703,616	3,564,491	3,392,034	3,384,297	180,194	5.1%
SMIL - SERIOUS MENTALLY ILL	1,680,632	1,604,736	1,692,278	1,705,710	1,950,684	(258,406)	-15.3%
SOFF - SEX OFFENDER	6,322,633	7,043,555	6,833,968	6,424,511	7,252,700	(418,732)	-6.1%
STDP - STANDARD PROBATION	30,313,250	32,072,193	32,826,683	32,380,781	34,467,378	(1,640,695)	-5.0%
TYTH - TRANSFERRED YOUTH	709,247	792,650	691,099	717,935	687,780	3,319	0.5%
WARR - FUGITIVE APPREHENSION 11CJ - COMMUNITY JUSTICE	2,535,846	2,541,180	2,551,795	2,603,803	2,694,383	(142,588)	-5.6%
	\$ 61,633,439	\$ 66,119,435	\$ 65,814,486	\$ 64,446,516	\$ 68,301,774	\$ (2,487,288)	-3.8%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 596,422	\$ 610,812	\$ 610,812	\$ 595,931	\$ 596,292	\$ 14,520	2.4%
HRAC - HUMAN RESOURCES	326,054	387,064	341,654	340,948	378,157	(36,503)	-10.7%
ODIR - EXECUTIVE MANAGEMENT	279,330	277,644	277,644	288,589	286,111	(8,467)	-3.0%
POOL - POOLED COSTS	-	(107,173)	-	-	(108,865)	108,865	N/A
PROC - PROCUREMENT	168,180	168,180	168,180	168,180	168,180	-	0.0%
RMGT - RISK MANAGEMENT	812,847	1,015,466	1,012,255	952,312	898,390	113,865	11.2%
SPPT - OPERATIONS SUPPORT 99AS - INDIRECT SUPPORT	894,447	993,084	987,593	964,039	939,946	47,647	4.8%
	\$ 3,077,280	\$ 3,345,077	\$ 3,398,138	\$ 3,309,999	\$ 3,158,211	\$ 239,927	7.1%
INFR - INFRASTRUCTURE	\$ 711,359	\$ 946,777	\$ 958,095	\$ 1,108,456	\$ 1,487,433	\$ (529,338)	-55.2%
MPOS - ELECTED OR STATUTORY OFFICIALS	205,467	201,589	201,589	199,888	200,158	1,431	0.7%
RISK - RISK PREMIUMS	366,718	495,486	441,497	495,500	1,113,475	(671,978)	-152.2%
99GV - GENERAL OVERHEAD	1,283,544	1,643,852	1,601,181	1,803,844	2,801,066	(1,199,885)	-74.9%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 376,145	\$ 374,680	\$ 374,680	\$ 382,222	\$ 384,006	\$ (9,326)	-2.5%
TSPT - TECHNOLOGY SUPPORT	1,246,359	1,294,534	1,285,078	1,272,684	1,294,533	(9,455)	-0.7%
VANS - INFRASTRUCTURE NETWORK SVCS 99IT - INFORMATION TECHNOLOGY	101,817	105,345	105,345	107,840	108,088	(2,743)	-2.6%
	\$ 1,724,321	\$ 1,774,559	\$ 1,765,103	\$ 1,762,746	\$ 1,786,627	\$ (21,524)	-1.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 92,421,557</b>	<b>\$ 99,058,072</b>	<b>\$ 98,233,901</b>	<b>\$ 96,225,453</b>	<b>\$ 101,968,190</b>	<b>\$ (3,734,289)</b>	<b>-3.8%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 2,600,509	\$ 3,071,370	\$ 3,147,199	\$ 2,701,541	\$ 2,656,983	\$ (490,216)	-15.6%
<b>SUBTOTAL</b>	\$ 2,600,509	\$ 3,071,370	\$ 3,147,199	\$ 2,701,541	\$ 2,656,983	\$ (490,216)	-15.6%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 9,930,439	\$ 9,528,089	\$ 9,528,089	\$ 9,986,040	\$ 9,987,611	\$ 459,522	4.8%
<b>SUBTOTAL</b>	\$ 9,930,439	\$ 9,528,089	\$ 9,528,089	\$ 9,986,040	\$ 9,987,611	\$ 459,522	4.8%
<b>FINES &amp; FOREFEITS</b>							
0637 - FINES & FORFEITS	\$ 3,162,521	\$ 2,911,860	\$ 2,911,860	\$ 2,853,305	\$ 2,900,000	\$ (11,860)	-0.4%
<b>SUBTOTAL</b>	\$ 3,162,521	\$ 2,911,860	\$ 2,911,860	\$ 2,853,305	\$ 2,900,000	\$ (11,860)	-0.4%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 9,420	\$ 3,600	\$ 3,600	\$ 6,026	\$ 6,800	\$ 3,200	88.9%
<b>SUBTOTAL</b>	\$ 9,420	\$ 3,600	\$ 3,600	\$ 6,026	\$ 6,800	\$ 3,200	88.9%
<b>ALL REVENUES</b>	\$ 15,702,889	\$ 15,514,919	\$ 15,590,748	\$ 15,546,912	\$ 15,551,394	\$ (39,354)	-0.3%
<b>TOTAL SOURCES</b>	\$ 15,702,889	\$ 15,514,919	\$ 15,590,748	\$ 15,546,912	\$ 15,551,394	\$ (39,354)	-0.3%
CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 57,330,288	\$ 59,142,240	\$ 58,490,467	\$ 58,000,571	\$ 58,597,689	\$ (107,222)	-0.2%
0705 - TEMPORARY PAY	251,810	517,922	517,380	358,900	492,692	24,688	4.8%
0710 - OVERTIME	420,677	649,085	649,085	499,044	508,129	140,956	21.7%
0750 - FRINGE BENEFITS	22,804,004	27,148,138	26,900,781	26,210,857	29,656,881	(2,756,100)	-10.2%
0790 - OTHER PERSONNEL SERVICES	105,955	262,827	262,827	157,157	89,133	173,694	66.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(12,125,437)	(16,233,359)	(16,233,359)	(16,253,307)	(16,096,811)	(136,548)	-0.8%
0796 - PERSONNEL SERVICES ALLOC-IN	13,775,067	17,860,957	17,860,957	17,881,240	17,658,096	202,861	1.1%
<b>SUBTOTAL</b>	\$ 82,562,364	\$ 89,347,810	\$ 88,448,138	\$ 86,854,462	\$ 90,905,809	\$ (2,457,671)	-2.8%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 938,997	\$ 1,098,468	\$ 1,033,568	\$ 1,049,070	\$ 980,173	\$ 53,395	5.2%
0802 - MEDICAL SUPPLIES	2,682	4,800	14,800	10,541	15,734	(934)	-6.3%
0803 - FUEL	211,135	276,362	276,362	221,197	254,100	22,262	8.1%
0804 - NON-CAPITAL EQUIPMENT	712,629	336,756	297,756	85,378	304,900	(7,144)	-2.4%
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	-	(18,919)	18,919	N/A
0806 - SUPPLIES-ALLOCATION IN	-	-	-	-	18,919	(18,919)	N/A
<b>SUBTOTAL</b>	\$ 1,865,443	\$ 1,716,386	\$ 1,622,486	\$ 1,366,186	\$ 1,554,907	\$ 67,579	4.2%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ -	\$ -	\$ -	\$ 280	\$ -	\$ -	N/A
0811 - HEALTH CARE SERVICES	354,276	380,552	515,325	397,533	416,800	98,525	19.1%
0812 - OTHER SERVICES	2,650,966	3,059,501	2,892,353	2,873,967	3,457,282	(564,929)	-19.5%
0820 - RENT & OPERATING LEASES	990,406	1,050,051	969,296	1,026,733	1,068,460	(99,164)	-10.2%
0825 - REPAIRS AND MAINTENANCE	219,332	126,021	225,021	224,566	309,600	(84,579)	-37.6%
0830 - INTERGOVERNMENTAL PAYMENTS	1,167,030	1,234,000	1,234,000	1,032,001	1,140,480	93,520	7.6%
0839 - INTERNAL SERVICE CHARGES	1,733,627	1,728,710	1,804,646	1,994,950	2,461,235	(656,589)	-36.4%
0841 - TRAVEL	304,935	338,129	332,629	336,255	368,980	(36,351)	-10.9%
0842 - EDUCATION AND TRAINING	34,723	55,240	55,240	33,107	50,800	4,440	8.0%
0843 - POSTAGE/FREIGHT/SHIPPING	48,379	58,556	65,616	40,600	61,380	4,236	6.5%
0845 - SUPPORT AND CARE OF PERSONS	365,191	383,000	383,000	345,816	370,500	12,500	3.3%
0850 - UTILITIES	221	-	-	-	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	(619,884)	(619,884)	(619,884)	(514,052)	(839,907)	220,023	35.5%
0873 - SERVICES-ALLOCATION IN	-	-	-	-	325,864	(325,864)	N/A
<b>SUBTOTAL</b>	\$ 7,249,202	\$ 7,793,876	\$ 7,857,242	\$ 7,791,756	\$ 9,191,474	\$ (1,334,232)	-17.0%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 32,002	\$ 80,000	\$ 80,000	\$ -	\$ 100,000	\$ (20,000)	-25.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	712,546	120,000	226,035	213,049	216,000	10,035	4.4%
<b>SUBTOTAL</b>	\$ 744,548	\$ 200,000	\$ 306,035	\$ 213,049	\$ 316,000	\$ (9,965)	-3.3%
<b>ALL EXPENDITURES</b>	\$ 92,421,557	\$ 99,058,072	\$ 98,233,901	\$ 96,225,453	\$ 101,968,190	\$ (3,734,289)	-3.8%
<b>TOTAL USES</b>	\$ 92,421,557	\$ 99,058,072	\$ 98,233,901	\$ 96,225,453	\$ 101,968,190	\$ (3,734,289)	-3.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
211 ADULT PROBATION GRANTS OPERATING	\$ 2,702,120	\$ 3,171,370	\$ 3,247,199	\$ 2,792,182	\$ 2,807,783	\$ (439,416)	-13.5%
<b>FUND TOTAL SOURCES</b>	<b>\$ 2,702,120</b>	<b>\$ 3,171,370</b>	<b>\$ 3,247,199</b>	<b>\$ 2,792,182</b>	<b>\$ 2,807,783</b>	<b>\$ (439,416)</b>	<b>-13.5%</b>
201 ADULT PROBATION FEES OPERATING	\$ 13,000,769	\$ 12,343,549	\$ 12,343,549	\$ 12,754,730	\$ 12,743,611	\$ 400,062	3.2%
<b>FUND TOTAL SOURCES</b>	<b>\$ 13,000,769</b>	<b>\$ 12,343,549</b>	<b>\$ 12,343,549</b>	<b>\$ 12,754,730</b>	<b>\$ 12,743,611</b>	<b>\$ 400,062</b>	<b>3.2%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 15,702,889</b>	<b>\$ 15,514,919</b>	<b>\$ 15,590,748</b>	<b>\$ 15,546,912</b>	<b>\$ 15,551,394</b>	<b>\$ (39,354)</b>	<b>-0.3%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 15,702,889</b>	<b>\$ 15,514,919</b>	<b>\$ 15,590,748</b>	<b>\$ 15,546,912</b>	<b>\$ 15,551,394</b>	<b>\$ (39,354)</b>	<b>-0.3%</b>

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	\$ 49,769,169	\$ 49,084,413	\$ 48,184,413	\$ 47,855,070	\$ 50,970,130	\$ (2,785,717)	-5.8%
NON RECURRING NON PROJECT	20,980	171,000	171,000	152,578	54,000	117,000	68.4%
<b>FUND TOTAL USES</b>	<b>\$ 49,790,149</b>	<b>\$ 49,255,413</b>	<b>\$ 48,355,413</b>	<b>\$ 48,007,648</b>	<b>\$ 51,024,130</b>	<b>\$ (2,668,717)</b>	<b>-5.5%</b>
211 ADULT PROBATION GRANTS OPERATING	\$ 2,689,232	\$ 3,171,370	\$ 3,247,199	\$ 2,792,182	\$ 2,807,783	\$ 439,416	13.5%
<b>FUND TOTAL USES</b>	<b>\$ 2,689,232</b>	<b>\$ 3,171,370</b>	<b>\$ 3,247,199</b>	<b>\$ 2,792,182</b>	<b>\$ 2,807,783</b>	<b>\$ 439,416</b>	<b>13.5%</b>
201 ADULT PROBATION FEES OPERATING	\$ 12,137,346	\$ 12,343,549	\$ 12,343,549	\$ 12,248,153	\$ 12,743,611	\$ (400,062)	-3.2%
NON RECURRING NON PROJECT	285,502	428,787	428,787	167,747	820,000	(391,213)	-91.2%
<b>FUND TOTAL USES</b>	<b>\$ 12,422,848</b>	<b>\$ 12,772,336</b>	<b>\$ 12,772,336</b>	<b>\$ 12,415,900</b>	<b>\$ 13,563,611</b>	<b>\$ (791,275)</b>	<b>-6.2%</b>
255 DETENTION OPERATIONS OPERATING	\$ 27,319,486	\$ 33,803,153	\$ 33,803,153	\$ 32,970,153	\$ 34,545,666	\$ (742,513)	-2.2%
NON RECURRING NON PROJECT	199,842	55,800	55,800	39,570	27,000	28,800	51.6%
<b>FUND TOTAL USES</b>	<b>\$ 27,519,328</b>	<b>\$ 33,858,953</b>	<b>\$ 33,858,953</b>	<b>\$ 33,009,723</b>	<b>\$ 34,572,666</b>	<b>\$ (713,713)</b>	<b>-2.1%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 91,915,233</b>	<b>\$ 98,402,485</b>	<b>\$ 97,578,314</b>	<b>\$ 95,865,558</b>	<b>\$ 101,067,190</b>	<b>\$ (3,488,876)</b>	<b>-3.6%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 506,324</b>	<b>\$ 655,587</b>	<b>\$ 655,587</b>	<b>\$ 359,895</b>	<b>\$ 901,000</b>	<b>\$ (245,413)</b>	<b>-37.4%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 92,421,557</b>	<b>\$ 99,058,072</b>	<b>\$ 98,233,901</b>	<b>\$ 96,225,453</b>	<b>\$ 101,968,190</b>	<b>\$ (3,734,289)</b>	<b>-3.8%</b>

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
BEHAVIORAL CHANGE							
ADULT EDUCATION	12.10	13.10	13.10	13.10	13.10	-	0.0%
PRESENTENCE	130.60	124.10	126.10	125.10	125.10	(1.00)	(0.8%)
PRETRIAL INIT AP RELEASE INFO	30.00	30.00	29.00	29.00	29.00	-	0.0%
PRETRIAL SUPERVISION	75.68	75.68	73.68	73.68	77.68	4.00	5.4%
TRANSITION AND TREATMENT	50.95	47.45	48.00	47.70	47.70	(.30)	(0.6%)
<b>PROGRAM TOTAL</b>	<b>299.33</b>	<b>290.33</b>	<b>289.88</b>	<b>288.58</b>	<b>292.58</b>	<b>2.70</b>	<b>0.9%</b>
COMMUNITY JUSTICE							
COMMUNITY RESTORATION	45.97	45.03	45.01	45.01	45.01	-	0.0%
COMPLIANCE MONITORING	68.30	62.30	46.30	47.30	47.30	1.00	2.2%
DOMESTIC VIOLENCE	23.75	25.75	25.75	25.75	27.75	2.00	7.8%
FUGITIVE APPREHENSION	31.00	32.00	32.00	32.00	32.00	-	0.0%
IN CUSTODY MANAGEMENT	37.32	36.32	32.67	33.32	38.32	5.65	17.3%
INDIRECT SERVICES	16.05	18.05	19.05	19.05	19.05	-	0.0%
INTENSIVE PROBATION	88.18	94.46	101.96	101.46	101.46	(.50)	(0.5%)
SERIOUS MENTALLY ILL	19.25	19.25	21.25	21.25	23.25	2.00	9.4%
SEX OFFENDER	80.28	85.80	86.80	85.80	87.80	1.00	1.2%
STANDARD PROBATION	371.32	387.96	397.83	397.98	404.98	7.15	1.8%
TRANSFERRED YOUTH	8.25	8.25	7.25	7.25	7.25	-	0.0%
<b>PROGRAM TOTAL</b>	<b>789.67</b>	<b>815.17</b>	<b>815.87</b>	<b>816.17</b>	<b>834.17</b>	<b>18.30</b>	<b>2.2%</b>
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>0.0%</b>
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	2.50	2.50	2.50	2.50	2.50	-	0.0%
HUMAN RESOURCES	3.50	3.50	3.00	3.50	3.00	-	0.0%
OPERATIONS SUPPORT	7.00	17.00	17.00	17.00	17.00	-	0.0%
RISK MANAGEMENT	4.00	4.00	3.50	4.00	3.50	-	0.0%
<b>PROGRAM TOTAL</b>	<b>17.00</b>	<b>27.00</b>	<b>26.00</b>	<b>27.00</b>	<b>26.00</b>	<b>-</b>	<b>0.0%</b>
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	4.75	4.75	4.75	4.75	4.75	-	0.0%
INFRASTRUCTURE NETWORK SVCS	1.25	1.25	1.25	1.25	1.25	-	0.0%
TECHNOLOGY SUPPORT	3.75	3.75	3.75	3.75	3.75	-	0.0%
<b>PROGRAM TOTAL</b>	<b>9.75</b>	<b>9.75</b>	<b>9.75</b>	<b>9.75</b>	<b>9.75</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,116.75</b>	<b>1,143.25</b>	<b>1,142.50</b>	<b>1,142.50</b>	<b>1,163.50</b>	<b>21.00</b>	<b>1.8%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Admin/Operations Specialist	22.00	19.00	19.00	19.00	19.00	-	0.0%
Business Systems Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Business Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collections Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collector	14.00	14.00	14.00	14.00	14.00	-	0.0%
Counseling Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Counselor	14.00	14.00	14.00	14.00	14.00	-	0.0%
Deputy Director - Probation	3.50	3.50	3.50	3.50	3.50	-	0.0%
Director - Probation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	21.00	-	-	-	-	-	N/A
Education Manager - Detention	1.00	1.00	1.00	1.00	1.00	-	0.0%
Educator - Detention	6.00	6.00	6.00	6.00	6.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	3.00	3.00	3.00	3.00	3.00	-	0.0%
Help Desk Coordinator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Project Manager	1.00	-	-	-	-	-	N/A
IT Security Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk	73.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk Associate	-	72.00	72.00	72.00	72.00	-	0.0%
Justice System Clerk Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Justice System Clerk Supervisor	9.00	9.00	9.00	9.00	9.00	-	0.0%
Management Analyst	5.50	5.00	5.00	5.00	5.00	-	0.0%
Office Assistant Specialized	3.00	3.00	2.00	2.00	2.00	-	0.0%
Operations/Program Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Presentence Screener	52.00	49.00	49.00	49.00	49.00	-	0.0%
Probation Assistant	44.75	43.75	43.00	43.00	43.00	-	0.0%
Probation Dispatcher	-	21.00	21.00	21.00	21.00	-	0.0%
Probation Dispatcher Supervisor	-	3.00	3.00	3.00	3.00	-	0.0%
Probation Manager	9.00	10.00	11.00	10.00	11.00	-	0.0%
Probation Officer	640.00	665.00	665.00	665.00	683.00	18.00	2.7%
Probation Officer Supervisor	95.00	98.00	98.00	98.00	99.00	1.00	1.0%
Program Coordinator	5.00	5.00	6.00	6.00	6.00	-	0.0%
Surveillance Officer	78.00	81.00	81.00	81.00	83.00	2.00	2.5%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Training Supervisor	1.00	1.00	-	1.00	-	-	N/A
<b>Department Total</b>	<b>1,116.75</b>	<b>1,143.25</b>	<b>1,142.50</b>	<b>1,142.50</b>	<b>1,163.50</b>	<b>21.00</b>	<b>1.8%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	758.00	776.00	776.00	776.00	784.00	8.00	1.0%
201 ADULT PROBATION FEES	1.50	1.50	1.50	1.50	1.50	-	0.0%
211 ADULT PROBATION GRANTS	28.25	24.75	24.00	24.00	24.00	-	0.0%
255 DETENTION OPERATIONS	329.00	341.00	341.00	341.00	354.00	13.00	3.8%
<b>Department Total</b>	<b>1,116.75</b>	<b>1,143.25</b>	<b>1,142.50</b>	<b>1,142.50</b>	<b>1,163.50</b>	<b>21.00</b>	<b>1.8%</b>

### Significant Variance Analysis

There was an addition of 8.0 FTE in the General Fund (100) and 13.0 FTE in the Detention Fund (255) for FY 2017 in order to maintain best practice ratios. The additional FTE are due to increased demand for probationary services. The FTE are allocated as follows: 1.0 FTE Surveillance Officer and 1.0 FTE Probation Officer for Domestic Violence Activity, 1.0 FTE Surveillance Officer and 1.0 FTE Probation Officer for Sex Offender Activity, 1.0 FTE Probation Officers for Standard Probation, 2.0 FTE Probation Officers for Seriously Mentally Ill Activity, 1.0 FTE Probation Officer for the Interstate Compact Activity, 1.0 FTE Probation Officer and 1.0 FTE Probation Supervisor for the Prison Re-Entry Activity, 1.0 FTE Probation Officer for Drug Court, 1.0 FTE Probation Officer for DUI Court, 4.0 FTE Probation Officers for the Pretrial Field, 2.0 Probation Officers for Custody Integration Intensive, and 3.0 FTE Probation Officers for Custody Integration Standard.

## General Adjustments

### **Base Adjustments:**

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

- Increase Regular Benefits by \$1,025,171 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$39,649 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$296,470 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$424,173 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$375,808 for the impact of the changes in the base level telecommunication charges.
- Increase Internal Service Charges by \$30,303 for the impact of the changes in the radio charges.
- Decrease Capital Equipment by \$106,035 for the reduction in the number of new vehicles needed.
- Decrease Expenditures by \$4,561 for the net change in other personnel, supplies and services.
- Increase Vacancy Savings by \$63,356 for savings incurred during probation officer recruitment time period.
- Increase Vacancy Savings by \$544,150 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 3.02% in FY 2016 to 4.00% in FY 2017.
- Increase Allocation Out by \$349,168 to the Adult Probation Fee Fund.
- Decrease Allocation Out by \$240,895 to the Detention Fund for changes in Indirect Services costs.

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

- Increase Regular Benefits by \$2,630 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$687 for the impact of the changes in retirement contribution rates.
- Increase Personnel by \$83,278 for positions moved from Non Recurring to Operating.
- Decrease Expenditures by \$29,808 for the net change in other personnel, supplies and services.
- Increase Vacancy Savings by \$5,893 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 67.85% in FY 2016 to 70.0% in FY 2017.
- Increase Allocation In by \$349,168 from the General Fund.

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

- Increase Regular Benefits by \$31,774 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$2,219 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$816 for the impact of the changes in retirement contribution rates.

- Increase Internal Service Charges by \$14,682 for the impact of the changes in risk management charges.
- Increase Vacancy Savings by \$67,164 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 4.41% in FY 2016 to 8.10% in FY 2017.
- Decrease Expenditures by \$341,476 and Revenue \$363,587 to reflect an expected decrease in grant awards for FY 2017.

**Detention Fund (255) Operating**

- Increase Regular Benefits by \$449,481 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$18,246 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$162,796 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$179,135 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$153,530 for the impact of the changes in the base level telecommunication charges.
- Increase Internal Service Charges by \$12,900 for the impact of the changes in the radio charges.
- Increase Vacancy Savings by \$108,865 for savings incurred during probation officer recruitment time period.
- Decrease Fuel by \$23,312 due to reduced fuel prices.
- Decrease Expenditures by \$43,970 for the net change in other supplies and services.
- Increase Vacancy Savings by \$812,730 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 2.70% in FY 2016 to 5.91% in FY 2017.
- Decrease Allocation In by \$240,895 from the General Fund for changes in Indirect Services costs.

## Programs and Activities

### Behavioral Change Program

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

### Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of students who achieve at least one successful gain in education classes operated by MCAPD during the reporting period.	34.5%	69.1%	58.2%	44.5%	(24.5%)	-35.6%
Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	97.8%	98.1%	97.2%	93.5%	(4.6%)	-4.7%
Percent of Pretrial Initial Appearance defendant packets submitted to the Court within the 24-hour statutory mandate during the reporting period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of defendants who successfully complete release conditions during the reporting period.	79.1%	82.3%	64.6%	62.6%	(19.7%)	-24.0%
Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	59.2%	61.3%	56.0%	59.8%	(1.5%)	-2.5%
Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	46.2%	40.4%	55.7%	57.1%	16.7%	41.3%

Activities that comprise this program include:

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

### Adult Education Activity

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

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

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of students who achieve at least one successful gain in education classes operated by MCAPD during the reporting period.	34.5%	69.1%	75.3%	44.5%	(24.5%)	-35.6%
Output	Average number of students who participated in education classes operated by MCAPD during the reporting period.	288	314	272	264	(50)	-15.9%
Output	Number of students who terminate (exit) from education classes operated by MCAPD during the reporting period.	923	391	373	373	(18)	-4.6%
Demand	Average number of students in need (directed, referred, inquiry) of MCAPD operated education services.	344	355	325	305	(50)	-14.1%
Expenditure Ratio	Average cost per student who participates in MCAPD operated education classes per year.	\$ 1,026.89	\$ 4,986.09	\$ 5,791.07	\$ 4,998.81	\$ (12.71)	-0.3%
<b>Revenue</b>							
	211 - ADULT PROBATION GRANTS	\$ 403,631	\$ 1,131,214	\$ 849,555	\$ 776,245	\$ (354,969)	-31.4%
	TOTAL SOURCES	\$ 403,631	\$ 1,131,214	\$ 849,555	\$ 776,245	\$ (354,969)	-31.4%
<b>Expenditure</b>							
	100 - GENERAL	\$ 316,019	\$ 465,548	\$ 392,580	\$ 436,947	\$ 28,601	6.1%
	211 - ADULT PROBATION GRANTS	678,013	1,115,044	910,410	882,738	232,306	20.8%
	TOTAL USES	\$ 994,032	\$ 1,580,592	\$ 1,302,990	\$ 1,319,685	\$ 260,907	16.5%

**Activity Narrative:** The average number of students in need is decreasing due to the passage of the Workforce Innovation Opportunity Act (WIOA), which prioritizes jobs and employment over education.

### Presentence Activity

The purpose of the Presentence Activity is to provide timely investigations, screenings, assessments, and objective sentencing reports to the judge so they can make informed and evidence-based sentencing decisions.

**Mandates:** A.R.S. §12-251 establishes standard probation and establishes qualifications for probation officers and support staff. A.R.S. §12-253 establishes standard probation power and duties. A.R.S. §§13-701, 13-914, 13-4410, and 13-4424 establish the need for a pre-sentence report.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	97.8%	98.1%	95.6%	93.5%	(4.6%)	-4.7%
Output	Number of presentence investigation reports completed during the reporting period.	16,397	16,516	16,851	17,024	508	3.1%
Demand	Number of presentence investigation reports ordered by the court to be completed during the reporting period.	16,397	16,516	16,851	17,024	508	3.1%
Expenditure Ratio	Average cost per presentence investigation report per year.	\$ 566.13	\$ 580.29	\$ 567.03	\$ 577.70	\$ 2.59	0.4%
<b>Expenditure</b>							
	100 - GENERAL	\$ 4,968,923	\$ 5,111,678	\$ 5,119,119	\$ 5,246,711	\$ (135,033)	-2.6%
	255 - DETENTION OPERATIONS	4,313,978	4,472,348	4,435,883	4,588,002	(115,654)	-2.6%
	TOTAL USES	\$ 9,282,901	\$ 9,584,026	\$ 9,555,002	\$ 9,834,713	\$ (250,687)	-2.6%

### Pretrial Initial Appearance Release Information Activity

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

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

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Pretrial Initial Appearance defendant packets submitted to the Court within the 24-hour statutory mandate during the reporting period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Initial Appearance defendant packets presented to the court during the reporting period.	50,269	49,139	49,026	50,884	1,745	3.6%
Demand	Number of Initial Appearance defendant packets ordered by the court during the reporting period.	50,269	49,139	49,026	50,884	1,745	3.6%
Expenditure Ratio	Average cost per Initial Appearance defendant packets presented to the court per year.	\$ 50.41	\$ 53.36	\$ 52.52	\$ 50.63	\$ 2.73	5.1%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 2,534,199	\$ 2,621,960	\$ 2,574,684	\$ 2,576,201	\$ 45,759	1.7%
	TOTAL USES	\$ 2,534,199	\$ 2,621,960	\$ 2,574,684	\$ 2,576,201	\$ 45,759	1.7%

### Pretrial Supervision Activity

The purpose of the Pretrial Supervision Activity is to provide supervision to conditionally released defendants so they can appear for court without having to be incarcerated.

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

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of defendants who successfully complete release conditions during the reporting period.	79.1%	82.3%	64.6%	62.6%	(19.7%)	-24.0%
Output	Annual average number of defendants supervised by Pretrial Services during the fiscal year.	2,388	2,856	2,937	3,207	351	12.3%
Demand	Average number of defendants ordered to be supervised by Pretrial Services during the reporting period.	2,388	2,856	2,782	3,207	351	12.3%
Expenditure Ratio	Average cost per defendant on Pretrial Supervision per year.	\$ 2,994.97	\$ 2,510.94	\$ 2,323.72	\$ 2,288.87	\$ 222.07	8.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 231,317	\$ 321,733	\$ 327,110	\$ 330,709	\$ (8,976)	-2.8%
	201 - ADULT PROBATION FEES	136,677	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	6,783,988	6,849,504	6,497,653	7,009,683	(160,179)	-2.3%
	TOTAL USES	\$ 7,151,982	\$ 7,171,237	\$ 6,824,763	\$ 7,340,392	\$ (169,155)	-2.4%

**Activity Narrative:** The cause of this increase is undetermined, but may be due to the use of the new Public Safety Assessment (PSA), changes in bail/bond practices and prosecution practices. The percent of successful completions is decreasing due to the total number of exits increasing at a higher rate than the number of successful exits.

### Base Adjustments:

#### Detention Fund (255) Operating

- Increase Expenditures by \$301,196 for 4.0 FTE, Laptops, Body Armor, Cell Phone Service, and Mileage.

**Transition and Treatment Activity**

The purpose of the Transition and Treatment Activity is to provide evidence-based practice treatment services to probationers so they can make positive, pro-social behavioral changes and successfully complete the treatment program.

**Mandates:** A.R.S. §§12-299, 13-3422, and 13-901.01 establishes that Superior Court, through, Adult Probation, is responsible for establishing community punishment programs, including drug treatment.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	59.2%	61.3%	56.0%	59.8%	(1.5%)	-2.5%
Result	Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	46.2%	40.4%	55.7%	57.1%	16.7%	41.3%
Output	Average number of probationers who participate in MCAPD operated and/or funded treatment and residential service during the reporting period.	1,636	1,566	1,885	2,039	474	30.2%
Output	Number of jail days saved by releasing probationers early from jail into treatment during the reporting period.	3,465	3,202	4,665	4,768	1,566	48.9%
Output	Number of probationers who were terminated from MCAPD operated and/or funded treatment and residential services during the reporting period.	1,100	1,048	1,286	1,352	304	29.0%
Demand	Average number of probationers who are referred and/or court-ordered to MCAPD operated and/or funded treatment and residential services during the reporting period.	1,384	1,778	990	855	(923)	-51.9%
Demand	Number of jail days ordered for probationers who are released from jail into treatment during the reporting period.	7,494	7,702	7,375	6,926	(776)	-10.1%
Expenditure Ratio	Average cost per probationer to receive MCAPD operated and/or funded treatment and residential services per year.	\$ 2,897.22	\$ 3,001.39	\$ 2,967.99	\$ 3,205.24	\$ 2,929.67	\$ 0.98
<i>Revenue</i>							
	211 - ADULT PROBATION GRANTS	\$ 1,949,681	\$ 1,923,533	\$ 1,391,572	\$ 1,949,738	\$ 26,205	1.4%
	201 - ADULT PROBATION FEES	8,512	7,836	8,072	7,836	-	0.0%
	TOTAL SOURCES	\$ 1,958,193	\$ 1,931,369	\$ 1,399,644	\$ 1,957,574	\$ 26,205	1.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,216,709	\$ 2,166,504	\$ 2,254,664	\$ 2,288,627	\$ (122,123)	-5.6%
	211 - ADULT PROBATION GRANTS	1,670,911	1,711,990	1,579,590	1,671,148	40,842	2.4%
	201 - ADULT PROBATION FEES	5,978	18,321	19,092	6,000	12,321	67.3%
	255 - DETENTION OPERATIONS	846,261	800,363	791,563	883,746	(83,383)	-10.4%
	TOTAL USES	\$ 4,739,859	\$ 4,697,178	\$ 4,644,909	\$ 4,849,521	\$ (152,343)	-3.2%

**Activity Narrative:** The number of individuals referred to Maricopa County Adult Probation Department (MCAPD) programs continues to decrease. The number of jails days saved is increasing due to the efforts to release probationers to treatment rather than remain in jail.

## Community Justice Program

The purpose of the Community Justice Program is to provide public safety through offender accountability and restoration to victims and community members so that they can live in revitalized, restored and safer neighborhoods.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of probationers who complete community work service hours ordered by the court during the reporting period.	60.6%	61.2%	61.5%	62.5%	1.3%	2.1%
Percent of opted-in victims satisfied with MCAPD.	71.4%	72.7%	75.0%	75.4%	2.7%	3.7%
Percent of probationers paying restitution during the reporting period.	79.6%	79.0%	79.4%	79.2%	0.2%	0.3%
Percent of domestic violence probationers who successfully complete probation during the reporting period.	44.5%	45.4%	45.0%	49.2%	3.8%	8.4%
Percentage of active domestic violence probationers sentenced for a new felony offense while supervised during the fiscal year.	6.5%	6.4%	6.3%	6.0%	(0.4%)	-6.6%
Percent of jail days saved through Court Liaison during the reporting period.	47.5%	48.0%	48.2%	48.8%	0.7%	1.5%
Percentage of jailed probationers who received services under In-Custody Management during the reporting period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Sex Offenders who check in with Adult Probation within 72 hours of discharge from Department of Corrections during the reporting period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of probationers on deportation status through Immigration and Customs Enforcement (ICE) who are returned to MCAPD for action due to arrest, technical violation, or investigation during the reporting period.	0.3%	0.3%	0.4%	0.4%	0.1%	38.1%
Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	46.5%	49.4%	34.6%	52.2%	2.8%	5.6%
Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period.	13.5%	12.1%	12.5%	13.0%	0.9%	7.3%
Percent of unsupervised probationers sentenced for a new felony while being monitored during the fiscal year.	7.3%	7.3%	7.3%	9.0%	1.7%	23.2%
Percent of unsupervised probationers who successfully complete probation during the reporting period.	96.0%	96.4%	97.1%	97.1%	0.7%	0.7%
Percent of seriously mentally ill probationers who successfully complete probation during the reporting period.	77.7%	78.0%	78.1%	80.5%	2.5%	3.2%
Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised during the fiscal year.	6.1%	7.3%	8.0%	8.1%	0.8%	11.6%
Percent of active Sex Offender probationers sentenced for a new felony offense while supervised during the reporting period.	2.0%	2.3%	2.3%	2.5%	0.2%	8.7%

Program Results (continued)

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of standard probationers who successfully complete probation during the reporting period.	64.7%	60.2%	68.8%	67.9%	7.7%	12.8%
Percent of active standard probationers convicted of a new felony offense while supervised during the fiscal year.	8.3%	7.7%	7.1%	6.4%	(1.2%)	-16.3%
Percent of transferred youth probationers who successfully complete probation during the reporting period.	51.5%	58.6%	64.7%	62.9%	4.3%	7.3%
Percent of active transferred youth sentenced for a new felony offense while supervised during the fiscal year.	16.2%	21.2%	20.8%	22.6%	1.5%	7.0%
Percent of newly ordered warrants cleared during the reporting period.	N/A	60.9%	61.0%	61.1%	0.2%	0.3%
Percent of warrants cleared during the fiscal year.	53.3%	50.8%	51.4%	51.5%	0.7%	1.3%
The percentage of warrants cleared with targeted criteria, out of the total warrants cleared during the reporting period.	15.7%	15.1%	15.2%	15.7%	0.6%	4.0%

Activities that comprise this program include:

- Community Restoration
- Domestic Violence
- Fugitive Apprehension
- In Custody Management
- Indirect Services
- Intensive Probation
- Compliance Monitoring
- Seriously Mentally Ill
- Sex Offender
- Standard Probation
- Transferred Youth

**Community Restoration Activity**

The purpose of the Community Restoration Activity is to provide the collection of victim restitution and the completion of community work service hours to victims and the community so they can recover from financial and emotional harm.

**Mandates:** A.R.S. §§12-299, 13-914, and 13-916 establishes that Superior Court, through Adult Probation, is responsible for establishing community punishment programs, including community restitution. A.R.S. §13-3825 establishes that community notification of a person convicted of a crime must occur when they arrive in the state. A.R.S. §13-4415 establishes victim notification for any probation modifications.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of probationers who complete community work service hours ordered by the court during the reporting period.	60.6%	61.2%	61.5%	62.5%	1.3%	2.1%
Result	Percent of opted-in victims satisfied with MCAPD.	71.4%	72.7%	75.0%	75.4%	2.7%	3.7%
Result	Percent of probationers paying restitution during the reporting period.	79.6%	79.0%	79.4%	79.2%	0.2%	0.3%
Output	Average number of probationers ordered to pay restitution and/or perform Community Restitution Service during the fiscal year.	9,971	9,935	9,867	9,773	(162)	-1.6%
Demand	Average number of probationers ordered to pay victim restitution during the reporting period.	3,522	3,475	3,343	3,173	(302)	-8.7%
Demand	Average number of probationers ordered to perform community work service hours during the reporting period.	6,449	6,480	6,524	6,600	120	1.9%
Expenditure Ratio	Average annual cost to provide Financial Compliance and Community Restitution services during the fiscal year.	\$ 302.51	\$ 316.63	\$ 315.09	\$ 322.73	\$ (6.10)	-1.9%
<i>Revenue</i>							
	211 - ADULT PROBATION GRANTS	\$ 62,849	\$ 76,623	\$ 40,000	\$ 36,000	\$ (40,623)	-53.0%
	201 - ADULT PROBATION FEES	46,501	53,076	51,057	45,875	(7,201)	-13.6%
	TOTAL SOURCES	\$ 109,350	\$ 129,699	\$ 91,057	\$ 81,875	\$ (47,824)	-36.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,893,816	\$ 2,990,480	\$ 2,976,170	\$ 3,024,724	\$ (34,244)	-1.1%
	211 - ADULT PROBATION GRANTS	25,871	57,317	33,728	28,660	28,657	50.0%
	255 - DETENTION OPERATIONS	96,630	97,962	99,095	100,663	(2,701)	-2.8%
	TOTAL USES	\$ 3,016,317	\$ 3,145,759	\$ 3,108,993	\$ 3,154,047	\$ (8,288)	-0.3%

**Activity Narrative:** The average number of probationers ordered to pay restitution has decreased while the number of probationers ordered to perform community service has increased. This decision is at the discretion of the Court and may be a reflection of the economic environment and the probationers' ability to pay.

### Domestic Violence Activity

The purpose of the Domestic Violence Probation Supervision Activity is to provide specialized supervision and align services to offender risk profiles and criminogenic needs to domestic violence probationers so they can enhance their likelihood to remain in the community and successfully complete probation.

**Mandates:** A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of domestic violence probationers who successfully complete probation during the reporting period.	44.5%	45.4%	45.0%	49.2%	3.8%	8.4%
Result	Percentage of active domestic violence probationers sentenced for a new felony offense while supervised during the fiscal year.	6.5%	6.4%	6.3%	6.0%	(0.4%)	-6.6%
Output	Number of domestic violence probationers terminated from probation during the reporting period.	301	305	307	325	20	6.6%
Output	Average number of domestic violence probationers supervised during the fiscal year. Excludes Limited Jurisdiction (LJ) cases.	802	905	905	969	64	7.1%
Demand	Average number of active domestic violence probationers ordered to be supervised during the reporting period.	802	905	905	969	64	7.1%
Expenditure Ratio	Average cost per active Domestic Violence probationer per year.	\$ 2,114.34	\$ 2,260.12	\$ 2,105.89	\$ 2,156.78	\$ 103.35	4.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,693,017	\$ 2,034,911	\$ 1,900,578	\$ 2,089,915	\$ (55,004)	-2.7%
	255 - DETENTION OPERATIONS	2,680	10,500	5,250	-	10,500	100.0%
	TOTAL USES	\$ 1,695,697	\$ 2,045,411	\$ 1,905,828	\$ 2,089,915	\$ (44,504)	-2.2%

**Activity Narrative:** The average number of active probationers in the Domestic Violence Activity continues to increase resulting in the need for additional Probation Officers and supplies and services.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Expenditures by \$142,596 for 2.0 FTE, Cell Phone Service, Fuel, Laptops, Handguns, and Vests.

**General Fund (100) Non Recurring**

- Increase Expenditures by \$27,000 for new vehicle.

**Fugitive Apprehension Activity**

The purpose of the Fugitive Apprehension Activity is to provide investigation and apprehension services to the Court so they can make informed decisions regarding public safety and return absconded probationers to the Court.

**Mandates:** A.R.S. §13-901 establishes standard probation, the conditions, and fees. A.R.S. §13-916 establishes intensive probation, the conditions, and fees and establishes qualifications for probation officers and support staff.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of newly ordered warrants cleared during the reporting period.	N/A	60.9%	61.0%	61.1%	0.2%	0.3%
Result	Percent of warrants cleared during the fiscal year.	53.3%	50.8%	51.4%	51.5%	0.7%	1.3%
Result	The percentage of warrants cleared with targeted criteria, out of the total warrants cleared during the reporting period.	15.7%	15.1%	15.2%	15.7%	0.6%	4.0%
Output	Average number of probationers on warrant status with targeted criteria being sought by Adult Probation during the reporting period.	936	912	972	1,008	96	10.5%
Output	Total number of probationers on warrant status cleared during the reporting period.	7,065	7,150	7,127	7,269	119	1.7%
Demand	Total number of probationers newly placed on warrant status by the Court during the reporting period.	7,451	7,200	7,260	7,282	82	1.1%
Expenditure Ratio	Average cost per probationer on warrant status during the fiscal year.	\$ 415.85	\$ 185.38	\$ 187.93	\$ 194.20	\$ (8.82)	-4.8%
<i>Revenue</i>							
	211 - ADULT PROBATION GRANTS	\$ 55,344	\$ 40,000	\$ 32,167	\$ 45,000	\$ 5,000	12.5%
	TOTAL SOURCES	\$ 55,344	\$ 40,000	\$ 32,167	\$ 45,000	\$ 5,000	12.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,482,413	\$ 2,511,795	\$ 2,573,840	\$ 2,648,112	\$ (136,317)	-5.4%
	211 - ADULT PROBATION GRANTS	53,127	40,000	29,963	46,271	(6,271)	-15.7%
	255 - DETENTION OPERATIONS	306	-	-	-	-	N/A
	TOTAL USES	\$ 2,535,846	\$ 2,551,795	\$ 2,603,803	\$ 2,694,383	\$ (142,588)	-5.6%

### In Custody Management Activity

The purpose of the In Custody Management Activity is to provide pro-social behaviors through assessment, case planning, treatment, and appropriate responses to probationers so they can be held accountable and increase their success rate of transition to the community post jail release.

**Mandates:** A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of jail days saved through Court Liaison during the reporting period.	47.5%	48.0%	48.2%	48.8%	0.7%	1.5%
Result	Percentage of jailed probationers who received services under In-Custody Management during the reporting period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Average daily number of jailed probationers who receive In-Custody Management services from the Work Furlough and Custody Management Unit, plus the total number of probationers handled by Court Liaison who were revoked to DOC, reinstated without jail, or received less than 30 days jail during the reporting period.	1,772	1,900	1,935	1,951	51	2.7%
Output	Number of jail days required for probationers going through violation proceedings during the reporting period.	189,312	212,743	196,126	196,648	(16,095)	-7.6%
Demand	Average number of jailed probationers assigned to In-Custody Management services from the Work Furlough and Custody Management Units, plus the total number of probationers assigned to Court Liaison who were revoked to Department of Corrections, reinstated without jail, or received less than 30 days jail during the reporting period.	1,772	1,900	1,935	1,951	51	2.7%
Expenditure Ratio	Average cost per year, per probationer to provide in-custody management services.	\$ 1,478.62	\$ 1,417.68	\$ 1,347.80	\$ 1,507.64	\$ (89.96)	-6.3%
<i>Revenue</i>							
	201 - ADULT PROBATION FEES	\$ 965,815	\$ 960,000	\$ 952,595	\$ 972,000	\$ 12,000	1.3%
	TOTAL SOURCES	\$ 965,815	\$ 960,000	\$ 952,595	\$ 972,000	\$ 12,000	1.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 191,193	\$ 255,497	\$ 260,729	\$ 268,100	\$ (12,603)	-4.9%
	211 - ADULT PROBATION GRANTS	(987)	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	2,429,901	2,438,093	2,347,271	2,673,298	(235,205)	-9.6%
	TOTAL USES	\$ 2,620,107	\$ 2,693,590	\$ 2,608,000	\$ 2,941,398	\$ (247,808)	-9.2%

**Activity Narrative:** The number of jail days required for probationers going through violation proceedings during the reporting period is anticipated to increase as well as the number of jails days saved. This is due to the increase of the subpopulations of probationers in custody reintegration, work furlough, and court liaison units.

**Base Adjustments:**

**Detention Fund (255) Operating**

- Increase Custody Integration Intensive by \$148,598 for 2.0 FTE, Laptops, Body Armor, and Cell Phone Service.
- Increase Custody Integration Standard by \$222,897 for 3.0 FTE, Laptops, Body Armor, and Cell Phone Service.

**Indirect Services Activity**

The purpose of the Indirect Services Activity is to provide case monitoring services to probationers who: are allowed to return or relocate to their residence in another state or county, complete a prison term, transition to community supervised probation, and are detained prior to deportation to their country of citizenship so they can minimize their risk to public safety by preventing re-arrest for a new offense.

**Mandates:** A.R.S. §§31-467 establishes interstate compacts for supervision of parolees, probationers, and adult offenders.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Sex Offenders who check in with Adult Probation within 72 hours of discharge from Department of Corrections during the reporting period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of probationers on deportation status through Immigration and Customs Enforcement (ICE) who are returned to MCAPD for action due to arrest, technical violation, or investigation during the reporting period.	0.3%	0.3%	0.4%	0.4%	0.1%	38.1%
Output	Average number of probationers monitored according to Indirect Services standards during the reporting period.	15,565	15,079	15,092	15,101	22	0.1%
Output	Number of Sex Offenders whose probation was ordered by the court to start following discharge from Department of Corrections who were required to report to MCAPD during the reporting period	204	240	242	273	33	13.8%
Output	Average number of probationers on deportation status through ICE during the reporting period.	2,391	1,935	1,949	1,950	15	0.7%
Demand	Average number of probationers ordered by the court and/or transferred from field supervision to be monitored by Indirect Services during the reporting period.	15,565	15,079	15,092	15,101	22	0.1%
Expenditure Ratio	Average cost per probationer monitored by Indirect Services per year.	\$ 77.77	\$ 91.11	\$ 92.64	\$ 93.26	\$ (2.15)	-2.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,210,554	\$ 1,373,783	\$ 1,398,165	\$ 1,408,303	\$ (34,520)	-2.5%
	TOTAL USES	\$ 1,210,554	\$ 1,373,783	\$ 1,398,165	\$ 1,408,303	\$ (34,520)	-2.5%

**Activity Narrative:** The percentage of Immigration and Customs Enforcement (ICE) deported probationers returned to MCAPD is very low and is projected to have a slight increase to 0.4% in FY 2017. It is projected that the Indirect Services population will continue to moderately increase and this is reflected in the FY 2016 Forecast and in FY 2017.

**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 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	46.5%	49.4%	34.6%	52.2%	2.8%	5.6%
Result	Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period.	13.5%	12.1%	12.5%	13.0%	0.9%	7.3%
Output	Total number of IPS probationers discharged from IPS during the reporting period.	1,164	1,150	1,224	1,332	182	15.8%
Output	Average number of IPS probationers who are supervised during the fiscal year.	994	975	1,033	1,109	134	13.7%
Demand	Average number of active IPS probationers ordered to be supervised during the reporting period.	994	975	1,027	1,109	134	13.7%
Expenditure Ratio	Average cost per IPS probationer per year.	\$ 7,443.42	\$ 8,610.90	\$ 7,938.78	\$ 7,457.97	\$ 1,152.93	13.4%
<i>Revenue</i>							
	201 - ADULT PROBATION FEES	\$ 451,540	\$ 447,500	\$ 453,379	\$ 436,700	\$ (10,800)	-2.4%
	TOTAL SOURCES	\$ 451,540	\$ 447,500	\$ 453,379	\$ 436,700	\$ (10,800)	-2.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,855,455	\$ 1,707,337	\$ 1,746,864	\$ 1,723,408	\$ (16,071)	-0.9%
	255 - DETENTION OPERATIONS	5,543,306	6,688,292	6,453,892	6,547,481	140,811	2.1%
	TOTAL USES	\$ 7,398,761	\$ 8,395,629	\$ 8,200,756	\$ 8,270,889	\$ 124,740	1.5%

**Activity Narrative:** Over the past few years, Adult Probation has seen an increase in the average risk score of individuals sentenced to supervised probation. There is also an increase in those assessed as medium-high and high risk. This impacts the number of individuals identified as suitable or appropriate for Intensive Probation (IPS).

### Compliance Monitoring Activity

The purpose of the Compliance Monitoring Activity is to provide appropriately reduced levels of supervision to court ordered unsupervised probationers so they can enhance their likelihood to remain in the community and successfully complete probation.

**Mandates:** A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of unsupervised probationers sentenced for a new felony while being monitored during the fiscal year.	7.3%	7.3%	7.3%	9.0%	1.7%	23.2%
Result	Percent of unsupervised probationers who successfully complete probation during the reporting period.	96.0%	96.4%	97.1%	97.1%	0.7%	0.7%
Output	Average number of Compliance Monitoring probationers supervised during the reporting period.	5,319	4,500	4,480	3,815	(685)	-15.2%
Demand	Average number of unsupervised probationers ordered by the court to be monitored during the reporting period.	5,319	4,500	4,480	3,815	(685)	-15.2%
Expenditure Ratio	The average cost per unsupervised probationer per fiscal year.	\$ 776.54	\$ 792.11	\$ 757.15	\$ 887.10	\$ (94.99)	-12.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 4,130,395	\$ 3,564,491	\$ 3,392,034	\$ 3,384,297	\$ 180,194	5.1%
	TOTAL USES	\$ 4,130,395	\$ 3,564,491	\$ 3,392,034	\$ 3,384,297	\$ 180,194	5.1%

**Activity Narrative:** The cause of this decrease is undetermined, but may be due to the use of the new Public Safety Assessment (PSA), changes in bail/bond practices and prosecution practices. These changes may have cause probationers to be placed on higher levels of supervision causing a decrease in the unsupervised population. Further analysis and research will be completed to determine the cause of the shift.

**Seriously Mentally Ill Activity**

The purpose of the Seriously Mentally Ill Activity is to provide specialized supervision and align services to offender risk profiles and criminogenic needs to Seriously Mentally Ill probationers so they can enhance their likelihood to remain in the community and successfully complete probation.

**Mandates:** A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of seriously mentally ill probationers who successfully complete probation during the reporting period.	77.7%	78.0%	78.1%	80.5%	2.5%	3.2%
Result	Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised during the fiscal year.	6.1%	7.3%	8.0%	8.1%	0.8%	11.6%
Output	Number of active seriously mentally ill probationers terminated from probation during the reporting period.	264	286	302	348	62	21.7%
Output	Annual average number of active seriously mentally ill probationers supervised during the fiscal year.	687	660	760	798	138	20.9%
Demand	Average number of active seriously mentally ill probationers ordered to be supervised by the Court during the reporting period.	687	650	749	798	148	22.8%
Expenditure Ratio	Average cost per active SMI probationer per year.	\$ 2,446.33	\$ 2,564.06	\$ 2,244.36	\$ 2,444.47	\$ 119.59	4.7%
<b>Revenue</b>							
	211 - ADULT PROBATION GRANTS	\$ 140,926	\$ -	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ 140,926	\$ -	\$ -	\$ -	\$ -	N/A
<b>Expenditure</b>							
	100 - GENERAL	\$ 1,582,030	\$ 1,692,278	\$ 1,705,710	\$ 1,950,684	\$ (258,406)	-15.3%
	211 - ADULT PROBATION GRANTS	98,602	-	-	-	-	N/A
	TOTAL USES	\$ 1,680,632	\$ 1,692,278	\$ 1,705,710	\$ 1,950,684	\$ (258,406)	-15.3%

**Activity Narrative:** Cases are now screened at presentence, rather than later in the field, and Seriously Mentally Ill (SMI) status is verified with the Regional Behavioral Health Authority (RBHA). Improvements in collaboration across agencies are also increasing the ability to identify the SMI population. This includes building strong relationships with Correctional Health to identify clients in custody that have been deemed SMI and transferring cases directly to an SMI officer.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Expenditures by \$153,096 for 2.0 FTE, Cell Phone Service, Vests, Laptops, and Mileage.

### Sex Offender Activity

The purpose of the Sex Offender Probation Supervision Activity is to provide specialized supervision and align services to offender risk profiles and criminogenic needs to Sex Offender probationers so they can enhance their likelihood to remain in the community and reduce commitments to the DOC.

**Mandates:** A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of active Sex Offender probationers sentenced for a new felony offense while supervised during the reporting period.	2.0%	2.3%	2.3%	2.5%	0.2%	8.7%
Output	Average number of Sex Offender probationers supervised during the reporting period.	2,190	2,240	2,314	2,457	217	9.7%
Output	Annual average number of active Sex Offender probationers supervised during the fiscal year.	2,190	2,240	2,345	2,457	217	9.7%
Demand	Average number of active Sex Offender probationers ordered to be supervised during the reporting period.	2,190	2,240	2,314	2,457	218	9.7%
Expenditure Ratio	Average cost per active Sex Offender probationer supervised per year.	\$ 2,887.05	\$ 3,050.88	\$ 2,739.66	\$ 2,951.85	\$ 99.03	3.2%
<i>Revenue</i>							
	201 - ADULT PROBATION FEES	\$ 43,551	\$ 33,240	\$ 35,010	\$ 44,400	\$ 11,160	33.6%
	TOTAL SOURCES	\$ 43,551	\$ 33,240	\$ 35,010	\$ 44,400	\$ 11,160	33.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 4,780,783	\$ 5,736,412	\$ 5,351,603	\$ 6,200,062	\$ (463,650)	-8.1%
	201 - ADULT PROBATION FEES	1,478,479	1,031,112	1,006,561	984,218	46,894	4.5%
	255 - DETENTION OPERATIONS	63,371	66,444	66,347	68,420	(1,976)	-3.0%
	TOTAL USES	\$ 6,322,633	\$ 6,833,968	\$ 6,424,511	\$ 7,252,700	\$ (418,732)	-6.1%

**Activity Narrative:** The number of probationers ordered to be supervised by Sex Offender officers has been increasing slightly and will continue to do so since about 78% of the Sex Offender population is sentenced to lifetime probation.

#### Base Adjustments:

##### General Fund (100) Operating

- Increase Expenditures by \$141,596 for 2.0 FTE, Cell Phone Service, Fuel, Laptops, and Vests.

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

- Increase Expenditures by \$27,000 for new vehicle.

### Standard Probation Activity

The purpose of the Standard Probation Activity is to provide community supervision and encourage pro-social behaviors of probationers through assessment, case planning, treatment and appropriate responses to behaviors. Aligning services to offender risk profiles and criminogenic needs to probationers so they can enhance their likelihood to remain in the community and successfully complete probation.

**Mandates:** A.R.S. §12-251 establishes standard probation and establishes qualifications for probation officers and support staff. A.R.S. §12-253 establishes standard probation power and duties. A.R.S.

§12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of standard probationers who successfully complete probation during the reporting period.	64.7%	60.2%	68.8%	67.9%	7.7%	12.8%
Result	Percent of active standard probationers convicted of a new felony offense while supervised during the fiscal year.	8.3%	7.7%	7.1%	6.4%	(1.2%)	-16.3%
Output	Average number of active standard probationers supervised for the reporting period.	15,772	16,047	16,346	16,909	862	5.4%
Output	Number of Standard probationers terminated from probation during the reporting period.	6,204	6,574	6,159	6,137	(437)	-6.6%
Output	Average number of active standard probationers supervised during the fiscal year. (Excludes Interstate Compact)	15,032	15,421	16,213	16,909	1,488	9.6%
Demand	Average number of active standard probationers ordered to be supervised during the reporting period. (Includes Interstate Compact)	15,772	16,047	16,346	16,909	862	5.4%
Expenditure Ratio	Average cost per active Standard probationer per year.	\$ 1,921.97	\$ 2,045.66	\$ 1,997.21	\$ 2,038.40	\$ 7.25	0.4%
<b>Revenue</b>							
	211 - ADULT PROBATION GRANTS	\$ -	\$ 75,829	\$ 79,045	\$ -	\$ (75,829)	-100.0%
	201 - ADULT PROBATION FEES	8,412,358	8,034,297	8,488,019	8,426,800	392,503	4.9%
	TOTAL SOURCES	\$ 8,412,358	\$ 8,110,126	\$ 8,567,064	\$ 8,426,800	\$ 316,674	3.9%
<b>Expenditure</b>							
	100 - GENERAL	\$ 15,817,521	\$ 16,587,044	\$ 16,608,304	\$ 17,202,908	\$ (615,864)	-3.7%
	211 - ADULT PROBATION GRANTS	157,435	271,418	208,001	129,000	142,418	52.5%
	201 - ADULT PROBATION FEES	10,544,287	11,442,787	11,181,749	12,285,456	(842,669)	-7.4%
	255 - DETENTION OPERATIONS	3,794,007	4,525,434	4,382,727	4,850,014	(324,580)	-7.2%
	TOTAL USES	\$ 30,313,250	\$ 32,826,683	\$ 32,380,781	\$ 34,467,378	\$ (1,640,695)	-5.0%

**Activity Narrative:** The number of probationers on Standard Probation has continued to increase due to a higher reliance on utilizing probation services over jail time. Prison Re-Entry, Drug Court, DUI Court, and Interstate Compact are all a part of the Standard Probation Activity and have seen continued growth resulting in the need for more Probation Officers.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Standard Probation by \$76,048 for 1.0 FTE, Laptops, Vests, Cell Phone Service, and Mileage.
- Increase Interstate Compact by \$76,048 for 1.0 FTE, Laptops, Vests, Cell Phone Service, and Mileage.
- Increase Expenditures by \$76,000 for the purchase of new Smartphones.
- Increase Allocation Out by \$65,568 to Juvenile Probation for Communication Center.

**Detention Fund (255) Operating**

- Increase Prison Re-Entry by \$174,400 for 2.0 FTE, Cell Phone Service, Fuel, Laptops, and Body Armor.
- Increase Drug Court by \$110,299 for 1.0 FTE, Cell Phone Service, Laptops, Body Armor, Mileage, and Probationer Testing.
- Increase DUI Court by \$75,299 for 1.0 FTE, Cell Phone Service, Laptops, Body Armor, and Mileage.

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

- Increase Expenditures by \$250,000 for Computers and Radios.
- Increase Expenditures by \$50,000 for General Supplies.
- Increase Expenditures by \$100,000 for Copier Replacements.
- Increase Expenditures by \$60,000 for Vehicle Upgrades.
- Increase Expenditures by \$360,000 for Computer Programming for Court Forms.

**Detention Fund (255) Non Recurring**

- Increase Expenditures by \$27,000 for new Prison Reentry Probation Vehicle.

**Transferred Youth Activity**

The purpose of the Transferred Youth Supervision Activity is to provide specialized supervision and align services to offender risk profiles and criminogenic needs to Transferred Youth probationers so they can enhance their likelihood to remain in the community and successfully complete probation.

**Mandates:** A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of transferred youth probationers who successfully complete probation during the reporting period.	51.5%	58.6%	64.7%	62.9%	4.3%	7.3%
Result	Percent of active transferred youth sentenced for a new felony offense while supervised during the fiscal year.	16.2%	21.2%	20.8%	22.6%	1.5%	7.0%
Output	Average number of active transferred youth probationers being supervised during the reporting period.	198	189	212	212	23	12.0%
Output	Number of transferred youth probationers terminated from probation during the reporting period.	101	116	116	124	8	6.9%
Demand	Average number of active transferred youth ordered to be supervised by the Court during the reporting period.	198	189	212	212	23	12.0%
Expenditure Ratio	Average cost per active Transferred Youth probationer per year.	\$ 3,582.06	\$ 3,656.61	\$ 3,386.49	\$ 3,244.25	\$ 412.36	11.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 13,669	\$ 15,384	\$ 15,689	\$ 12,051	\$ 3,333	21.7%
	211 - ADULT PROBATION GRANTS	-	40,000	20,000	-	40,000	100.0%
	255 - DETENTION OPERATIONS	695,578	635,715	682,246	675,729	(40,014)	-6.3%
	TOTAL USES	\$ 709,247	\$ 691,099	\$ 717,935	\$ 687,780	\$ 3,319	0.5%

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 49,084,413</b>	<b>\$ -</b>
Adjustments:		
<b>Reallocations</b>	<b>\$ (900,000)</b>	<b>\$ -</b>
<i>Jud Branch Interdeptl Transfer</i>	<i>(900,000)</i>	<i>-</i>
Agenda Item: <i>MEMO</i>		
<b>FY 2016 Revised Budget</b>	<b>\$ 48,184,413</b>	<b>\$ -</b>
Adjustments:		
<b>Reallocations</b>	<b>\$ 900,000</b>	<b>\$ -</b>
<i>Jud Branch Interdeptl Transfer</i>	<i>900,000</i>	<i>-</i>
Agenda Item: <i>MEMO</i>		
<b>FY 2017 Baseline Budget</b>	<b>\$ 49,084,413</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 1,281,992</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>1,025,171</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	<i>(39,649)</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>296,470</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 777,566</b>	<b>\$ -</b>
<i>Adult Probation Caseload Increase</i>	<i>602,028</i>	<i>-</i>
<i>Increase Domestic Violence Probation by 2.0 FTE and Supplies and Services</i>	<i>\$ 142,596</i>	<i>-</i>
<i>Increase Sex Offender Probation by 2.0 FTE and Supplies and Services</i>	<i>141,596</i>	<i>-</i>
<i>Increase Seriously Mentally Ill by 2.0 FTE and Supplies and Services</i>	<i>153,096</i>	<i>-</i>
<i>Increase Standard Probation by 1.0 FTE and Supplies and Services</i>	<i>76,048</i>	<i>-</i>
<i>Increase Interstate Compact Probation by 1.0 FTE and Supplies and Services</i>	<i>76,048</i>	<i>-</i>
<i>Increase Vacancy Savings for Recruitment Time Period</i>	<i>(63,356)</i>	<i>-</i>
<i>New Smartphones</i>	<i>76,000</i>	<i>-</i>
<i>Other Base Adjustments</i>	<i>(110,596)</i>	<i>-</i>
<i>Decrease Capital Equipment</i>	<i>\$ (106,035)</i>	<i>-</i>
<i>Net Change in Other Personnel, Supplies and Services</i>	<i>(4,561)</i>	<i>-</i>
<i>Radio Charges Adjustment</i>	<i>30,303</i>	<i>-</i>
<i>Risk Management Adjustment</i>	<i>424,173</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>375,808</i>	<i>-</i>
<i>Personnel Savings</i>	<i>(544,150)</i>	<i>-</i>
<i>Increase Vacancy Savings from 3.02% to 4.0%</i>	<i>\$ (544,150)</i>	<i>-</i>
<b>Reallocations</b>	<b>\$ (173,841)</b>	<b>\$ -</b>
<i>Adult Probation Reallocation Between Funds</i>	<i>(108,273)</i>	<i>-</i>
<i>Increase Allocation Out to Adult Probation Fee Fund</i>	<i>\$ (349,168)</i>	<i>-</i>
<i>Decrease Allocation Out to Detention Fund</i>	<i>240,895</i>	<i>-</i>
<i>Reallocation Between Depts</i>	<i>(65,568)</i>	<i>-</i>
<i>Increase Allocation Out to Juvenile Probation for Communication Center</i>	<i>\$ (65,568)</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 50,970,130</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>	<i>3.8%</i>	

General Fund (100) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 171,000</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 171,000</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (171,000)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(171,000)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 54,000</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>54,000</i>	<i>-</i>
<i>New Domestic Violence Probation Vehicle</i>	<i>\$ 27,000</i>	
<i>New Sex Offender Probation Vehicle</i>	<i>27,000</i>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 54,000</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		

Adult Probation Fees Fund (201)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 12,343,549</b>	<b>\$ 12,343,549</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 12,343,549</b>	<b>\$ 12,343,549</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 12,343,549</b>	<b>\$ 12,343,549</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 3,317</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>2,630</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>687</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 47,577</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(29,808)</i>	<i>-</i>
<i>Net Change in Other Personnel, Supplies and Services</i>	<i>\$ (29,808)</i>	
<i>Personnel Fund or Function Shifts</i>	<i>83,278</i>	<i>-</i>
<i>Personnel Savings</i>	<i>(5,893)</i>	<i>-</i>
<i>Increase Vacancy Savings from 67.85% to 70.00%</i>	<i>\$ (5,893)</i>	
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 400,062</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>400,062</i>
<b>Reallocations</b>	<b>\$ 349,168</b>	<b>\$ -</b>
<i>Adult Probation Reallocation Between Funds</i>	<i>349,168</i>	<i>-</i>
<i>Increase Allocation In from General Fund</i>	<i>\$ 349,168</i>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 12,743,611</b>	<b>\$ 12,743,611</b>
<i>Percent Change from Baseline Amount</i>	<i>3.2%</i>	<i>3.2%</i>

Adult Probation Fees Fund (201) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 428,787</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 428,787</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (428,787)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(428,787)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 820,000</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>820,000</i>	<i>-</i>
<i>Computers and Radios</i>	<i>\$ 250,000</i>	
<i>General Supplies</i>	<i>50,000</i>	
<i>Copier Replacements</i>	<i>100,000</i>	
<i>Vehicle Upgrades</i>	<i>60,000</i>	
<i>Computer Programming for Court Forms</i>	<i>360,000</i>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 820,000</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		

Adult Probation Fees Fund (201) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 1,701,802	\$ 1,078,325	\$ 1,078,325	\$ 2,279,704	\$ 2,618,534
Sources:					
Operating	\$ 13,000,769	\$ 12,343,549	\$ 12,343,549	\$ 12,754,730	\$ 12,743,611
Total Sources:	\$ 13,000,769	\$ 12,343,549	\$ 12,343,549	\$ 12,754,730	\$ 12,743,611
Uses:					
Operating	\$ 12,137,346	\$ 12,343,549	\$ 12,343,549	\$ 12,248,153	\$ 12,743,611
Non-Recurring	285,502	428,787	428,787	167,747	820,000
Total Uses:	\$ 12,422,848	\$ 12,772,336	\$ 12,772,336	\$ 12,415,900	\$ 13,563,611
Structural Balance	\$ 863,423	\$ -	\$ -	\$ 506,577	\$ -
Accounting Adjustments	\$ (19)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 2,279,704	\$ 649,538	\$ 649,538	\$ 2,618,534	\$ 1,798,534
Total Ending Spendable Fund Balance	\$ 2,279,704	\$ 649,538	\$ 649,538	\$ 2,618,534	\$ 1,798,534

Adult Probation Grants Fund (211)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 3,171,370</b>	<b>\$ 3,171,370</b>
Adjustments:	Agenda Item:		
<b>Grants</b>		<b>\$ 75,829</b>	<b>\$ 75,829</b>
<i>Adult Probation FY 16 Grants</i>	<i>C-11-16-005-G-00</i>	75,829	75,829
<b>FY 2016 Revised Budget</b>		<b>\$ 3,247,199</b>	<b>\$ 3,247,199</b>
Adjustments:	Agenda Item:		
<b>Grants</b>		<b>\$ (75,829)</b>	<b>\$ (75,829)</b>
<i>Adult Probation FY 16 Grants</i>	<i>C-11-16-005-G-00</i>	(75,829)	(75,829)
<b>FY 2017 Baseline Budget</b>		<b>\$ 3,171,370</b>	<b>\$ 3,171,370</b>
Adjustments:			
<b>Employee Retirement and Benefits</b>		<b>\$ 30,371</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>		31,774	-
<i>Vacancy Savings Assoc with Benefit Adjustments</i>		(2,219)	-
<i>Retirement Contributions</i>		816	-
<b>Base Adjustments</b>		<b>\$ (52,482)</b>	<b>\$ -</b>
<i>Risk Management Adjustment</i>		14,682	-
<i>Personnel Savings</i>		(67,164)	-
<i>Increase Vacancy Savings from 4.41% to 8.10%</i>	\$ (67,164)		
<b>Grants, Donations and Intergovernmental Agreements</b>			
<b>Grants</b>		<b>\$ (341,476)</b>	<b>\$ (363,587)</b>
<i>Grant Reconciliation</i>		(341,476)	(363,587)
<b>FY 2017 Adopted Budget</b>		<b>\$ 2,807,783</b>	<b>\$ 2,807,783</b>
<i>Percent Change from Baseline Amount</i>		<i>-11.5%</i>	<i>-11.5%</i>

Adult Probation Grants Fund (211) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ (152,581)	\$ (152,581)	\$ (152,581)	\$ (139,681)	\$ (139,681)
Sources:					
Operating	\$ 2,702,120	\$ 3,171,370	\$ 3,247,199	\$ 2,792,182	\$ 2,807,783
Total Sources:	\$ 2,702,120	\$ 3,171,370	\$ 3,247,199	\$ 2,792,182	\$ 2,807,783
Uses:					
Operating	\$ 2,689,232	\$ 3,171,370	\$ 3,247,199	\$ 2,792,182	\$ 2,807,783
Total Uses:	\$ 2,689,232	\$ 3,171,370	\$ 3,247,199	\$ 2,792,182	\$ 2,807,783
Structural Balance	\$ 12,888	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 12	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(139,681)	(152,581)	(152,581)	(139,681)	(139,681)
Total Ending Spendable Fund Balance	\$ (139,681)	\$ (152,581)	\$ (152,581)	\$ (139,681)	\$ (139,681)

Detention Fund (255)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 33,803,153</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 33,803,153</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 33,803,153</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 594,031</b>	<b>\$ -</b>
Employee Health/Dental Premiums	449,481	-
Vacancy Savings Assoc with Benefit Adjustments	(18,246)	-
Retirement Contributions	162,796	-
<b>Base Adjustments</b>	<b>\$ 389,377</b>	<b>\$ -</b>
Adult Probation Caseload Increase	923,824	-
Increase Pretrial Defendant Monitoring by 4.0 FTE and Supplies and Services	\$ 301,196	-
Increase Prison Reentry by 2.0 FTE and Supplies and Services	174,400	-
Increase DUI Court by 1.0 FTE and Supplies and Services	75,299	-
Increase Drug Court by 1.0 FTE and Supplies and Services	110,299	-
Increase Custody Integration Standard by 3.0 FTE and Supplies and Services	222,897	-
Increase Custody Integration Intensive by 2.0 FTE and Supplies and Services	148,598	-
Increase Vacancy Savings for Recruitment Time Period	(108,865)	-
Other Base Adjustments	(67,282)	-
Decrease Fuel	\$ (23,312)	-
Net Change in Other Supplies and Services	(43,970)	-
Radio Charges Adjustment	12,900	-
Risk Management Adjustment	179,135	-
Base Telecom Adjustment	153,530	-
Personnel Savings	(812,730)	-
Increase Vacancy Savings from 2.70 % to 5.91%	\$ (812,730)	-
<b>Reallocations</b>	<b>\$ (240,895)</b>	<b>\$ -</b>
Adult Probation Reallocation Between Funds	(240,895)	-
Decrease Allocation In from General Fund	\$ (240,895)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 34,545,666</b>	<b>\$ -</b>
Percent Change from Baseline Amount		2.2%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 55,800</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 55,800</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (55,800)</b>	<b>\$ -</b>
Other Non Recurring	(55,800)	-
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 27,000</b>	<b>\$ -</b>
Other Non Recurring	27,000	-
New Prison Reentry Probation Vehicle	\$ 27,000	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 27,000</b>	<b>\$ -</b>
Percent Change from Baseline Amount		

## Air Quality

*Analysis by Kimberly D. Tolbert, Management and Budget Analyst*

### Summary

#### Mission

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

#### Vision

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

### Strategic Goals

#### Safe Communities

**By June 30, 2018, air quality at all air monitoring stations will be in compliance with Federal Health Standards 100% of the time over 365 days. (Addresses all pollutants.)**

Status: For Fiscal Year 2015, air quality at all stations was in compliance with federal health standards 96% of the time.

#### Regional Services

**By June 30, 2018, the compliance rate of permitted sources to rules and regulations will increase from 91% to 99%.**

Status: This was a new goal for Fiscal Year 2013. Rule effectiveness studies have been developed and are in the process of being updated.

#### Department Specific

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

Status: The Citizens' Satisfaction Survey has been discontinued by Maricopa County. The Department will update their Strategic Plan for FY 2018.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
DCPR - DUST CNTRL PERMIT REGULATION	\$ 6,547,725	\$ 6,559,994	\$ 6,559,994	\$ 7,040,144	\$ 6,924,239	\$ 364,245	5.6%
LREC - LARGE SOURCE PERMIT REGULATION	1,229,354	1,341,054	1,341,054	1,492,626	1,204,000	(137,054)	-10.2%
SREC - SMALL SOURCE PERMIT REGULATION	5,245,465	5,439,911	5,439,911	5,082,534	5,320,318	(119,593)	-2.2%
TRDA - TRIP REDUCTION	2,094,944	1,800,242	1,800,242	1,910,592	1,807,138	6,896	0.4%
85AQ - AIR QUALITY	\$ 15,117,488	\$ 15,141,201	\$ 15,141,201	\$ 15,525,896	\$ 15,255,695	\$ 114,494	0.8%
ODIR - EXECUTIVE MANAGEMENT	\$ 35,943	\$ 18,000	\$ 18,000	\$ 5,500	\$ 18,000	\$ -	0.0%
RCOM - REGULATION COMPLIANCE	1,152,519	864,062	864,062	750,553	915,599	51,537	6.0%
RECO - RECORDS MANAGEMENT	2,430	2,004	2,004	2,407	2,004	-	0.0%
99AS - INDIRECT SUPPORT	\$ 1,190,892	\$ 884,066	\$ 884,066	\$ 758,460	\$ 935,603	\$ 51,537	5.8%
GGOV - GENERAL GOVERNMENT	\$ (200,063)	\$ 32,040	\$ 32,040	\$ (372,987)	\$ 32,040	\$ -	0.0%
99GV - GENERAL OVERHEAD	\$ (200,063)	\$ 32,040	\$ 32,040	\$ (372,987)	\$ 32,040	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 16,108,317</b>	<b>\$ 16,057,307</b>	<b>\$ 16,057,307</b>	<b>\$ 15,911,369</b>	<b>\$ 16,223,338</b>	<b>\$ 166,031</b>	<b>1.0%</b>
<b>USES</b>							
AQPI - AQ PUBLIC INFORMATION	\$ 314,733	\$ 560,491	\$ 576,044	\$ 417,647	\$ 471,782	\$ 104,262	18.1%
DCPR - DUST CNTRL PERMIT REGULATION	1,972,455	2,737,056	2,711,575	2,513,306	2,201,343	510,232	18.8%
LREC - LARGE SOURCE PERMIT REGULATION	1,204,856	2,418,721	2,355,784	1,323,955	2,411,388	(55,604)	-2.4%
SREC - SMALL SOURCE PERMIT REGULATION	2,723,959	2,829,487	2,733,234	2,790,767	2,835,959	(102,725)	-3.8%
TRDA - TRIP REDUCTION	1,675,342	1,776,691	1,793,687	1,505,787	1,770,474	23,213	1.3%
85AQ - AIR QUALITY	\$ 7,891,345	\$ 10,322,446	\$ 10,170,324	\$ 8,551,462	\$ 9,690,946	\$ 479,378	4.7%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 204,096	\$ 296,605	\$ 241,971	\$ 204,718	\$ 236,836	\$ 5,135	2.1%
FACI - FACILITIES MANAGEMENT	800,151	779,622	779,622	792,541	821,355	(41,733)	-5.4%
ODIR - EXECUTIVE MANAGEMENT	685,881	298,809	292,394	324,427	336,592	(44,198)	-15.1%
POOL - POOLED COSTS	-	354,650	-	-	412,944	(412,944)	N/A
PROC - PROCUREMENT	44,610	34,458	34,458	27,565	34,525	(67)	-0.2%
RCOM - REGULATION COMPLIANCE	3,631,776	3,630,725	3,935,518	3,829,926	4,203,336	(267,818)	-6.8%
RECO - RECORDS MANAGEMENT	4,012	3,000	3,000	2,486	3,000	-	0.0%
SPPT - OPERATIONS SUPPORT	1,487,413	2,771,499	3,034,527	2,443,167	2,363,497	671,030	22.1%
99AS - INDIRECT SUPPORT	\$ 6,857,939	\$ 8,169,368	\$ 8,321,490	\$ 7,624,830	\$ 8,412,085	\$ (90,595)	-1.1%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 605,712	\$ 664,134	\$ 664,134	\$ 664,121	\$ 418,852	\$ 245,282	36.9%
INFR - INFRASTRUCTURE	24,423	137,843	137,843	82,851	191,079	(53,236)	-38.6%
RISK - RISK PREMIUMS	85,308	194,515	194,515	194,508	53,953	140,562	72.3%
99GV - GENERAL OVERHEAD	\$ 715,443	\$ 996,492	\$ 996,492	\$ 941,480	\$ 663,884	\$ 332,608	33.4%
TSPT - TECHNOLOGY SUPPORT	\$ -	\$ -	\$ -	\$ -	\$ 8,450	\$ (8,450)	N/A
99IT - INFORMATION TECHNOLOGY	\$ -	\$ -	\$ -	\$ -	\$ 8,450	\$ (8,450)	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 15,464,727</b>	<b>\$ 19,488,306</b>	<b>\$ 19,488,306</b>	<b>\$ 17,117,772</b>	<b>\$ 18,775,365</b>	<b>\$ 712,941</b>	<b>3.7%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 11,056,504	\$ 10,831,125	\$ 10,831,125	\$ 10,857,175	\$ 11,212,000	\$ 380,875	3.5%
<b>SUBTOTAL</b>	<b>\$ 11,056,504</b>	<b>\$ 10,831,125</b>	<b>\$ 10,831,125</b>	<b>\$ 10,857,175</b>	<b>\$ 11,212,000</b>	<b>\$ 380,875</b>	<b>3.5%</b>
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 1,841,165	\$ 2,173,279	\$ 2,173,279	\$ 2,063,756	\$ 2,332,414	\$ 159,135	7.3%
0620 - OTHER INTERGOVERNMENTAL	2,094,944	1,800,242	1,800,242	1,910,592	1,807,138	6,896	0.4%
<b>SUBTOTAL</b>	<b>\$ 3,936,109</b>	<b>\$ 3,973,521</b>	<b>\$ 3,973,521</b>	<b>\$ 3,974,348</b>	<b>\$ 4,139,552</b>	<b>\$ 166,031</b>	<b>4.2%</b>
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 470,030	\$ 530,217	\$ 530,217	\$ 467,520	\$ 464,742	\$ (65,475)	-12.3%
<b>SUBTOTAL</b>	<b>\$ 470,030</b>	<b>\$ 530,217</b>	<b>\$ 530,217</b>	<b>\$ 467,520</b>	<b>\$ 464,742</b>	<b>\$ (65,475)</b>	<b>-12.3%</b>
<b>FINES &amp; FOREFEITS</b>							
0637 - FINES & FORFEITS	\$ 550,594	\$ 670,400	\$ 670,400	\$ 526,720	\$ 355,000	\$ (315,400)	-47.0%
<b>SUBTOTAL</b>	<b>\$ 550,594</b>	<b>\$ 670,400</b>	<b>\$ 670,400</b>	<b>\$ 526,720</b>	<b>\$ 355,000</b>	<b>\$ (315,400)</b>	<b>-47.0%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 56,407	\$ 32,040	\$ 32,040	\$ 37,128	\$ 32,040	\$ -	0.0%
0650 - MISCELLANEOUS REVENUE	38,673	20,004	20,004	48,478	20,004	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 95,080</b>	<b>\$ 52,044</b>	<b>\$ 52,044</b>	<b>\$ 85,606</b>	<b>\$ 52,044</b>	<b>\$ -</b>	<b>0.0%</b>
<b>ALL REVENUES</b>	<b>\$ 16,108,317</b>	<b>\$ 16,057,307</b>	<b>\$ 16,057,307</b>	<b>\$ 15,911,369</b>	<b>\$ 16,223,338</b>	<b>\$ 166,031</b>	<b>1.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 16,108,317</b>	<b>\$ 16,057,307</b>	<b>\$ 16,057,307</b>	<b>\$ 15,911,369</b>	<b>\$ 16,223,338</b>	<b>\$ 166,031</b>	<b>1.0%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 6,879,505	\$ 8,159,989	\$ 7,903,509	\$ 7,391,640	\$ 7,244,806	\$ 658,703	8.3%
0705 - TEMPORARY PAY	41,055	82,835	91,134	58,435	111,181	(20,047)	-22.0%
0710 - OVERTIME	98,766	99,274	99,274	94,651	98,695	579	0.6%
0750 - FRINGE BENEFITS	2,503,270	3,090,725	3,020,672	2,784,804	2,849,536	171,136	5.7%
0790 - OTHER PERSONNEL SERVICES	19,637	19,848	19,848	29,183	29,228	(9,380)	-47.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,782,818)	(1,608,909)	(1,608,909)	(1,353,455)	(2,263,236)	654,327	40.7%
0796 - PERSONNEL SERVICES ALLOC-IN	2,365,929	2,520,067	2,520,067	2,165,091	3,100,004	(579,937)	-23.0%
<b>SUBTOTAL</b>	<b>\$ 10,125,344</b>	<b>\$ 12,363,829</b>	<b>\$ 12,045,595</b>	<b>\$ 11,170,349</b>	<b>\$ 11,170,214</b>	<b>\$ 875,381</b>	<b>7.3%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 361,806	\$ 253,475	\$ 253,475	\$ 288,187	\$ 239,405	\$ 14,070	5.6%
0803 - FUEL	91,265	136,191	136,191	99,233	120,810	15,381	11.3%
0804 - NON-CAPITAL EQUIPMENT	82,788	26,400	26,400	80,069	70,678	(44,278)	-167.7%
0805 - SUPPLIES-ALLOCATION OUT	(22,652)	(19,423)	(19,423)	(17,848)	(16,498)	(2,925)	-15.1%
0806 - SUPPLIES-ALLOCATION IN	29,963	158,701	158,701	159,409	151,871	6,830	4.3%
<b>SUBTOTAL</b>	<b>\$ 543,170</b>	<b>\$ 555,344</b>	<b>\$ 555,344</b>	<b>\$ 609,050</b>	<b>\$ 566,266</b>	<b>\$ (10,922)</b>	<b>-2.0%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 8,804	\$ 25,000	\$ 25,000	\$ 40,273	\$ 22,050	\$ 2,950	11.8%
0811 - HEALTH CARE SERVICES	6,156	8,300	8,300	3,000	7,000	1,300	15.7%
0812 - OTHER SERVICES	1,526,848	3,059,385	3,369,169	1,809,562	3,649,985	(280,816)	-8.3%
0820 - RENT & OPERATING LEASES	804,065	877,573	877,573	862,094	868,482	9,091	1.0%
0825 - REPAIRS AND MAINTENANCE	138,177	60,810	60,810	69,470	78,800	(17,990)	-29.6%
0839 - INTERNAL SERVICE CHARGES	990,436	1,159,540	1,159,540	1,181,435	826,514	333,026	28.7%
0841 - TRAVEL	16,922	15,024	15,024	8,762	54,660	(39,636)	-263.8%
0842 - EDUCATION AND TRAINING	31,098	78,841	78,841	52,883	151,812	(72,971)	-92.6%
0843 - POSTAGE/FREIGHT/SHIPPING	31,993	37,694	37,694	35,886	43,253	(5,559)	-14.7%
0850 - UTILITIES	90,021	42,000	42,000	62,874	102,028	(60,028)	-142.9%
0872 - SERVICES-ALLOCATION OUT	(92,820)	(124,151)	(124,151)	(103,704)	(109,990)	(14,161)	-11.4%
0873 - SERVICES-ALLOCATION IN	315,399	421,417	421,417	417,897	345,109	76,308	18.1%
<b>SUBTOTAL</b>	<b>\$ 3,867,099</b>	<b>\$ 5,661,433</b>	<b>\$ 5,971,217</b>	<b>\$ 4,440,432</b>	<b>\$ 6,039,703</b>	<b>\$ (68,486)</b>	<b>-1.1%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 367,833	\$ 409,700	\$ 409,700	\$ 596,816	\$ 370,080	\$ 39,620	9.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	537,686	498,000	498,000	292,675	405,500	92,500	18.6%
0956 - CAPITAL-ALLOCATION IN	23,595	-	-	-	215,152	(215,152)	N/A
<b>SUBTOTAL</b>	<b>\$ 929,114</b>	<b>\$ 907,700</b>	<b>\$ 907,700</b>	<b>\$ 889,491</b>	<b>\$ 990,732</b>	<b>\$ (83,032)</b>	<b>-9.1%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 15,464,727</b>	<b>\$ 19,488,306</b>	<b>\$ 19,479,856</b>	<b>\$ 17,109,322</b>	<b>\$ 18,766,915</b>	<b>\$ 712,941</b>	<b>3.7%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ -	\$ -	\$ 8,450	\$ 8,450	\$ 8,450	\$ -	0.0%
<b>ALL OTHER FINANCING USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,450</b>	<b>\$ 8,450</b>	<b>\$ 8,450</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL USES</b>	<b>\$ 15,464,727</b>	<b>\$ 19,488,306</b>	<b>\$ 19,488,306</b>	<b>\$ 17,117,772</b>	<b>\$ 18,775,365</b>	<b>\$ 712,941</b>	<b>3.7%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ -	\$ -	\$ -	\$ 22,661	\$ -	\$ -	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,661</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
503 AIR QUALITY GRANTS							
OPERATING	\$ 3,936,109	\$ 3,973,521	\$ 3,973,521	\$ 3,973,521	\$ 4,139,552	\$ 166,031	4.2%
<b>FUND TOTAL SOURCES</b>	<b>\$ 3,936,109</b>	<b>\$ 3,973,521</b>	<b>\$ 3,973,521</b>	<b>\$ 3,973,521</b>	<b>\$ 4,139,552</b>	<b>\$ 166,031</b>	<b>4.2%</b>
504 AIR QUALITY FEES							
OPERATING	\$ 12,172,208	\$ 12,083,786	\$ 12,083,786	\$ 11,915,187	\$ 12,083,786	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 12,172,208</b>	<b>\$ 12,083,786</b>	<b>\$ 12,083,786</b>	<b>\$ 11,915,187</b>	<b>\$ 12,083,786</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 16,108,317</b>	<b>\$ 16,057,307</b>	<b>\$ 16,057,307</b>	<b>\$ 15,911,369</b>	<b>\$ 16,223,338</b>	<b>\$ 166,031</b>	<b>1.0%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 16,108,317</b>	<b>\$ 16,057,307</b>	<b>\$ 16,057,307</b>	<b>\$ 15,911,369</b>	<b>\$ 16,223,338</b>	<b>\$ 166,031</b>	<b>1.0%</b>

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 807,861	\$ 810,957	\$ 810,957	\$ 810,957	\$ 810,957	\$ -	0.0%
AIR QUAL MONITORING EQUIP	396,214	409,700	409,700	409,700	308,080	101,620	24.8%
<b>FUND TOTAL USES</b>	<b>\$ 1,204,075</b>	<b>\$ 1,220,657</b>	<b>\$ 1,220,657</b>	<b>\$ 1,220,657</b>	<b>\$ 1,119,037</b>	<b>\$ 101,620</b>	<b>8.3%</b>
503 AIR QUALITY GRANTS							
OPERATING	\$ 3,773,938	\$ 3,973,521	\$ 3,973,521	\$ 3,973,521	\$ 4,128,306	\$ (154,785)	-3.9%
<b>FUND TOTAL USES</b>	<b>\$ 3,773,938</b>	<b>\$ 3,973,521</b>	<b>\$ 3,973,521</b>	<b>\$ 3,973,521</b>	<b>\$ 4,128,306</b>	<b>\$ (154,785)</b>	<b>-3.9%</b>
504 AIR QUALITY FEES							
OPERATING	\$ 9,950,743	\$ 12,083,397	\$ 12,083,397	\$ 11,030,833	\$ 11,114,786	\$ 968,611	8.0%
NON RECURRING NON PROJECT	535,971	2,210,731	2,210,731	892,761	2,413,236	(202,505)	-9.2%
<b>FUND TOTAL USES</b>	<b>\$ 10,486,714</b>	<b>\$ 14,294,128</b>	<b>\$ 14,294,128</b>	<b>\$ 11,923,594</b>	<b>\$ 13,528,022</b>	<b>\$ 766,106</b>	<b>5.4%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 14,532,542</b>	<b>\$ 16,867,875</b>	<b>\$ 16,867,875</b>	<b>\$ 15,815,311</b>	<b>\$ 16,054,049</b>	<b>\$ 813,826</b>	<b>4.8%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 932,185</b>	<b>\$ 2,620,431</b>	<b>\$ 2,620,431</b>	<b>\$ 1,302,461</b>	<b>\$ 2,721,316</b>	<b>\$ (100,885)</b>	<b>-3.8%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 15,464,727</b>	<b>\$ 19,488,306</b>	<b>\$ 19,488,306</b>	<b>\$ 17,117,772</b>	<b>\$ 18,775,365</b>	<b>\$ 712,941</b>	<b>3.7%</b>

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
AIR QUALITY							
AQ PUBLIC INFORMATION	2.00	3.00	2.00	2.00	2.00	-	0.0%
DUST CNTRL PERMIT REGULATION	29.35	29.13	24.94	25.34	24.94	-	0.0%
LARGE SOURCE PERMIT REGULATION	18.85	18.85	17.10	17.20	17.10	-	0.0%
SMALL SOURCE PERMIT REGULATION	38.70	38.40	37.36	38.86	37.36	-	0.0%
TRIP REDUCTION	12.00	12.00	11.00	11.00	11.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>100.90</b>	<b>101.38</b>	<b>92.40</b>	<b>94.40</b>	<b>92.40</b>	<b>-</b>	<b>0.0%</b>
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	4.00	4.49	4.00	4.00	3.50	(.50)	(12.5%)
EXECUTIVE MANAGEMENT	3.10	2.00	2.00	2.00	2.00	-	0.0%
OPERATIONS SUPPORT	5.00	6.00	6.00	6.00	6.00	-	0.0%
PROCUREMENT	.50	.50	.50	.50	.50	-	0.0%
REGULATION COMPLIANCE	28.00	30.75	38.75	38.75	39.75	1.00	2.6%
<b>PROGRAM TOTAL</b>	<b>40.60</b>	<b>43.74</b>	<b>51.25</b>	<b>51.25</b>	<b>51.75</b>	<b>.50</b>	<b>1.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>141.50</b>	<b>145.12</b>	<b>143.65</b>	<b>145.65</b>	<b>144.15</b>	<b>.50</b>	<b>0.3%</b>

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	8.00	7.49	9.00	9.00	8.50	(.50)	(5.6%)
Administrative Manager	-	1.00	-	-	-	-	N/A
Administrative Staff Supv	-	1.00	-	-	-	-	N/A
Administrative Supervisor	3.00	2.00	3.00	3.00	3.00	-	0.0%
Air Instrument Technician Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Division Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Air Quality Enforcement Specialist	3.00	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Engineering Supv	1.00	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Operations Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Air Quality Planner	6.00	7.75	3.75	3.75	3.75	-	0.0%
Air Quality Planner Senior	-	-	3.00	3.00	3.00	-	0.0%
Air Quality Planning Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Policy Advisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Air Quality Specialist	31.00	30.38	29.40	29.40	29.40	-	0.0%
Air Quality Specialist Senior	6.00	9.00	12.00	13.00	10.00	(2.00)	(16.7%)
Air Quality Specialist Supervisor	7.00	7.00	7.00	7.00	7.00	-	0.0%
Atmospheric Science Pro	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	2.00	2.00	2.00	2.00	2.00	-	0.0%
Communicatn Officer Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Services Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Technician	4.00	4.00	4.00	4.00	4.00	-	0.0%
Development Svcs Technician Ld	-	-	1.00	1.00	1.00	-	0.0%
Development Svcs Technician Sr	-	-	1.00	1.00	1.00	-	0.0%
Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineer - Air Quality	2.00	3.00	3.00	3.00	3.00	-	0.0%
Engineering Associate	18.00	16.00	14.00	14.00	16.00	2.00	14.3%
Engineering Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Supervisor	1.00	-	-	-	-	-	N/A
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Instrumentation Technician Air	11.00	12.00	9.00	9.00	10.00	1.00	11.1%
IT Project Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Assistant	-	-	1.00	2.00	1.00	-	0.0%
Media Specialist	1.00	1.00	-	-	-	-	N/A
Medical Transcriptionist	-	-	2.00	2.00	2.00	-	0.0%
Office Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	11.00	11.00	9.00	9.00	9.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	-	-	1.00	1.00	1.00	-	0.0%
RDSA Ombudsman	1.00	-	-	-	-	-	N/A
Special Projects Manager	.50	.50	.50	.50	.50	-	0.0%
Title Examiner	2.00	2.00	-	-	-	-	N/A
Trainer	-	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>141.50</b>	<b>145.12</b>	<b>143.65</b>	<b>145.65</b>	<b>144.15</b>	<b>.50</b>	<b>0.3%</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
503 AIR QUALITY GRANTS	20.00	21.00	15.00	15.00	14.00	(1.00)	(6.7%)
504 AIR QUALITY FEES	121.50	124.12	128.65	130.65	130.15	1.50	1.2%
<b>Department Total</b>	<b>141.50</b>	<b>145.12</b>	<b>143.65</b>	<b>145.65</b>	<b>144.15</b>	<b>.50</b>	<b>0.3%</b>

General Adjustments

**Base Adjustments:**

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

- The FY 2017 Air Quality Monitoring Equipment budget of \$308,080 includes:
  - \$38,958 for (3) Carbon monoxide analyzers.

- \$54,958 for (4) Ozone analyzers.
- \$16,958 for (1) Nitrogen Dioxide analyzer.
- \$13,958 for (1) Sulfur dioxide analyzer.
- \$39,958 for (1) PM2.5 Continuous analyzer.
- \$32,958 for (2) PM Non-Compliance analyzers.
- \$17,458 for (1) Multi-gas calibrator.
- \$14,958 for (2) Zero air calibrators.
- \$42,958 for (4) Data Loggers.
- \$34,958 for (1) ½ Ton Extended Cab Pickup Truck.

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

- Increase Regular Benefits by \$18,544 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$70 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$11,502 for the impact of the changes in the base level telecommunication charges.
- Increase revenue by \$166,031 and expenditures by \$124,669 for grant reconciliation.

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

- Increase Regular Benefits by \$174,074 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$694 for the impact of the changes in retirement contribution rates.
- Decrease Services by \$75,551.
- Decrease Internal Service Charges by \$140,562 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$41,734 for the impact of the changes in the base level telecommunication charges.
- Increase Personnel Benefits Savings by \$969,000 from 5.84% to 13.06% based on past fiscal year actual vacancy savings levels.

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

- The FY 2017 Non Recurring Non Project budget of \$2,413,236 includes:
  - \$537,584 for Developer Tools, System Tools, Desktop and Laptop Replacements, Storage Increase, AQ Scanning Software/Hardware Configuration and Accela Data Read Only Prod.
  - \$69,970 carry forward for Fisher Settlement for education and public information.
  - \$881,066 carry forward for Queen Creek Environmental Settlement for an Air Quality Improvement Project.
  - \$198,000 carry forward for vehicle replacement.
  - \$168,934 carry forward for rules, permit, and engineering consultation.
  - \$29,282 for Fisher Settlement for education and public information.
  - \$71,834 for Queen Creek Environmental Settlement for an Air Quality Improvement Project.
  - \$175,500 for new replacement Air Quality vehicles.
  - \$131,066 for rules, permit, and engineering consultation.
  - \$150,000 for ASU environmental projects/partnership.

## Programs and Activities

### Air Quality Program

The purpose of the Air Quality Program is to provide air pollution information and regulatory services to industry, other governmental agencies, and the general public so they can effectively contribute to the attainment of the national ambient air quality standards.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
For all major employer sites combined, the average percent, "Trip Rate for employees/students that use an alternative mode of commuting"	39.1%	39.1%	39.1%	36.5%	(2.6%)	-6.5%
Percentage of major employer sites with a "Trip Rate for employees/students that use an alternative mode of commuting", of 40% or higher	9.2%	9.2%	9.2%	10.0%	0.8%	8.4%
Percentage of permit actions completed within the Department's timeliness standards	100.0%	100.0%	89.5%	100.0%	0.0%	0.0%
Percentage of large source inspections in compliance	84.4%	87.5%	80.0%	87.5%	0.0%	0.0%
Percentage of non-title V permit action requests completed within the Department's timeliness standards	89.2%	79.8%	85.3%	90.4%	10.6%	13.2%
Percentage of general permit action requests completed within the Department's timeliness standards	99.6%	100.0%	99.7%	100.0%	0.0%	0.0%
Percentage of small source inspections in compliance	82.5%	90.9%	81.6%	78.0%	(13.0%)	-14.2%
Percentage of small source enforcement cases resolved in 60 days	52.1%	100.0%	79.7%	100.0%	0.0%	0.0%
Percentage of dust control inspections in compliance	92.2%	91.6%	92.2%	92.0%	0.4%	0.5%
Percentage of dust control enforcement cases resolved in 60 days	52.7%	97.5%	71.8%	100.0%	2.5%	2.6%
Percent of contacts from media sources responded to within four business hours	96.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of requests for information from media sources responded to within 20 business hours	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

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

### Air Quality Public Information Activity

The purpose of the Air Quality Public Information Activity is to provide education and information, to the stakeholders, residents and sources of air pollution in Maricopa County so they can be aware of important air quality developments, reduce air pollution and operate in compliance with air quality rules and regulations.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of contacts from media sources responded to within four business hours	96.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of requests for information from media sources responded to within 20 business hours	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total Number of responses to requests for information from media sources	271	200	194	235	35	17.5%
Demand	Total Number of requests for information from media sources	118	200	194	235	35	17.5%
Expenditure Ratio	Total Public Information Office Expenditure per response to requests for information from media sources	\$ 1,161.38	\$ 2,880.22	\$ 2,152.82	\$ 2,007.58	\$ 872.64	30.3%
<i>Expenditure</i>							
	504 - AIR QUALITY FEES	\$ 314,733	\$ 576,044	\$ 417,647	\$ 471,782	\$ 104,262	18.1%
	TOTAL USES	\$ 314,733	\$ 576,044	\$ 417,647	\$ 471,782	\$ 104,262	18.1%

**Activity Narrative:** The FY 2017 budget anticipates more media contacts due to increased outreach by the Department which has resulted in increased public awareness. Heightened efficiencies within the Department have resulted in lower expenditures for FY 2017.

### Dust Control Permit Regulation Activity

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

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

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of dust control inspections in compliance	92.2%	91.6%	92.2%	92.0%	0.4%	0.5%
Result	Percentage of dust control enforcement cases resolved in 60 days	52.7%	97.5%	71.8%	100.0%	2.5%	2.6%
Output	Number of dust control compliance inspections completed	7,971	6,780	7,472	7,900	1,120	16.5%
Output	Number of dust control enforcement cases resolved	245	160	216	244	84	52.5%
Demand	Number of dust control compliance inspections required	6,988	6,780	7,524	7,900	1,120	16.5%
Demand	Number of dust control enforcement cases received that require resolution	255	230	159	252	22	9.6%
Expenditure Ratio	Total Dust Control Permit Regulation Expenditure per inspections completed	\$ 247.45	\$ 399.94	\$ 336.36	\$ 278.65	\$ 121.29	30.3%
<i>Revenue</i>							
	100 - GENERAL	\$ -	\$ -	\$ 22,661	\$ -	\$ -	N/A
	503 - AIR QUALITY GRANTS	945,416	1,309,217	1,741,228	1,416,815	107,598	8.2%
	504 - AIR QUALITY FEES	5,602,309	5,250,777	5,276,255	5,507,424	256,647	4.9%
	TOTAL SOURCES	\$ 6,547,725	\$ 6,559,994	\$ 7,040,144	\$ 6,924,239	\$ 364,245	5.6%
<i>Expenditure</i>							
	503 - AIR QUALITY GRANTS	\$ 926,057	\$ 1,226,316	\$ 1,371,080	\$ 840,885	\$ 385,431	31.4%
	504 - AIR QUALITY FEES	1,046,398	1,485,259	1,142,226	1,360,458	124,801	8.4%
	TOTAL USES	\$ 1,972,455	\$ 2,711,575	\$ 2,513,306	\$ 2,201,343	\$ 510,232	18.8%

**Activity Narrative:** More applications for dust permits are being submitted, which leads to an expected increase in the number of inspections. This corresponds to an increase in total revenue and expenditures as well. The variance within the grant versus fee funds is attributable to timing (grant

awards overlap Maricopa County's fiscal year) and more accurate allocation of expenses to appropriate activities.

### Large Source Permit Regulation Activity

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

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

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percentage of permit actions completed within the Department's timeliness standards	100.0%	100.0%	89.5%	100.0%	0.0%	0.0%
Result	Percentage of large source inspections in compliance	84.4%	87.5%	80.0%	87.5%	0.0%	0.0%
Output	Number of completed large source (Title V) permit actions provided	10	8	19	10	2	25.0%
Output	Number of large source compliance inspections completed	32	32	30	32	-	0.0%
Demand	Number of requests for Title V permit actions	21	8	14	6	(2)	-25.0%
Demand	Number of large sources compliance inspections required	32	32	32	32	-	0.0%
Expenditure Ratio	Total Large Source Permit Regulation Activity Expenditure per number of Title V permit actions provided	\$ 120,485.60	\$ 294,473.00	\$ 69,681.84	\$ 241,138.80	\$ 53,334.20	18.1%
<i>Revenue</i>							
	504 - AIR QUALITY FEES	\$ 1,229,354	\$ 1,341,054	\$ 1,492,626	\$ 1,204,000	\$ (137,054)	-10.2%
	TOTAL SOURCES	\$ 1,229,354	\$ 1,341,054	\$ 1,492,626	\$ 1,204,000	\$ (137,054)	-10.2%
<i>Expenditure</i>							
	504 - AIR QUALITY FEES	\$ 1,204,856	\$ 2,355,784	\$ 1,323,955	\$ 2,411,388	\$ (55,604)	-2.4%
	TOTAL USES	\$ 1,204,856	\$ 2,355,784	\$ 1,323,955	\$ 2,411,388	\$ (55,604)	-2.4%

**Activity Narrative:** Large Source activity tends to remain somewhat stable. FY 2015 and FY 2016 were more active than average, but FY 2017 is expected to level off. The increased expenditures in FY 2017 are attributable to legal settlement funds set aside for Supplemental Environmental Projects that have not been previously utilized.

### Small Source Permit Regulation Activity

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

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

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of non-title V permit action requests completed within the Department's timeliness standards	89.2%	79.8%	85.3%	90.4%	10.6%	13.2%
Result	Percentage of general permit action requests completed within the Department's timeliness standards	99.6%	100.0%	99.7%	100.0%	0.0%	0.0%
Result	Percentage of small source inspections in compliance	82.5%	90.9%	81.6%	78.0%	(13.0%)	-14.2%
Result	Percentage of small source enforcement cases resolved in 60 days	52.1%	100.0%	79.7%	100.0%	0.0%	0.0%
Output	Number of small source non-Title V permit actions provided	500	496	648	500	4	0.8%
Output	Number of small source general permit actions provided	699	1,000	351	260	(740)	-74.0%
Output	Number of small source compliance inspections completed	2,669	2,560	2,590	2,544	(16)	-0.6%
Output	Number of small source enforcement cases resolved	169	376	187	148	(228)	-60.6%
Demand	Number of new requests for small source non-Title V permit actions	470	468	578	500	32	6.8%
Demand	Number of small source compliance inspections required	2,544	2,576	2,582	2,544	(32)	-1.2%
Demand	Number of new small source enforcement cases requiring resolution	229	332	158	160	(172)	-51.8%
Demand	Number of new requests for small source general permit actions	680	316	343	260	(56)	-17.7%
Expenditure Ratio	Total Small Source Permit Regulation Activity Expenditure per small source non-title V permit action provided	\$ 5,447.92	\$ 5,510.55	\$ 4,306.74	\$ 5,671.92	\$ (161.37)	-2.9%
<i>Revenue</i>							
	504 - AIR QUALITY FEES	\$ 5,245,465	\$ 5,439,911	\$ 5,082,534	\$ 5,320,318	\$ (119,593)	-2.2%
	TOTAL SOURCES	\$ 5,245,465	\$ 5,439,911	\$ 5,082,534	\$ 5,320,318	\$ (119,593)	-2.2%
<i>Expenditure</i>							
	503 - AIR QUALITY GRANTS	\$ -	\$ -	\$ 271,867	\$ 492,415	\$ (492,415)	N/A
	504 - AIR QUALITY FEES	2,723,959	2,733,234	2,518,900	2,343,544	389,690	14.3%
	TOTAL USES	\$ 2,723,959	\$ 2,733,234	\$ 2,790,767	\$ 2,835,959	\$ (102,725)	-3.8%

**Activity Narrative:** Small Source activity tends to remain somewhat stable. FY 2015 and FY 2016 were more active than average, but FY 2017 is expected to level off with reduced revenue in permit engineering. The variance within the grant versus fee funds is attributable to timing (grant awards overlap Maricopa County's fiscal year) and more accurate allocation of expenses to appropriate activities.

### Trip Reduction Activity

The purpose of the Trip Reduction Activity is to provide educational services and compliance assistance on strategically incentivized annual Trip Reduction Plans to major employers so they can promote alternative modes of commuting and reduce air pollution.

**Mandates:** A.R.S. § 49-581 which states the travel reduction program.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	For all major employer sites combined, the average percent, "Trip Rate for employees/students that use an alternative mode of commuting"	39.1%	39.1%	39.1%	36.5%	(2.6%)	-6.5%
Result	Percentage of major employer sites with a "Trip Rate for employees/students that use an alternative mode of commuting", of 40% or higher	9.2%	9.2%	9.2%	10.0%	0.8%	8.4%
Output	Number of major employer sites that received Trip Reduction Program services	3,100	3,100	3,100	3,050	(50)	-1.6%
Demand	Number of major employer sites requesting Trip Reduction Program services	3,100	3,100	3,100	3,050	(50)	-1.6%
Expenditure Ratio	Total Trip Reduction Program Expenditure per major employer site that received Trip Reduction Program services	\$ 540.43	\$ 578.61	\$ 485.74	\$ 580.48	\$ (1.87)	-0.3%
<i>Revenue</i>							
	503 - AIR QUALITY GRANTS	\$ 2,094,944	\$ 1,800,242	\$ 1,910,592	\$ 1,807,138	\$ 6,896	0.4%
	TOTAL SOURCES	\$ 2,094,944	\$ 1,800,242	\$ 1,910,592	\$ 1,807,138	\$ 6,896	0.4%
<i>Expenditure</i>							
	503 - AIR QUALITY GRANTS	\$ 1,675,342	\$ 1,793,687	\$ 1,505,787	\$ 1,770,474	\$ 23,213	1.3%
	TOTAL USES	\$ 1,675,342	\$ 1,793,687	\$ 1,505,787	\$ 1,770,474	\$ 23,213	1.3%

**Activity Narrative:** The Travel Reduction Program activity tends to remain constant over time. Variance is largely attributable to timing with grant awards overlapping Maricopa County's fiscal year.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
FY 2016 Adopted Budget	\$ 810,957	\$ -
FY 2016 Revised Budget	\$ 810,957	\$ -
FY 2017 Baseline Budget	\$ 810,957	\$ -
FY 2017 Adopted Budget	\$ 810,957	\$ -
<i>Percent Change from Baseline Amount</i>		0.0%

General Fund (100) (continued)

	Expenditures	Revenue
<b>AIR QUAL MONITORING EQUIP</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 409,700</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 409,700</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (409,700)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(409,700)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 308,080</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>308,080</i>	<i>-</i>
Carbon Monoxide Analyzers (3)	\$ 38,958	
Ozone Analyzers (4)	54,958	
Nitrogen Dioxide Analyzer (1)	16,958	
Sulfur Dioxide Analyzer (1)	13,958	
PM2.5 Continuous Analyzer (1)	39,958	
PM Non-Compliance Analyzers (2)	32,958	
Multi-Gas Calibrator (1)	17,458	
Zero Air Calibrators (2)	14,958	
Data Loggers (4)	42,958	
1/2 Ton Extended Cab Pick up Truck (1)	34,958	
<b>FY 2017 Adopted Budget</b>	<b>\$ 308,080</b>	<b>\$ -</b>

Air Quality Grant Fund (503)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 3,973,521</b>	<b>\$ 3,973,521</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 3,973,521</b>	<b>\$ 3,973,521</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 3,973,521</b>	<b>\$ 3,973,521</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 18,614</b>	<b>\$ -</b>
Employee Health/Dental Premiums	18,544	-
Retirement Contributions	70	-
<b>Base Adjustments</b>	<b>\$ 11,502</b>	<b>\$ -</b>
Base Telecom Adjustment	11,502	-
<b>Grants</b>	<b>\$ 124,669</b>	<b>\$ 166,031</b>
Grant Reconciliation	124,669	166,031
<b>FY 2017 Adopted Budget</b>	<b>\$ 4,128,306</b>	<b>\$ 4,139,552</b>
<i>Percent Change from Baseline Amount</i>	<i>3.9%</i>	<i>4.2%</i>

Air Quality Grant Fund (503) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ (191,802)	\$ (191,802)	\$ (191,802)	\$ (29,612)	\$ (29,612)
Sources:					
Operating	\$ 3,936,109	\$ 3,973,521	\$ 3,973,521	\$ 3,973,521	\$ 4,139,552
Total Sources:	\$ 3,936,109	\$ 3,973,521	\$ 3,973,521	\$ 3,973,521	\$ 4,139,552
Uses:					
Operating	\$ 3,773,938	\$ 3,973,521	\$ 3,973,521	\$ 3,973,521	\$ 4,128,306
Total Uses:	\$ 3,773,938	\$ 3,973,521	\$ 3,973,521	\$ 3,973,521	\$ 4,128,306
Structural Balance	\$ 162,171	\$ -	\$ -	\$ -	\$ 11,246
Accounting Adjustments	\$ 19	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(29,612)	(191,802)	(191,802)	(29,612)	(18,366)
Total Ending Spendable Fund Balance	\$ (29,612)	\$ (191,802)	\$ (191,802)	\$ (29,612)	\$ (18,366)

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

Air Quality Fee Fund (504)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 12,083,397	\$ 12,083,786
<b>FY 2016 Revised Budget</b>	\$ 12,083,397	\$ 12,083,786
<b>FY 2017 Baseline Budget</b>	\$ 12,083,397	\$ 12,083,786
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 174,768	\$ -
Employee Health/Dental Premiums	174,074	-
Retirement Contributions	694	-
<b>Base Adjustments</b>	\$ (1,143,379)	\$ -
Other Base Adjustments	(75,551)	-
Decrease Services	\$ (75,551)	-
Risk Management Adjustment	(140,562)	-
Base Telecom Adjustment	41,734	-
Personnel Savings	(969,000)	-
From 5.84% to 13.06%	\$ (969,000)	-
<b>FY 2017 Adopted Budget</b>	\$ 11,114,786	\$ 12,083,786
Percent Change from Baseline Amount	-8.0%	0.0%

Air Quality Fee Fund (504) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 2,210,731</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 2,210,731</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ (192,761)</b>	
<i>Other IT Non Recurring</i>	<i>(192,761)</i>	-
<b>Non Recurring</b>	<b>\$ (2,017,970)</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>(1,076,549)</i>	-
<i>Other Non Recurring</i>	<i>(941,421)</i>	-
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ 537,584</b>	
<i>Other IT Non Recurring</i>	<i>537,584</i>	-
<i>Developer Tools, System Tools, Desktop and Laptop</i>	<i>\$ 537,584</i>	-
<i>Replacements, Storage Increase, AQ Scanning Software/Hardware</i>		-
<i>Configuration and Accela Data Read Only Prod</i>		-
<b>Non Recurring</b>	<b>\$ 1,875,652</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>1,317,970</i>	-
<i>Fisher Settlement Carry Forward</i>	<i>\$ 69,970</i>	-
<i>Queen Creek Environmental Settlement Carry Forward</i>	<i>881,066</i>	-
<i>Vehicle Replacement Carry Forward</i>	<i>198,000</i>	-
<i>Rules, Permit and Engineering Consultation Carry Forward</i>	<i>168,934</i>	-
<i>Other Non Recurring</i>	<i>557,682</i>	-
<i>Fisher Settlement</i>	<i>\$ 29,282</i>	-
<i>Queen Creek Environmental Settlement</i>	<i>71,834</i>	-
<i>New Replacement Air Quality Vehicles</i>	<i>175,500</i>	-
<i>Rules, Permit and Engineering Consultation</i>	<i>131,066</i>	-
<i>ASU Environmental Projects/Partnership</i>	<i>150,000</i>	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 2,413,236</b>	<b>\$ -</b>

Air Quality Fee Fund (504) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 10,338,052	\$ 10,641,298	\$ 10,641,298	\$ 12,023,552	\$ 12,015,145
Sources:					
Operating	\$ 12,172,208	\$ 12,083,786	\$ 12,083,786	\$ 11,915,187	\$ 12,083,786
Total Sources:	\$ 12,172,208	\$ 12,083,786	\$ 12,083,786	\$ 11,915,187	\$ 12,083,786
Uses:					
Operating	\$ 9,950,743	\$ 12,083,397	\$ 12,083,397	\$ 11,030,833	\$ 11,114,786
Non-Recurring	535,971	2,210,731	2,210,731	892,761	2,413,236
Total Uses:	\$ 10,486,714	\$ 14,294,128	\$ 14,294,128	\$ 11,923,594	\$ 13,528,022
Structural Balance	\$ 2,221,465	\$ 389	\$ 389	\$ 884,354	\$ 969,000
Accounting Adjustments	\$ 6	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 12,023,552	\$ 8,430,956	\$ 8,430,956	\$ 12,015,145	\$ 10,570,909
Total Ending Spendable Fund Balance	\$ 12,023,552	\$ 8,430,956	\$ 8,430,956	\$ 12,015,145	\$ 10,570,909

## Animal Care and Control

*Analysis by Christine Jasinski, Management and Budget Analyst and  
 Carmine L. Davis, Management and Budget Supervisor*

### Summary

#### Mission

The mission of the Animal Care & Control Department (MCACC) is to promote and protect the health, safety and welfare of people and pets in Maricopa County so that citizens can be free from nuisances, diseases and other dangers caused by animals.

#### Vision

Animal Care and Control strives to reduce the dangers and nuisances caused by irresponsible pet ownership and to protect pets from abuse, neglect, and homelessness.

#### Strategic Goals

The Animal Care and Control Strategic Business Plan is under review. New goals will be provided in FY 2018 that will consider stakeholder recommendations while facilitating the Board of Supervisor's approved strategies.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
ACEF - ANIMAL CONTROL ENFORCEMENT	\$ 3,352,771	\$ 3,443,084	\$ 3,443,084	\$ 3,369,044	\$ 3,474,714	\$ 31,630	0.9%
79AC - ANIMAL CONTROL	\$ 3,352,771	\$ 3,443,084	\$ 3,443,084	\$ 3,369,044	\$ 3,474,714	\$ 31,630	0.9%
PETA - PET ADOPTION	\$ 1,709,437	\$ 1,725,944	\$ 1,837,944	\$ 1,735,146	\$ 1,870,260	\$ 32,316	1.8%
79AP - PET ADOPTION	\$ 1,709,437	\$ 1,725,944	\$ 1,837,944	\$ 1,735,146	\$ 1,870,260	\$ 32,316	1.8%
DOGL - DOG LICENSING	\$ 8,569,257	\$ 7,042,880	\$ 7,042,880	\$ 8,255,854	\$ 8,065,740	\$ 1,022,860	14.5%
79PL - PET LICENSING	\$ 8,569,257	\$ 7,042,880	\$ 7,042,880	\$ 8,255,854	\$ 8,065,740	\$ 1,022,860	14.5%
LCSN - LOW COST SPAY NEUTER	\$ 1,250,007	\$ 697,552	\$ 781,552	\$ 282,954	\$ 232,000	\$ (549,552)	-70.3%
79SN - COMMUNITY OUTREACH	\$ 1,250,007	\$ 697,552	\$ 781,552	\$ 282,954	\$ 232,000	\$ (549,552)	-70.3%
GGOV - GENERAL GOVERNMENT	\$ 19,248	\$ 24,438	\$ 24,438	\$ 19,038	\$ 7,000	\$ (17,438)	-71.4%
99GV - GENERAL OVERHEAD	\$ 19,248	\$ 24,438	\$ 24,438	\$ 19,038	\$ 7,000	\$ (17,438)	-71.4%
<b>TOTAL PROGRAMS</b>	<b>\$ 14,900,720</b>	<b>\$ 12,933,898</b>	<b>\$ 13,129,898</b>	<b>\$ 13,662,036</b>	<b>\$ 13,649,714</b>	<b>\$ 519,816</b>	<b>4.0%</b>

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
ACEF - ANIMAL CONTROL ENFORCEMENT	\$ 3,336,593	\$ 3,556,126	\$ 3,895,008	\$ 3,188,524	\$ 3,100,756	\$ 794,252	20.4%
79AC - ANIMAL CONTROL	\$ 3,336,593	\$ 3,556,126	\$ 3,895,008	\$ 3,188,524	\$ 3,100,756	\$ 794,252	20.4%
PETA - PET ADOPTION	\$ 5,752,642	\$ 5,002,346	\$ 5,800,981	\$ 7,291,380	\$ 6,065,390	\$ (264,409)	-4.6%
79AP - PET ADOPTION	\$ 5,752,642	\$ 5,002,346	\$ 5,800,981	\$ 7,291,380	\$ 6,065,390	\$ (264,409)	-4.6%
DOGL - DOG LICENSING	\$ 2,531,606	\$ 1,038,724	\$ 3,292,126	\$ 1,835,432	\$ 3,100,349	\$ 191,777	5.8%
79PL - PET LICENSING	\$ 2,531,606	\$ 1,038,724	\$ 3,292,126	\$ 1,835,432	\$ 3,100,349	\$ 191,777	5.8%
LCSN - LOW COST SPAY NEUTER	\$ 1,270,489	\$ 709,960	\$ 629,801	\$ 944,157	\$ 555,602	\$ 74,199	11.8%
79SN - COMMUNITY OUTREACH	\$ 1,270,489	\$ 709,960	\$ 629,801	\$ 944,157	\$ 555,602	\$ 74,199	11.8%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 1,208,747	\$ 1,241,766	\$ 1,187,045	\$ 1,158,332	\$ 1,137,551	\$ 49,494	4.2%
HRAC - HUMAN RESOURCES	72,335	82,118	82,118	69,770	58,092	24,026	29.3%
ODIR - EXECUTIVE MANAGEMENT	699,369	349,398	456,534	624,111	324,281	132,253	29.0%
POOL - POOLED COSTS	-	226,873	226,873	222,553	174,807	52,066	22.9%
PROC - PROCUREMENT	17,460	-	58,115	41,068	41,292	16,823	28.9%
SPPT - OPERATIONS SUPPORT	-	152,340	62,008	60,310	358,960	(296,952)	-478.9%
99AS - INDIRECT SUPPORT	\$ 1,997,911	\$ 2,052,495	\$ 2,072,693	\$ 2,176,144	\$ 2,094,983	\$ (22,290)	-1.1%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 1,046,958	\$ 1,006,139	\$ 1,006,139	\$ 1,086,889	\$ 1,209,339	\$ (203,200)	-20.2%
INFR - INFRASTRUCTURE	57,387	160,988	160,988	81,053	162,573	(1,585)	-1.0%
RISK - RISK PREMIUMS	205,106	189,532	189,532	160,015	165,776	23,756	12.5%
99GV - GENERAL OVERHEAD	\$ 1,309,451	\$ 1,356,659	\$ 1,356,659	\$ 1,327,957	\$ 1,537,688	\$ (181,029)	-13.3%
GISA - GIS APPLICATION DEV AND SUPP	\$ -	\$ 467	\$ 467	\$ -	\$ -	\$ 467	100.0%
TSPT - TECHNOLOGY SUPPORT	60,308	270,940	270,940	149,315	338,275	(67,335)	-24.9%
99IT - INFORMATION TECHNOLOGY	\$ 60,308	\$ 271,407	\$ 271,407	\$ 149,315	\$ 338,275	\$ (66,868)	-24.6%
<b>TOTAL PROGRAMS</b>	<b>\$ 16,259,000</b>	<b>\$ 13,987,717</b>	<b>\$ 17,318,675</b>	<b>\$ 16,912,909</b>	<b>\$ 16,793,043</b>	<b>\$ 525,632</b>	<b>3.0%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 8,563,518	\$ 7,080,554	\$ 7,080,554	\$ 8,172,967	\$ 8,123,805	\$ 1,043,251	14.7%
<b>SUBTOTAL</b>	<b>\$ 8,563,518</b>	<b>\$ 7,080,554</b>	<b>\$ 7,080,554</b>	<b>\$ 8,172,967</b>	<b>\$ 8,123,805</b>	<b>\$ 1,043,251</b>	<b>14.7%</b>
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 10,000	\$ -	\$ 196,000	\$ 112,000	\$ -	\$ (196,000)	-100.0%
<b>SUBTOTAL</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ 196,000</b>	<b>\$ 112,000</b>	<b>\$ -</b>	<b>\$ (196,000)</b>	<b>-100.0%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 3,721,325	\$ 3,401,710	\$ 3,401,710	\$ 3,340,558	\$ 3,422,719	\$ 21,009	0.6%
0635 - OTHER CHARGES FOR SERVICES	1,230,886	1,710,032	1,710,032	1,429,772	1,320,000	(390,032)	-22.8%
<b>SUBTOTAL</b>	<b>\$ 4,952,211</b>	<b>\$ 5,111,742</b>	<b>\$ 5,111,742</b>	<b>\$ 4,770,330</b>	<b>\$ 4,742,719</b>	<b>\$ (369,023)</b>	<b>-7.2%</b>
<b>FINES &amp; FOREFEITS</b>							
0637 - FINES & FORFEITS	\$ 2,081	\$ 3,700	\$ 3,700	\$ 1,193	\$ 3,700	\$ -	0.0%
<b>SUBTOTAL</b>	<b>\$ 2,081</b>	<b>\$ 3,700</b>	<b>\$ 3,700</b>	<b>\$ 1,193</b>	<b>\$ 3,700</b>	<b>\$ -</b>	<b>0.0%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 27,781	\$ 24,438	\$ 24,438	\$ 19,038	\$ 17,230	\$ (7,208)	-29.5%
0650 - MISCELLANEOUS REVENUE	1,345,129	713,464	713,464	586,508	762,260	48,796	6.8%
<b>SUBTOTAL</b>	<b>\$ 1,372,910</b>	<b>\$ 737,902</b>	<b>\$ 737,902</b>	<b>\$ 605,546</b>	<b>\$ 779,490</b>	<b>\$ 41,588</b>	<b>5.6%</b>
<b>ALL REVENUES</b>	<b>\$ 14,900,720</b>	<b>\$ 12,933,898</b>	<b>\$ 13,129,898</b>	<b>\$ 13,662,036</b>	<b>\$ 13,649,714</b>	<b>\$ 519,816</b>	<b>4.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 14,900,720</b>	<b>\$ 12,933,898</b>	<b>\$ 13,129,898</b>	<b>\$ 13,662,036</b>	<b>\$ 13,649,714</b>	<b>\$ 519,816</b>	<b>4.0%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 5,540,424	\$ 6,025,771	\$ 6,022,198	\$ 6,149,409	\$ 6,007,608	\$ 14,590	0.2%
0705 - TEMPORARY PAY	824	63,361	73,293	28,649	31,423	41,870	57.1%
0710 - OVERTIME	277,974	92,000	92,000	190,795	165,005	(73,005)	-79.4%
0750 - FRINGE BENEFITS	2,573,098	2,991,845	2,983,854	2,899,654	2,918,271	65,583	2.2%
0790 - OTHER PERSONNEL SERVICES	64,054	40,500	542,132	527,117	4,979	537,153	99.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(845,220)	(409,577)	(409,577)	(624,365)	(1,202,888)	793,311	193.7%
0796 - PERSONNEL SERVICES ALLOC-IN	1,016,028	770,351	770,351	848,024	1,528,433	(758,082)	-98.4%
<b>SUBTOTAL</b>	<b>\$ 8,627,182</b>	<b>\$ 9,574,251</b>	<b>\$ 10,074,251</b>	<b>\$ 10,019,283</b>	<b>\$ 9,452,831</b>	<b>\$ 621,420</b>	<b>6.2%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 417,139	\$ 337,203	\$ 449,203	\$ 315,056	\$ 474,090	\$ (24,887)	-5.5%
0802 - MEDICAL SUPPLIES	695,905	113,484	197,484	705,889	726,500	(529,016)	-267.9%
0803 - FUEL	164,523	132,251	132,251	114,056	107,500	24,751	18.7%
0804 - NON-CAPITAL EQUIPMENT	35,262	26,370	26,370	47,325	17,590	8,780	33.3%
0805 - SUPPLIES-ALLOCATION OUT	(19,925)	-	-	(7,606)	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	22,119	-	-	817	4,349	(4,349)	N/A
<b>SUBTOTAL</b>	<b>\$ 1,315,023</b>	<b>\$ 609,308</b>	<b>\$ 805,308</b>	<b>\$ 1,175,537</b>	<b>\$ 1,330,029</b>	<b>\$ (524,721)</b>	<b>-65.2%</b>
<b>SERVICES</b>							
0809 - DAMAGES PAID	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0810 - LEGAL SERVICES	10,771	-	-	-	-	-	N/A
0811 - HEALTH CARE SERVICES	853,766	-	-	842,896	663,000	(663,000)	N/A
0812 - OTHER SERVICES	1,644,892	143,299	2,743,299	1,108,557	1,668,289	1,075,010	39.2%
0820 - RENT & OPERATING LEASES	20,573	34,413	34,413	25,236	24,800	9,613	27.9%
0825 - REPAIRS AND MAINTENANCE	151,060	231,503	231,503	340,166	189,200	42,303	18.3%
0830 - INTERGOVERNMENTAL PAYMENTS	18,167	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	1,513,554	1,199,375	1,199,375	1,702,942	1,473,340	(273,965)	-22.8%
0841 - TRAVEL	9,089	8,153	8,153	9,083	10,000	(1,847)	-22.7%
0842 - EDUCATION AND TRAINING	3,069	13,715	13,715	9,073	20,208	(6,493)	-47.3%
0843 - POSTAGE/FREIGHT/SHIPPING	204,344	146,070	146,070	169,557	158,996	(12,926)	-8.8%
0850 - UTILITIES	171,276	192,671	192,671	371,106	315,594	(122,923)	-63.8%
0872 - SERVICES-ALLOCATION OUT	(623,113)	-	-	(147,646)	(400,818)	400,818	N/A
0873 - SERVICES-ALLOCATION IN	905,934	86,718	86,718	172,047	407,399	(320,681)	-369.8%
<b>SUBTOTAL</b>	<b>\$ 4,884,382</b>	<b>\$ 2,055,917</b>	<b>\$ 4,655,917</b>	<b>\$ 4,603,017</b>	<b>\$ 4,530,008</b>	<b>\$ 125,909</b>	<b>2.7%</b>
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ -	\$ 274,508	\$ 309,466	\$ -	\$ -	\$ 309,466	100.0%
0920 - CAPITAL EQUIPMENT	33,343	8,865	8,865	(24,796)	15,000	(6,135)	-69.2%
0930 - VEHICLES & CONSTRUCTION EQUIP	183,536	325,000	325,000	-	325,000	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 216,879</b>	<b>\$ 608,373</b>	<b>\$ 643,331</b>	<b>\$ (24,796)</b>	<b>\$ 340,000</b>	<b>\$ 303,331</b>	<b>47.2%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 15,043,466</b>	<b>\$ 12,847,849</b>	<b>\$ 16,178,807</b>	<b>\$ 15,773,041</b>	<b>\$ 15,652,868</b>	<b>\$ 525,939</b>	<b>3.3%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 1,215,534	\$ 1,139,868	\$ 1,139,868	\$ 1,139,868	\$ 1,140,175	\$ (307)	0.0%
<b>ALL OTHER FINANCING USES</b>	<b>\$ 1,215,534</b>	<b>\$ 1,139,868</b>	<b>\$ 1,139,868</b>	<b>\$ 1,139,868</b>	<b>\$ 1,140,175</b>	<b>\$ (307)</b>	<b>0.0%</b>
<b>TOTAL USES</b>	<b>\$ 16,259,000</b>	<b>\$ 13,987,717</b>	<b>\$ 17,318,675</b>	<b>\$ 16,912,909</b>	<b>\$ 16,793,043</b>	<b>\$ 525,632</b>	<b>3.0%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
573 ANIMAL CONTROL GRANTS							
OPERATING	\$ 71,414	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
NON RECURRING NON PROJECT	-	-	196,000	112,000	-	(196,000)	-100.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 71,414</b>	<b>\$ -</b>	<b>\$ 196,000</b>	<b>\$ 112,000</b>	<b>\$ -</b>	<b>\$ (196,000)</b>	<b>-100.0%</b>
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	\$ 11,476,535	\$ 9,480,584	\$ 9,480,584	\$ 10,174,065	\$ 10,175,000	\$ 694,416	7.3%
<b>FUND TOTAL SOURCES</b>	<b>\$ 11,476,535</b>	<b>\$ 9,480,584</b>	<b>\$ 9,480,584</b>	<b>\$ 10,174,065</b>	<b>\$ 10,175,000</b>	<b>\$ 694,416</b>	<b>7.3%</b>
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	\$ 3,352,771	\$ 3,453,314	\$ 3,453,314	\$ 3,375,971	\$ 3,474,714	\$ 21,400	0.6%
<b>FUND TOTAL SOURCES</b>	<b>\$ 3,352,771</b>	<b>\$ 3,453,314</b>	<b>\$ 3,453,314</b>	<b>\$ 3,375,971</b>	<b>\$ 3,474,714</b>	<b>\$ 21,400</b>	<b>0.6%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 14,900,720</b>	<b>\$ 12,933,898</b>	<b>\$ 12,933,898</b>	<b>\$ 13,550,036</b>	<b>\$ 13,649,714</b>	<b>\$ 715,816</b>	<b>5.5%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 196,000</b>	<b>\$ 112,000</b>	<b>\$ -</b>	<b>\$ (196,000)</b>	<b>-100.0%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 14,900,720</b>	<b>\$ 12,933,898</b>	<b>\$ 13,129,898</b>	<b>\$ 13,662,036</b>	<b>\$ 13,649,714</b>	<b>\$ 519,816</b>	<b>4.0%</b>

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 258,954	\$ 258,954	\$ 758,954	\$ 758,954	\$ 758,954	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 258,954</b>	<b>\$ 258,954</b>	<b>\$ 758,954</b>	<b>\$ 758,954</b>	<b>\$ 758,954</b>	<b>\$ -</b>	<b>0.0%</b>
573 ANIMAL CONTROL GRANTS							
OPERATING	\$ (1)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
NON RECURRING NON PROJECT	-	-	196,000	24,937	-	196,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ (1)</b>	<b>\$ -</b>	<b>\$ 196,000</b>	<b>\$ 24,937</b>	<b>\$ -</b>	<b>\$ 196,000</b>	<b>100.0%</b>
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	\$ 11,965,964	\$ 9,480,584	\$ 11,730,584	\$ 11,970,264	\$ 11,936,923	\$ (206,339)	-1.8%
NON RECURRING NON PROJECT	426,645	502,426	537,384	467,164	38,806	498,578	92.8%
<b>FUND TOTAL USES</b>	<b>\$ 12,392,609</b>	<b>\$ 9,983,010</b>	<b>\$ 12,267,968</b>	<b>\$ 12,437,428</b>	<b>\$ 11,975,729</b>	<b>\$ 292,239</b>	<b>2.4%</b>
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	\$ 3,382,021	\$ 3,399,773	\$ 3,749,773	\$ 3,691,590	\$ 3,733,360	\$ 16,413	0.4%
NON RECURRING NON PROJECT	225,417	345,980	345,980	-	325,000	20,980	6.1%
<b>FUND TOTAL USES</b>	<b>\$ 3,607,438</b>	<b>\$ 3,745,753</b>	<b>\$ 4,095,753</b>	<b>\$ 3,691,590</b>	<b>\$ 4,058,360</b>	<b>\$ 37,393</b>	<b>0.9%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 15,606,938</b>	<b>\$ 13,139,311</b>	<b>\$ 16,239,311</b>	<b>\$ 16,420,808</b>	<b>\$ 16,429,237</b>	<b>\$ (189,926)</b>	<b>-1.2%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 652,062</b>	<b>\$ 848,406</b>	<b>\$ 1,079,364</b>	<b>\$ 492,101</b>	<b>\$ 363,806</b>	<b>\$ 715,558</b>	<b>66.3%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 16,259,000</b>	<b>\$ 13,987,717</b>	<b>\$ 17,318,675</b>	<b>\$ 16,912,909</b>	<b>\$ 16,793,043</b>	<b>\$ 525,632</b>	<b>3.0%</b>

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ANIMAL CONTROL							
ANIMAL CONTROL ENFORCEMENT	51.00	50.00	50.00	50.00	48.00	(2.00)	(4.0%)
PROGRAM TOTAL	51.00	50.00	50.00	50.00	48.00	(2.00)	(4.0%)
COMMUNITY OUTREACH							
LOW COST SPAY NEUTER	8.00	11.00	9.00	9.00	8.00	(1.00)	(11.1%)
PROGRAM TOTAL	8.00	11.00	9.00	9.00	8.00	(1.00)	(11.1%)
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	3.00	3.00	2.00	2.00	2.00	-	0.0%
EXECUTIVE MANAGEMENT	3.00	1.00	5.00	3.00	4.00	(1.00)	(20.0%)
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
OPERATIONS SUPPORT	-	2.00	1.00	1.00	1.00	-	0.0%
PROCUREMENT	1.00	-	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	8.00	7.00	10.00	8.00	9.00	(1.00)	(10.0%)
INFORMATION TECHNOLOGY							
TECHNOLOGY SUPPORT	1.00	-	.00	-	-	-	N/A
PROGRAM TOTAL	1.00	-	-	-	-	-	N/A
PET ADOPTION							
PET ADOPTION	85.00	84.00	93.00	92.00	92.00	(1.00)	(1.1%)
PROGRAM TOTAL	85.00	84.00	93.00	92.00	92.00	(1.00)	(1.1%)
PET LICENSING							
DOG LICENSING	17.00	17.00	17.50	17.00	17.00	(.50)	(2.9%)
PROGRAM TOTAL	17.00	17.00	17.50	17.00	17.00	(.50)	(2.9%)
DEPARTMENT TOTAL	170.00	169.00	179.50	176.00	174.00	(5.50)	(3.1%)

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	-	1.00	-	-	-	-	N/A
Accounting Specialist	2.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	5.00	9.00	10.00	10.00	9.00	(1.00)	(10.0%)
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	4.00	4.00	4.00	4.00	4.00	-	0.0%
Animal Care & Control Manager	2.00	2.00	3.00	2.00	2.00	(1.00)	(33.3%)
Animal Care Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Animal Care Technician	37.00	37.00	37.00	37.00	37.00	-	0.0%
Animal Care Technician Lead	3.00	3.00	3.00	3.00	3.00	-	0.0%
Animal Control Officer	32.00	32.00	32.00	32.00	31.00	(1.00)	(3.1%)
Animal Control Officer Lead	3.00	3.00	3.00	3.00	3.00	-	0.0%
Animal Control Supervisor	3.00	2.00	2.00	2.00	2.00	-	0.0%
Animal Health Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Animal Health Technician	13.00	13.00	16.00	16.00	16.00	-	0.0%
Animal Health Technician Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Assistant County Manager	-	-	1.00	-	-	(1.00)	(100.0%)
Chief Veterinarian	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Officer Supervisor	-	-	1.00	-	-	(1.00)	(100.0%)
Custodian	-	2.00	2.00	2.00	2.00	-	0.0%
Deputy Director - Animal Care & Control	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Animal Care & Ctrl	-	-	-	-	1.00	1.00	N/A
Dispatcher	5.00	5.00	5.00	5.00	4.00	(1.00)	(20.0%)
Exec Asst to Executive Officer	-	-	1.00	1.00	1.00	-	0.0%
Finance Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	-	-	.50	-	-	(.50)	(100.0%)
Office Assistant Specialized	39.00	35.00	34.00	34.00	34.00	-	0.0%
Operations/Program Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Technician - Senior/Lead	1.00	-	-	-	-	-	N/A
Procurement Specialist	1.00	-	1.00	1.00	1.00	-	0.0%
Program Coordinator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Trades Generalist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Veterinarian	4.00	4.00	7.00	7.00	7.00	-	0.0%
<b>Department Total</b>	<b>170.00</b>	<b>169.00</b>	<b>179.50</b>	<b>176.00</b>	<b>174.00</b>	<b>(5.50)</b>	<b>(3.1%)</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
572 ANIMAL CONTROL LICENSE SHELTER	108.00	119.00	129.50	126.00	126.00	(3.50)	(2.7%)
573 ANIMAL CONTROL GRANTS	11.00	-	-	-	-	-	N/A
574 ANIMAL CONTROL FIELD OPERATION	51.00	50.00	50.00	50.00	48.00	(2.00)	(4.0%)
<b>Department Total</b>	<b>170.00</b>	<b>169.00</b>	<b>179.50</b>	<b>176.00</b>	<b>174.00</b>	<b>(5.50)</b>	<b>(3.1%)</b>

### Significant Variance Analysis

Animal Care and Control decreased staff in total by 5.50 FTE from FY 2016 to FY 2017. A 0.50 Mailroom FTE was inactivated and mailroom service needs are currently under evaluation. The 1.00 Admin/Operations Specialist FTE was created to facilitate a grant with the Alliance for a Neighborhood Research Specialist however, the grant was discontinued and the position was inactivated. In the License Shelter Fund (572) the Assistant County Manager FTE was inactivated and the Director – Animal Care and Control FTE was created to focus more on Animal Care and Control’s operations. In the Animal Control Field Operation Fund (574), 1.00 Dispatcher FTE and 1.00 Animal Control Officer FTE were inactivated due to the loss of the City of Glendale Intergovernmental Agreement for enforcement services. As part of a departmental reorganization, the Department created an Animal Care and Control Manager FTE and Communication Officer Supervisor FTE in FY 2016.

## General Adjustments

### **Base Adjustments:**

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

- Increase Revenue by \$694,416 for the net impact in licensing and miscellaneous revenue.
- Increase Regular Benefits by \$152,407 for the impact of changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$15,083 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Decrease Regular Benefits by \$14,918 for the impact of changes in retirement contribution rates.
- Decrease Regular Pay by \$208,032 for the inactivation of the Assistant County Manager.
- Increase Regular Pay by \$171,168 for the creation of the Director – Animal Care and Control.
- Increase Regular Pay by \$162,776 for the transfer of three (3) Customer Service Representatives from non recurring non project to operating.
- Increase Services by \$2,211,557 for over baseline submission based on historical actuals.
- Decrease Internal Service Charges by \$23,756 for the impact of changes in risk management charges.
- Increase Internal Service Charges by \$34,420 for the impact of the changes in base level telecommunication charges.
- Increase Personnel Savings by \$14,200, from 7.90% to 10.00%.

#### **Animal Control License/Shelter Fund (572) Non Recurring Non Project**

- FY 2017 Non Recurring Non Project budget of \$38,806 includes:
  - \$38,806 for Customer Service Personnel Carry Forward.

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

- Increase Revenue by \$21,400 for intergovernmental charges for services.
- Increase Regular Benefits by \$63,593 for the impact of changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$14,449 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Internal Service Charges by \$172 for the impact of the changes in retirement contribution rates.
- Increase Personnel Allocations In by \$331,969 for the net impact of changes for administrative overhead.
- Increase Internal Service Charges by \$2,128 for the net impact of the changes for radio charges.
- Increase Personnel Savings by \$49,826, from 5.17% to 18.92%.

#### **Animal Control License/Shelter Fund (574) Non Recurring Non Project**

- FY 2017 Non Recurring Non Project budget of \$325,000 includes:
  - \$325,000 for Vehicle Replacement Carry Forward.

## Programs and Activities

### Animal Control Program

The purpose of the Animal Control Program is to provide animal control services to licensed dogs and fulfill contractual obligations to jurisdictions so they can ensure citizens can be free of animal-related health and safety dangers as well as the dangers associated with irresponsible pet ownership.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of cases resolved within the time limitations of the contract obligation	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of bite cases responded to within the time limitations of the contract obligation	100.3%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Animal Control Enforcement

### Animal Control Enforcement Activity

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

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

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of cases resolved within the time limitations of the contract obligation	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of bite cases responded to within the time limitations of the contract obligation	100.3%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of cases closed	36,178	39,600	36,577	34,400	(5,200)	-13.1%
Output	Number of bite cases closed	5,167	5,000	4,977	4,800	(200)	-4.0%
Demand	Number of cases requested within scope of contract	36,184	40,000	36,660	34,400	(5,600)	-14.0%
Demand	Number of bite cases requested within scope of contract	5,180	5,000	4,978	4,800	(200)	-4.0%
Expenditure Ratio	Expenditure per case closed	\$ 92.23	\$ 98.36	\$ 87.17	\$ 90.14	\$ 8.22	8.4%
<b>Revenue</b>							
	574 - ANIMAL CONTROL FIELD OPERATION	\$ 3,352,771	\$ 3,443,084	\$ 3,369,044	\$ 3,474,714	\$ 31,630	0.9%
	TOTAL SOURCES	\$ 3,352,771	\$ 3,443,084	\$ 3,369,044	\$ 3,474,714	\$ 31,630	0.9%
<b>Expenditure</b>							
	100 - GENERAL	\$ 258,954	\$ 258,954	\$ 258,954	\$ 258,954	\$ -	0.0%
	574 - ANIMAL CONTROL FIELD OPERATION	3,077,639	3,636,054	2,929,570	2,841,802	794,252	21.8%
	TOTAL USES	\$ 3,336,593	\$ 3,895,008	\$ 3,188,524	\$ 3,100,756	\$ 794,252	20.4%

**Activity Narrative:** The FY 2017 requested budget supports the Department in meeting the level of service agreed to by the cities and towns in their intergovernmental agreements. The result measures monitor timeliness of responding to animal control instances and compare those to the proportion of total cases closed. Services provided under the Animal Control Enforcement Activity include bite case, leash law, and stray dog investigations, as well as impounding. The number of cases requested

decreased due to changes in contracted services. Revenue is up slightly due to the increase in fines and forfeits. The decrease in expenditure is attributed to officer position vacancies and elimination of 2.0 FTE positions and less budgeted expenditures in Other Services.

### Pet Adoption Program

The purpose of the Pet Adoption Program is to provide healthy and treatable/manageable animals to the people of Maricopa County so they can benefit from a reduction in euthanasia of sheltered animals and the creation of life-long human/animal bonds.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of successful adoptions	96.1%	100.0%	100.2%	99.9%	(0.1%)	-0.1%

Activities that comprise this program include:

- Pet Adoption

### Pet Adoption Activity

The purpose of the Pet Adoption Activity is to provide dog and cat adoption services to pet adopters so they can experience long-term human/animal bonds.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of successful adoptions	96.1%	100.0%	100.2%	99.9%	(0.1%)	-0.1%
Output	Number of adoptions completed	22,902	26,550	25,729	23,912	(2,638)	-9.9%
Output	Number of cats adopted	2,998	2,550	3,345	3,025	475	18.6%
Output	Number of dogs adopted	19,904	24,000	22,780	20,140	(3,860)	-16.1%
Demand	Number of people requesting adoptions	17,197	26,000	24,994	24,400	(1,600)	-6.2%
Demand	Number of adoptable cats available	3,224	2,550	3,486	3,200	650	25.5%
Demand	Number of adoptable dogs available	21,779	24,000	23,608	21,200	(2,800)	-11.7%
Expenditure Ratio	Expenditure per adoption completed	\$ 251.19	\$ 218.49	\$ 283.39	\$ 253.65	\$ (35.16)	-16.1%
<i>Revenue</i>							
	573 - ANIMAL CONTROL GRANTS	\$ 18,464	\$ 112,000	\$ 112,000	\$ -	\$ (112,000)	-100.0%
	572 - ANIMAL CONTROL LICENSE SHELTER	1,690,973	1,725,944	1,623,146	1,870,260	144,316	8.4%
	TOTAL SOURCES	\$ 1,709,437	\$ 1,837,944	\$ 1,735,146	\$ 1,870,260	\$ 32,316	1.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	0.0%
	573 - ANIMAL CONTROL GRANTS	54,089	112,000	24,937	-	112,000	100.0%
	572 - ANIMAL CONTROL LICENSE SHELTER	5,698,553	5,188,981	6,766,443	5,565,390	(376,409)	-7.3%
	TOTAL USES	\$ 5,752,642	\$ 5,800,981	\$ 7,291,380	\$ 6,065,390	\$ (264,409)	-4.6%

**Activity Narrative:** The volume of adoptable animals and adoptions completed are anticipated to increase due to a pilot program involving enhanced customer service and social media efforts. The number of adoptable cats available increased due to changes in the intake of cats at Animal Care and Control. Revenue for FY 2017 is slightly more than FY 2016 due to an anticipated increase in pet adoptions. Expenditure increase is due to higher health/dental benefits rates in FY 2107 and the costs associated in facilitating adoptions, primarily in medical supplies and services.

### Pet Licensing Program

The purpose of the Pet Licensing Program is to provide licensing services to the people of Maricopa County so they can benefit from the control of the spread of rabies and can recover lost pets.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of dogs licensed in Maricopa County	44.0%	49.6%	49.6%	52.2%	2.6%	5.3%

Activities that comprise this program include:

- Dog Licensing

### Dog Licensing Activity

The purpose of the Dog Licensing Activity is to provide dog licensing to dog owners so they can comply with the law and improve their ability to recover lost dogs.

**Mandates:** A.R.S. §11-1008 establishes that the Board of Supervisors may set a license fee which shall be paid for each dog three months of age or over that is kept, harbored or maintained; A.R.S. §11-1010 establishes that no dog shall be licensed unless it is vaccinated.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of dogs licensed in Maricopa County	44.0%	49.6%	49.6%	52.2%	2.6%	5.3%
Output	Number of dog licenses issued	389,388	471,100	434,379	470,000	(1,100)	-0.2%
Demand	Number of dog licenses requested	444,812	570,000	504,765	570,000	-	0.0%
Expenditure Ratio	Expenditure per dog license issued	\$ 6.50	\$ 6.99	\$ 4.23	\$ 6.60	\$ 0.39	5.6%
<i>Revenue</i>							
	572 - ANIMAL CONTROL LICENSE SHELTER	\$ 8,569,257	\$ 7,042,880	\$ 8,255,854	\$ 8,065,740	\$ 1,022,860	14.5%
	TOTAL SOURCES	\$ 8,569,257	\$ 7,042,880	\$ 8,255,854	\$ 8,065,740	\$ 1,022,860	14.5%
<i>Expenditure</i>							
	572 - ANIMAL CONTROL LICENSE SHELTER	\$ 2,531,606	\$ 3,292,126	\$ 1,835,432	\$ 3,100,349	\$ 191,777	5.8%
	TOTAL USES	\$ 2,531,606	\$ 3,292,126	\$ 1,835,432	\$ 3,100,349	\$ 191,777	5.8%

**Activity Narrative:** Animal Care and Control has improved marketing efforts to increase licensing compliance and subsequent revenue. The expenditure and the expenditure ratio decreased due to the costs associated with processing licenses.

### Community Outreach Program

The purpose of the Community Outreach Program is to provide low-cost medical and animal care services to the people of Maricopa County so they can experience a decrease in animal overpopulation, an increase in life-long relationships with their pets, and an increased knowledge of the benefits of the human/animal bond.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent change in pet intake in Maricopa County	168.2%	N/A	N/A	4.4%	N/A	N/A

Activities that comprise this program include:

- Low-Cost Spay/Neuter

### Low-Cost Spay/Neuter Activity

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

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent change in pet intake in Maricopa County	168.2%	N/A	N/A	4.4%	N/A	N/A
Output	Number of pet sterilization surgeries provided	14,741	22,000	14,725	10,000	(12,000)	-54.5%
Demand	Number of pet sterilization surgeries requested	18,259	24,000	18,513	15,000	(9,000)	-37.5%
Expenditure Ratio	Expenditure per pet sterilization surgery provided	\$ 86.19	\$ 28.63	\$ 64.12	\$ 55.56	\$ (26.93)	-94.1%
<b>Revenue</b>							
	573 - ANIMAL CONTROL GRANTS	\$ 52,915	\$ 84,000	\$ -	\$ -	\$ (84,000)	-100.0%
	572 - ANIMAL CONTROL LICENSE SHELTER	1,197,092	697,552	282,954	232,000	(465,552)	-66.7%
	TOTAL SOURCES	\$ 1,250,007	\$ 781,552	\$ 282,954	\$ 232,000	\$ (549,552)	-70.3%
<b>Expenditure</b>							
	573 - ANIMAL CONTROL GRANTS	\$ (59,086)	\$ 84,000	\$ -	\$ -	\$ 84,000	100.0%
	572 - ANIMAL CONTROL LICENSE SHELTER	1,329,575	545,801	944,157	555,602	(9,801)	-1.8%
	TOTAL USES	\$ 1,270,489	\$ 629,801	\$ 944,157	\$ 555,602	\$ 74,199	11.8%

**Activity Narrative:** The decrease in revenue is due to less pet sterilization surgeries. Expenditure increase is due to higher health/dental benefits rates in FY 2017.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 258,954	\$ -
Adjustments:		
<b>Base Adjustments</b>		
<i>Animal Care and Control Operating Contingency (2)</i>	\$ 500,000	\$ -
Agenda Item: <i>C-79-16-026-2-00</i>	500,000	-
<b>FY 2016 Revised Budget</b>	\$ 758,954	\$ -
<b>FY 2017 Baseline Budget</b>	\$ 758,954	\$ -
<b>FY 2017 Adopted Budget</b>	\$ 758,954	\$ -
<i>Percent Change from Baseline Amount</i>		0.0%

Animal Control License/Shelter Fund (572)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2016 Adopted Budget</b>		\$ 9,480,584	\$ 9,480,584
Adjustments:	Agenda Item:		
<b>Mid Year Adjustments</b>		\$ 2,250,000	\$ -
<i>FY 16 ACC Year End Adj</i>	C-79-16-122-2-00	2,250,000	-
<b>FY 2016 Revised Budget</b>		\$ 11,730,584	\$ 9,480,584
Adjustments:	Agenda Item:		
<b>Mid Year Adjustments</b>		\$ (2,250,000)	\$ -
<i>FY 16 ACC Year End Adj</i>	C-79-16-122-2-00	(2,250,000)	-
<b>FY 2017 Baseline Budget</b>		\$ 9,480,584	\$ 9,480,584
Adjustments:			
<b>Employee Retirement and Benefits</b>		\$ 137,704	\$ -
<i>Employee Health/Dental Premiums</i>		152,407	-
<i>Vacancy Savings Assoc with Benefit Adjustments</i>		(15,083)	-
<i>Retirement Contributions</i>		380	-
<b>Base Adjustments</b>		\$ 2,318,635	\$ -
<i>Other Base Adjustments</i>		110,614	-
<i>Inactivate Assistant County Manager FTE</i>	\$ (215,681)		-
<i>Create Director - Animal Control FTE</i>	163,519		-
<i>Customer Service FTEs (3)</i>	162,776		-
<i>Base Adjustment Increases</i>		2,211,557	-
<i>Department Over Baseline Submission - Based on Historical Actuals</i>	\$ 2,211,557		-
<i>Risk Management Adjustment</i>		(23,756)	-
<i>Base Telecom Adjustment</i>		34,420	-
<i>Personnel Savings</i>		(14,200)	-
<i>From 7.90% to 10.00%</i>	\$ (14,200)		-
<b>Fees and Other Revenues</b>		\$ -	\$ 694,416
<i>ProgRevenue Volume Inc/Dec</i>		-	694,416
<b>FY 2017 Adopted Budget</b>		\$ 11,936,923	\$ 10,175,000
<i>Percent Change from Baseline Amount</i>		25.9%	7.3%
		Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2016 Adopted Budget</b>		\$ 502,426	\$ -
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		\$ 34,958	\$ -
<i>Non Recurring &amp; Capital Budget Recon</i>	C-49-16-009-2-00	34,958	-
<b>FY 2016 Revised Budget</b>		\$ 537,384	\$ -
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		\$ (537,384)	\$ -
<i>Non Recurring &amp; Capital Budget Recon</i>	C-49-16-009-2-00	(34,958)	-
<i>Shelter Operations and Infrastructure Improvements</i>	C-79-15-060-2-00	(259,508)	-
<i>Other Non Recurring</i>		(242,918)	-
<b>FY 2017 Baseline Budget</b>		\$ -	\$ -
Adjustments:			
<b>Non Recurring</b>		\$ 38,806	\$ -
<i>Non Recurring Carry Forward</i>		38,806	-
<i>Customer Service Personnel Carry Forward</i>	\$ 38,806		-
<b>FY 2017 Adopted Budget</b>		\$ 38,806	\$ -

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

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 3,677,702	\$ 2,958,458	\$ 2,958,458	\$ 2,761,608	\$ 498,245
Sources:					
Operating	\$ 11,476,535	\$ 9,480,584	\$ 9,480,584	\$ 10,174,065	\$ 10,175,000
Total Sources:	\$ 11,476,535	\$ 9,480,584	\$ 9,480,584	\$ 10,174,065	\$ 10,175,000
Uses:					
Operating	\$ 11,965,959	\$ 9,480,584	\$ 11,730,584	\$ 11,970,264	\$ 11,936,923
Non-Recurring	426,645	502,426	537,384	467,164	38,806
Total Uses:	\$ 12,392,604	\$ 9,983,010	\$ 12,267,968	\$ 12,437,428	\$ 11,975,729
Structural Balance	\$ (489,424)	\$ -	\$ (2,250,000)	\$ (1,796,199)	\$ (1,761,923)
Accounting Adjustments	\$ (25)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 2,761,608	\$ 2,456,032	\$ 171,074	\$ 498,245	\$ -
Unassigned	-	-	-	-	(1,302,484)
Total Ending Spendable Fund Balance	\$ 2,761,608	\$ 2,456,032	\$ 171,074	\$ 498,245	\$ (1,302,484)

Animal Control Field Operations Fund (574)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 3,399,773</b>	<b>\$ 3,453,314</b>
Adjustments:		
<b>Mid Year Adjustments</b>		
<i>FY 16 ACC Year End Adj</i>		
Agenda Item:		
C-79-16-122-2-00	\$ 350,000	\$ -
	350,000	-
<b>FY 2016 Revised Budget</b>	<b>\$ 3,749,773</b>	<b>\$ 3,453,314</b>
Adjustments:		
<b>Mid Year Adjustments</b>		
<i>FY 16 ACC Year End Adj</i>		
Agenda Item:		
C-79-16-122-2-00	\$ (350,000)	\$ -
	(350,000)	-
<b>FY 2017 Baseline Budget</b>	<b>\$ 3,399,773</b>	<b>\$ 3,453,314</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 49,316	\$ -
<i>Employee Health/Dental Premiums</i>	63,593	-
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	(14,449)	-
<i>Retirement Contributions</i>	172	-
<b>Base Adjustments</b>	\$ 284,271	\$ -
<i>Other Base Adjustments</i>	331,969	-
<i>Net Increase of Administrative Overhead</i>	\$ 331,969	-
<i>Radio Charges Adjustment</i>		2,128
<i>Personnel Savings</i>		(49,826)
<i>From 5.17% to 18.92%</i>	\$ (49,826)	-
<b>Fees and Other Revenues</b>	\$ -	\$ 21,400
<i>ProgRevenue Volume Inc/Dec</i>	-	21,400
<b>FY 2017 Adopted Budget</b>	<b>\$ 3,733,360</b>	<b>\$ 3,474,714</b>
<i>Percent Change from Baseline Amount</i>	<i>9.8%</i>	<i>0.6%</i>

Animal Control Field Operations Fund (574) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 345,980</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 345,980</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (345,980)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(345,980)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 325,000</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>325,000</i>	<i>-</i>
<i>Vehicle Replacements Carry Forward</i>	<i>\$ 325,000</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 325,000</b>	<b>\$ -</b>

Animal Control Field Operations Fund (574) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 1,550,485	\$ 1,609,782	\$ 1,609,782	\$ 1,295,806	\$ 980,187
Sources:					
Operating	\$ 3,352,771	\$ 3,453,314	\$ 3,453,314	\$ 3,375,971	\$ 3,474,714
Total Sources:	\$ 3,352,771	\$ 3,453,314	\$ 3,453,314	\$ 3,375,971	\$ 3,474,714
Uses:					
Operating	\$ 3,382,021	\$ 3,399,773	\$ 3,749,773	\$ 3,691,590	\$ 3,733,360
Non-Recurring	225,417	345,980	345,980	-	325,000
Total Uses:	\$ 3,607,438	\$ 3,745,753	\$ 4,095,753	\$ 3,691,590	\$ 4,058,360
Structural Balance	\$ (29,250)	\$ 53,541	\$ (296,459)	\$ (315,619)	\$ (258,646)
Accounting Adjustments	\$ (12)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,295,806	\$ 1,317,343	\$ 967,343	\$ 980,187	\$ 396,541
Total Ending Spendable Fund Balance	\$ 1,295,806	\$ 1,317,343	\$ 967,343	\$ 980,187	\$ 396,541

## Assessor

*Analysis by Idamarie C. Flaherty, Senior Management and Budget Analyst*

### Summary

#### Mission

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

#### Vision

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

#### Strategic Goals

**Growth and  
Economic  
Development**

**By March 1<sup>st</sup> of each year (2015-2020) for Real Property, and by August 31<sup>st</sup> 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, 2015, 100 percent of properties within Maricopa County were fairly and equitably valued. As of August 31, 2015, 100 percent of Business Personal Properties were fairly and equitably valued.

#### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
PRAS - PROPERTY ASSESSMENT	\$ 282,921	\$ 240,000	\$ 240,000	\$ 223,347	\$ 180,000	\$ (60,000)	-25.0%
12PA - PROPERTY ASSESSMENT	\$ 282,921	\$ 240,000	\$ 240,000	\$ 223,347	\$ 180,000	\$ (60,000)	-25.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 282,921</b>	<b>\$ 240,000</b>	<b>\$ 240,000</b>	<b>\$ 223,347</b>	<b>\$ 180,000</b>	<b>\$ (60,000)</b>	<b>-25.0%</b>
<b>USES</b>							
PRAS - PROPERTY ASSESSMENT	\$ 18,139,185	\$ 19,339,938	\$ 19,244,995	\$ 18,495,759	\$ 18,884,858	\$ 360,137	1.9%
12PA - PROPERTY ASSESSMENT	\$ 18,139,185	\$ 19,339,938	\$ 19,244,995	\$ 18,495,759	\$ 18,884,858	\$ 360,137	1.9%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 125,373	\$ 138,522	\$ 138,522	\$ 143,540	\$ 135,501	\$ 3,021	2.2%
HRAC - HUMAN RESOURCES	293,608	390,248	355,579	338,507	349,376	6,203	1.7%
ODIR - EXECUTIVE MANAGEMENT	310,427	350,430	350,430	331,200	190,311	160,119	45.7%
PROC - PROCUREMENT	73,320	67,173	67,173	61,107	65,879	1,294	1.9%
SPPT - OPERATIONS SUPPORT	633,938	632,964	804,045	704,073	859,237	(55,192)	-6.9%
99AS - INDIRECT SUPPORT	\$ 1,436,666	\$ 1,579,337	\$ 1,715,749	\$ 1,578,427	\$ 1,600,304	\$ 115,445	6.7%
INFR - INFRASTRUCTURE	\$ 179,382	\$ 189,712	\$ 189,712	\$ 195,161	\$ 303,201	\$ (113,489)	-59.8%
MPOS - ELECTED OR STATUTORY OFFICIALS	114,607	110,955	110,955	112,601	109,491	1,464	1.3%
RISK - RISK PREMIUMS	167,028	217,138	217,138	217,138	204,904	12,234	5.6%
99GV - GENERAL OVERHEAD	\$ 461,017	\$ 517,805	\$ 517,805	\$ 524,900	\$ 617,596	\$ (99,791)	-19.3%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,967,504	\$ 1,653,890	\$ 1,610,183	\$ 1,949,645	\$ 1,835,954	\$ (225,771)	-14.0%
DACR - DATA CENTER	154,249	185,059	143,953	133,138	149,613	(5,660)	-3.9%
GISA - GIS APPLICATION DEV AND SUPP	663,837	594,948	680,076	681,268	691,718	(11,642)	-1.7%
TSPT - TECHNOLOGY SUPPORT	396,105	261,187	219,403	348,771	246,398	(26,995)	-12.3%
99IT - INFORMATION TECHNOLOGY	\$ 3,181,695	\$ 2,695,084	\$ 2,653,615	\$ 3,112,822	\$ 2,923,683	\$ (270,068)	-10.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 23,218,563</b>	<b>\$ 24,132,164</b>	<b>\$ 24,132,164</b>	<b>\$ 23,711,908</b>	<b>\$ 24,026,441</b>	<b>\$ 105,723</b>	<b>0.4%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>MISCELLANEOUS</b>							
0650 - MISCELLANEOUS REVENUE	\$ 282,921	\$ 240,000	\$ 240,000	\$ 223,347	\$ 180,000	\$ (60,000)	-25.0%
<b>SUBTOTAL</b>	\$ 282,921	\$ 240,000	\$ 240,000	\$ 223,347	\$ 180,000	\$ (60,000)	-25.0%
<b>ALL REVENUES</b>	\$ 282,921	\$ 240,000	\$ 240,000	\$ 223,347	\$ 180,000	\$ (60,000)	-25.0%
<b>TOTAL SOURCES</b>	\$ 282,921	\$ 240,000	\$ 240,000	\$ 223,347	\$ 180,000	\$ (60,000)	-25.0%
CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 14,305,329	\$ 15,264,738	\$ 15,281,633	\$ 14,668,009	\$ 14,281,503	\$ 1,000,130	6.5%
0705 - TEMPORARY PAY	-	9,432	9,432	7,416	9,432	-	0.0%
0710 - OVERTIME	3,842	-	-	54,452	-	-	N/A
0750 - FRINGE BENEFITS	5,489,325	6,110,552	6,093,657	5,906,372	6,217,574	(123,917)	-2.0%
0790 - OTHER PERSONNEL SERVICES	10,937	1,000	1,000	6,898	1,000	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(341,193)	(1,117,627)	(1,117,627)	(830,660)	(942,724)	(174,903)	-15.6%
0796 - PERSONNEL SERVICES ALLOC-IN	3,671	-	-	1,692	-	-	N/A
<b>SUBTOTAL</b>	\$ 19,471,911	\$ 20,268,095	\$ 20,268,095	\$ 19,814,179	\$ 19,566,785	\$ 701,310	3.5%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 263,817	\$ 207,600	\$ 199,870	\$ 216,061	\$ 211,600	\$ (11,730)	-5.9%
0803 - FUEL	143	1,000	1,000	441	600	400	40.0%
0804 - NON-CAPITAL EQUIPMENT	88	-	-	-	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	81,741	82,742	82,742	82,147	146,043	(63,301)	-76.5%
<b>SUBTOTAL</b>	\$ 345,789	\$ 291,342	\$ 283,612	\$ 298,649	\$ 358,243	\$ (74,631)	-26.3%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 10,075	\$ 16,000	\$ 16,000	\$ 8,762	\$ 12,000	\$ 4,000	25.0%
0812 - OTHER SERVICES	1,331,965	1,104,707	1,104,707	1,233,802	924,435	180,272	16.3%
0820 - RENT & OPERATING LEASES	126,139	106,000	106,000	113,241	115,000	(9,000)	-8.5%
0825 - REPAIRS AND MAINTENANCE	442,200	961,398	961,398	897,935	1,219,178	(257,780)	-26.8%
0839 - INTERNAL SERVICE CHARGES	371,802	384,422	384,422	350,999	498,870	(114,448)	-29.8%
0841 - TRAVEL	182,940	212,000	212,000	202,794	194,500	17,500	8.3%
0842 - EDUCATION AND TRAINING	74,639	88,200	88,200	66,160	85,200	3,000	3.4%
0843 - POSTAGE/FREIGHT/SHIPPING	752,465	700,000	700,000	702,929	716,000	(16,000)	-2.3%
0850 - UTILITIES	270	-	-	-	-	-	N/A
0873 - SERVICES-ALLOCATION IN	325	-	-	-	328,500	(328,500)	N/A
<b>SUBTOTAL</b>	\$ 3,292,820	\$ 3,572,727	\$ 3,572,727	\$ 3,576,622	\$ 4,093,683	\$ (520,956)	-14.6%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 108,043	\$ -	\$ -	\$ 14,728	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	\$ 108,043	\$ -	\$ -	\$ 14,728	\$ -	\$ -	N/A
<b>ALL EXPENDITURES</b>	\$ 23,218,563	\$ 24,132,164	\$ 24,124,434	\$ 23,704,178	\$ 24,018,711	\$ 105,723	0.4%
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ -	\$ -	\$ 7,730	\$ 7,730	\$ 7,730	\$ -	0.0%
<b>ALL OTHER FINANCING USES</b>	\$ -	\$ -	\$ 7,730	\$ 7,730	\$ 7,730	\$ -	0.0%
<b>TOTAL USES</b>	\$ 23,218,563	\$ 24,132,164	\$ 24,132,164	\$ 23,711,908	\$ 24,026,441	\$ 105,723	0.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 282,921	\$ 240,000	\$ 240,000	\$ 223,347	\$ 180,000	\$ (60,000)	-25.0%
<b>FUND TOTAL SOURCES</b>	\$ 282,921	\$ 240,000	\$ 240,000	\$ 223,347	\$ 180,000	\$ (60,000)	-25.0%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 282,921	\$ 240,000	\$ 240,000	\$ 223,347	\$ 180,000	\$ (60,000)	-25.0%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 282,921	\$ 240,000	\$ 240,000	\$ 223,347	\$ 180,000	\$ (60,000)	-25.0%
FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 22,587,078	\$ 24,132,164	\$ 24,132,164	\$ 23,711,908	\$ 24,026,441	\$ 105,723	0.4%
ESRI DESKTOP REVIEW PROJECT	631,485	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	\$ 23,218,563	\$ 24,132,164	\$ 24,132,164	\$ 23,711,908	\$ 24,026,441	\$ 105,723	0.4%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 22,587,078	\$ 24,132,164	\$ 24,132,164	\$ 23,711,908	\$ 24,026,441	\$ 105,723	0.4%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 631,485	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>DEPARTMENT TOTAL USES</b>	\$ 23,218,563	\$ 24,132,164	\$ 24,132,164	\$ 23,711,908	\$ 24,026,441	\$ 105,723	0.4%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	.90	1.90	1.90	1.90	1.90	-	0.0%
EXECUTIVE MANAGEMENT	3.00	1.00	1.00	1.00	1.00	-	0.0%
HUMAN RESOURCES	3.50	4.50	4.00	4.00	4.00	-	0.0%
OPERATIONS SUPPORT	4.48	7.00	9.00	9.00	9.00	-	0.0%
PROCUREMENT	1.10	1.10	1.10	1.10	1.10	-	0.0%
PROGRAM TOTAL	12.98	15.50	17.00	17.00	17.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	19.00	24.00	23.00	24.00	24.00	1.00	4.3%
DATA CENTER	1.00	1.00	.50	.50	.50	-	0.0%
GIS APPLICATION DEV AND SUPP	6.00	5.00	6.00	6.00	6.00	-	0.0%
TECHNOLOGY SUPPORT	4.00	4.00	5.50	5.50	3.50	(2.00)	(36.4%)
PROGRAM TOTAL	30.00	34.00	35.00	36.00	34.00	(1.00)	(2.9%)
PROPERTY ASSESSMENT							
PROPERTY ASSESSMENT	277.93	264.93	257.43	257.43	258.93	1.50	0.6%
PROGRAM TOTAL	277.93	264.93	257.43	257.43	258.93	1.50	0.6%
DEPARTMENT TOTAL	321.91	315.43	310.43	311.43	310.93	.50	0.2%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Admin/Operations Specialist	2.50	3.50	4.00	4.00	4.00	-	0.0%
Administrative Services Mgr	-	-	1.00	1.00	-	(1.00)	(100.0%)
Applications Development Supv	3.00	3.00	4.00	3.00	3.00	(1.00)	(25.0%)
Appraiser	102.00	78.00	80.00	82.00	88.00	8.00	10.0%
Appraiser - Assistant Chief	-	-	1.00	1.00	1.00	-	0.0%
Appraiser - Chief	1.00	2.00	1.00	1.00	1.00	-	0.0%
Appraiser Manager	7.00	8.00	4.00	4.00	4.00	-	0.0%
Appraiser Senior	13.48	16.00	15.00	15.00	16.00	1.00	6.7%
Appraiser Supervisor	18.00	18.00	18.00	18.00	18.00	-	0.0%
Appraiser Trainee	15.00	26.00	19.00	18.00	12.00	(7.00)	(36.8%)
Auditor Appraiser	5.00	5.00	5.00	5.00	5.00	-	0.0%
Auditor Appraiser Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst-Sr/Ld	1.00	1.00	2.00	2.00	2.00	-	0.0%
Chief Deputy Assessor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Officer Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Operator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Database Administrator	1.00	-	-	-	-	-	N/A
Database Administrator - Senior/Lead	-	1.00	1.00	1.00	1.00	-	0.0%
Development Services Supervisor	4.00	5.00	5.00	5.00	5.00	-	0.0%
Development Svcs Technician	73.93	69.93	50.93	51.93	52.93	2.00	3.9%
Development Svcs Technician Ld	-	-	10.00	10.00	10.00	-	0.0%
Development Svcs Technician Sr	-	-	9.50	9.50	9.00	(.50)	(5.3%)
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	1.00	1.00	-	-	1.00	1.00	N/A
GIS Programmer/Analyst	4.00	4.00	4.00	4.00	4.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GIS Programmer/Analyst - Senior/Lead	1.00	-	-	-	-	-	N/A
GIS Technician	18.00	21.00	22.00	21.00	21.00	(1.00)	(4.5%)
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Senior Manager	1.00	2.00	1.00	1.00	1.00	-	0.0%
Legal Assistant Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	2.00	1.00	1.00	1.00	1.00	-	0.0%
Management Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	1.00	-	-	-	-	-	N/A
Operations Support Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	-	-	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	2.00	3.00	2.00	2.00	2.00	-	0.0%
PC/LAN Technician	3.00	3.00	3.00	3.00	3.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Programmer/Analyst - Senior/Lead	3.00	2.00	1.00	2.00	2.00	1.00	100.0%
Project Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Regression Modeler	5.00	6.00	6.00	6.00	6.00	-	0.0%
Regression Modeler Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Research Director	-	1.00	1.00	1.00	1.00	-	0.0%
Risk Management Manager	-	-	1.00	1.00	1.00	-	0.0%
Risk Mgmt Supervisor	1.00	1.00	-	-	-	-	N/A
Special Projects Manager	-	-	2.00	2.00	2.00	-	0.0%
Systems Administrator	1.00	1.00	1.00	2.00	-	(1.00)	(100.0%)
Systems Administrator - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Title Examiner	7.00	6.00	5.00	5.00	5.00	-	0.0%
Trainer	-	1.00	1.00	1.00	1.00	-	0.0%
Training Supervisor	-	-	1.00	-	-	(1.00)	(100.0%)
Web Designer/Developer	1.00	1.00	2.00	2.00	2.00	-	0.0%
Web Designer/Developer - Senior/Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>321.91</b>	<b>315.43</b>	<b>310.43</b>	<b>311.43</b>	<b>310.93</b>	<b>.50</b>	<b>0.2%</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	321.91	315.43	310.43	311.43	310.93	.50	0.2%
<b>Department Total</b>	<b>321.91</b>	<b>315.43</b>	<b>310.43</b>	<b>311.43</b>	<b>310.93</b>	<b>.50</b>	<b>0.2%</b>

General Adjustments

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Regular Benefits by \$412,888 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$13,841 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$1,518 for the impact of the changes in retirement contribution rates.
- Increase in Other Services by \$407 for the impact of changes in Personnel Savings.
- Decrease Internal Service Charges by \$12,234 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$113,489 for the impact of the changes in the base level telecommunication charges.
- Increase Personnel Savings by \$864,108 from 3.55% to 7.51%.
- Decrease Program Revenue Volume by \$60,000 due to less rental registrations.
- Increase Other Base Adjustments by \$256,158 for Marshall & Swift Search Engine.

## Programs and Activities

### Property Assessment

The purpose of the Property Assessment Program is to provide property assessments to Maricopa County property owners so they can be fairly and equitably taxed.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of property assessments provided	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Property Assessment Activity

### Property Assessment Activity

The purpose of the Property Assessment Activity is to provide property assessments to Maricopa County property owners so they can be fairly and equitably taxed.

**Mandates:** A.R.S. §42-11009 which states public access to valuation and assessment information; A.R.S. §42-13051 which states that, no later than December 15 of each year, the County Assessor shall identify, by diligent inquiry and examination, all real property in the county that is subject to taxation; A.R.S. §42-13303 which states property value limits of mobile homes; A.R.S. §42-15052 which states that demand from each person, firm, or from the president, cashier, treasurer or managing agent of each corporation or association that owns, claims, controls or possesses property in the County a correct report or affirmation of all property in the County that the person, firm, corporation or association owns, claims, possesses or controls; A.R.S. §42-15053 which states, on or before February 1 of each year, the assessor shall mail a form, notice or demand to each person who owns or has charge or control of taxable personal property in the state; A.R.S. §42-15057 which states each city, town, county or other governmental entity that requires that a building permit be issued to construct or add to residential or commercial buildings notify the County Assessor in writing; A.R.S. §42-15151 which states the County Assessor to prepare the assessment roll in the form and containing the information prescribed by the department; A.R.S. §42-15101, except as provided by section 42-13254, which states that, before March 1 of each year, the County Assessor notify each owner of record, or purchaser under a deed of trust or an agreement of sale, of property that is valued by the Assessor as to the property's full cash value and the limited property value, if applicable, to be used for assessment purposes; A.R.S. §42-16054 which states that, at the petitioner's written request, the Assessor will meet with the petitioner at a time and place designated at least ten working days in advance by the Assessor; A.R.S. §42-19051 which states that the owner of property that is valued by the Assessor may appeal to the Assessor's Office within twenty days after the date of the notice was delivered; A.R.S. §42-16252 which states if the County Assessor or the department determines that any real or personal property has been assessed improperly as a result of a property tax error, the County Assessor or department will send the taxpayer a notice of error; A.R.S. §42-16254 which states that the taxpayer can file a notice of claim if they believe that the property was assessed improperly; A.R.S. §42-16255 which states in any hearing before the County Board, State Board or court either party may present any evidence regarding property tax errors regardless of whether a notice of error or notice of claim was filed; A.R.S. § 42-16258 which states that after receiving the tax roll, if the County Treasurer determines that any property is omitted from the roll, the Treasurer shall immediately list and request the Assessor to determine the valuation of property.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of property assessments provided.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total number of property assessments provided.	1,677,511	1,698,000	1,698,000	1,699,999	1,999	0.1%
Demand	Total number of property assessments required.	1,677,511	1,698,000	1,698,000	1,699,999	1,999	0.1%
Expenditure Ratio	Expenditures per property assessment provided.	\$ 10.81	\$ 11.33	\$ 10.89	\$ 11.11	\$ 0.23	2.0%
<b>Revenue</b>							
	100 - GENERAL	\$ 282,921	\$ 240,000	\$ 223,347	\$ 180,000	\$ (60,000)	-25.0%
	TOTAL SOURCES	\$ 282,921	\$ 240,000	\$ 223,347	\$ 180,000	\$ (60,000)	-25.0%
<b>Expenditure</b>							
	100 - GENERAL	\$ 18,139,185	\$ 19,244,995	\$ 18,495,759	\$ 18,884,858	\$ 360,137	1.9%
	TOTAL USES	\$ 18,139,185	\$ 19,244,995	\$ 18,495,759	\$ 18,884,858	\$ 360,137	1.9%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 100% of the demand. Rental Registrations decreasing to a normal level, therefore, revenues have been reduced.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
FY 2015 Adopted Budget	\$ 24,132,164	\$ 240,000
FY 2015 Revised Budget	\$ 24,132,164	\$ 240,000
FY 2016 Baseline Budget	\$ 24,132,164	\$ 240,000
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 400,565	\$ -
Employee Health/Dental Premiums	412,888	-
Vacancy Savings Assoc with Benefit Adjustments	(13,841)	-
Retirement Contributions	1,518	-
<b>Base Adjustments</b>	\$ (762,446)	\$ -
Other Base Adjustments	407	-
Increase in Other Services	\$ 407	-
Risk Management Adjustment	(12,234)	-
Base Telecom Adjustment	113,489	-
Personnel Savings	(864,108)	-
From 3.55% to 7.51%	\$ (864,108)	-
<b>Fees and Other Revenues</b>	\$ -	\$ (60,000)
ProgRevenue Volume Inc/Dec	-	(60,000)
FY 2016 Tentative Budget	\$ 23,770,283	\$ 180,000
Percent Change from Baseline Amount	-1.5%	-25.0%
Adjustments:		
<b>Base Adjustments</b>	\$ 256,158	\$ -
Other Base Adjustments	256,158	-
Marshall & Swift Search Engine	\$ 256,158	-
FY 2016 Adopted Budget	\$ 24,026,441	\$ 180,000
Percent Change from Baseline Amount	-0.4%	-25.0%

## Assistant County Manager - 940

*Analysis by Jack L. Patton, Principal Management and Budget Analyst*

### Summary

#### Mission

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

#### Vision

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

#### Strategic Goals

The Real Estate Program was transferred to Facilities Management in FY 2015. 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.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
RLST - REAL ESTATE MANAGEMENT	\$ 3,408,413	\$ -	\$ -	\$ -	\$ -	-	N/A
18RE - REAL ESTATE	\$ 3,408,413	\$ -	\$ -	\$ -	\$ -	-	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 3,408,413</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>
<b>USES</b>							
RLST - REAL ESTATE MANAGEMENT	\$ 293,020	\$ -	\$ -	\$ -	\$ -	-	N/A
18RE - REAL ESTATE	\$ 293,020	\$ -	\$ -	\$ -	\$ -	-	N/A
BDFS - BUDGET AND FINANCIAL SERVICES	\$ (2,219)	\$ 1,128	\$ 1,128	\$ 17,244	\$ -	\$ 1,128	100.0%
ODIR - EXECUTIVE MANAGEMENT	118,168	212,580	212,580	158,335	221,737	(9,157)	-4.3%
SPPT - OPERATIONS SUPPORT	61,118	77,236	77,236	71,958	70,116	7,120	9.2%
99AS - INDIRECT SUPPORT	\$ 177,067	\$ 290,944	\$ 290,944	\$ 247,537	\$ 291,853	\$ (909)	-0.3%
INFR - INFRASTRUCTURE	\$ 1,089	\$ 2,163	\$ 2,163	\$ 1,836	\$ 1,894	\$ 269	12.4%
RISK - RISK PREMIUMS	1,884	1,981	1,981	1,978	1,341	640	32.3%
99GV - GENERAL OVERHEAD	\$ 2,973	\$ 4,144	\$ 4,144	\$ 3,814	\$ 3,235	\$ 909	21.9%
<b>TOTAL PROGRAMS</b>	<b>\$ 473,060</b>	<b>\$ 295,088</b>	<b>\$ 295,088</b>	<b>\$ 251,351</b>	<b>\$ 295,088</b>	<b>-</b>	<b>0.0%</b>

### Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>MISCELLANEOUS</b>							
0650 - MISCELLANEOUS REVENUE	\$ 3,408,413	\$ -	\$ -	\$ -	\$ -	-	N/A
<b>SUBTOTAL</b>	<b>\$ 3,408,413</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>
<b>ALL REVENUES</b>	<b>\$ 3,408,413</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>
<b>TOTAL SOURCES</b>	<b>\$ 3,408,413</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 612,933	\$ 474,733	\$ 474,733	\$ 405,872	\$ 457,816	\$ 16,917	3.6%
0750 - FRINGE BENEFITS	176,383	136,756	136,756	115,852	142,092	(5,336)	-3.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(329,033)	(334,467)	(334,467)	(276,991)	(330,830)	(3,637)	-1.1%
<b>SUBTOTAL</b>	<b>\$ 460,283</b>	<b>\$ 277,022</b>	<b>\$ 277,022</b>	<b>\$ 244,733</b>	<b>\$ 269,078</b>	<b>\$ 7,944</b>	<b>2.9%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 100	\$ 5,133	\$ 5,133	\$ -	\$ 8,750	\$ (3,617)	-70.5%
0803 - FUEL	396	-	-	(1)	-	-	N/A
0805 - SUPPLIES-ALLOCATION OUT	-	(1,560)	(1,560)	-	(1,560)	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 496</b>	<b>\$ 3,573</b>	<b>\$ 3,573</b>	<b>(1)</b>	<b>\$ 7,190</b>	<b>\$ (3,617)</b>	<b>-101.2%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 3,400	\$ 110	\$ 110	\$ 896	\$ 410	\$ (300)	-272.7%
0839 - INTERNAL SERVICE CHARGES	7,899	3,899	3,899	3,572	3,926	(27)	-0.7%
0841 - TRAVEL	196	6,700	6,700	1,259	6,700	-	0.0%
0842 - EDUCATION AND TRAINING	200	2,584	2,584	526	6,584	(4,000)	-154.8%
0850 - UTILITIES	586	1,200	1,200	365	1,200	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 12,281</b>	<b>\$ 14,493</b>	<b>\$ 14,493</b>	<b>\$ 6,618</b>	<b>\$ 18,820</b>	<b>\$ (4,327)</b>	<b>-29.9%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 473,060</b>	<b>\$ 295,088</b>	<b>\$ 295,088</b>	<b>\$ 251,350</b>	<b>\$ 295,088</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL USES</b>	<b>\$ 473,060</b>	<b>\$ 295,088</b>	<b>\$ 295,088</b>	<b>\$ 251,350</b>	<b>\$ 295,088</b>	<b>\$ -</b>	<b>0.0%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 3,408,413	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 3,408,413</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>							
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 3,408,413</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>100 GENERAL</b>							
OPERATING	\$ 473,060	\$ 295,088	\$ 295,088	\$ 251,350	\$ 295,088	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 473,060</b>	<b>\$ 295,088</b>	<b>\$ 295,088</b>	<b>\$ 251,350</b>	<b>\$ 295,088</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>							
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 473,060</b>	<b>\$ 295,088</b>	<b>\$ 295,088</b>	<b>\$ 251,350</b>	<b>\$ 295,088</b>	<b>\$ -</b>	<b>0.0%</b>

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	1.63	3.00	3.00	3.00	3.00	-	0.0%
EXECUTIVE MANAGEMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
OPERATIONS SUPPORT	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>3.63</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>0.0%</b>
<b>REAL ESTATE</b>							
REAL ESTATE MANAGEMENT	3.00	-	-	-	-	-	N/A
<b>PROGRAM TOTAL</b>	<b>3.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
<b>DEPARTMENT TOTAL</b>	<b>6.63</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>0.0%</b>

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Assistant County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Exec Asst to Executive Officer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	1.63	-	-	-	-	-	N/A
Real Estate Manager - County	1.00	-	-	-	-	-	N/A
Real Property Specialist	2.00	-	-	-	-	-	N/A
Special Projects Manager	-	3.00	3.00	3.00	3.00	-	0.0%
<b>Department Total</b>	<b>6.63</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>0.0%</b>

## Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	6.63	5.00	5.00	5.00	5.00	-	0.0%
<b>Department Total</b>	<b>6.63</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>0.0%</b>

## General Adjustments

### Base Adjustments:

#### General Fund (100)

- Increase Regular Benefits by \$2,548 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$22 for the impact of the changes in retirement contribution rates.
- Decrease Supplies and Services by \$4,709 based on historical trends.
- Decrease Internal Service Charges by \$640 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$523 for the impact of changes in the base level telecommunication charges.
- Decrease Vacancy Savings for the Industrial Development Authority staffing by \$2,256. This has no impact on county funds.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 295,088</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 295,088</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 295,088</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 2,570</b>	<b>\$ -</b>
Employee Health/Dental Premiums	2,548	-
Retirement Contributions	22	-
<b>Base Adjustments</b>	<b>\$ (2,570)</b>	<b>\$ -</b>
Other Base Adjustments	(4,709)	-
Decrease Supplies and Services	\$ (4,709)	-
Risk Management Adjustment	(640)	-
Base Telecom Adjustment	523	-
Personnel Savings	2,256	-
Decrease Vacancy Savings from 0.37% to 0.00%	\$ 2,256	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 295,088</b>	<b>\$ -</b>
Percent Change from Baseline Amount		0.0%

## Assistant County Manager - 950

*Analysis by Cristi Cost, Management and Budget Analyst*

### Summary

#### Mission

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

#### Vision

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

#### Strategic Goals

The Assistant County Manager Department provides leadership and oversight to the various departments under its purview. Program and service activities which are budgeted directly in Department 950 have performance measures included herein. The results of other strategic departmental efforts can be demonstrated in the performance measures of the various departments.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
RSST - JUSTICE SYSTEM PLANNING AND INFORMATION	\$ 1,143,605	\$ 68,459	\$ 68,459	\$ 860,906	\$ 68,459	\$ -	0.0%
42CD - CRIME PREVENTION	\$ 1,143,605	\$ 68,459	\$ 68,459	\$ 860,906	\$ 68,459	\$ -	0.0%
GGOV - GENERAL GOVERNMENT	\$ (230,743)	\$ -	\$ -	\$ 297,659	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ (230,743)	\$ -	\$ -	\$ 297,659	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 912,862</b>	<b>\$ 68,459</b>	<b>\$ 68,459</b>	<b>\$ 1,158,565</b>	<b>\$ 68,459</b>	<b>\$ -</b>	<b>0.0%</b>
<b>USES</b>							
INNV - INNOVATION	\$ 11,412	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
20IN - INNOVATION	\$ 11,412	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
RSST - JUSTICE SYSTEM PLANNING AND INFORMATION	\$ 1,596,102	\$ 983,894	\$ 943,891	\$ 1,248,930	\$ 923,258	\$ 20,633	2.2%
42CD - CRIME PREVENTION	\$ 1,596,102	\$ 983,894	\$ 943,891	\$ 1,248,930	\$ 923,258	\$ 20,633	2.2%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ -	\$ 3,883	\$ 3,883	\$ 3,560	\$ 3,645	\$ 238	6.1%
ODIR - EXECUTIVE MANAGEMENT	321,544	308,911	260,042	281,720	237,256	22,786	8.8%
SPPT - OPERATIONS SUPPORT	106,323	130,088	172,303	155,365	206,925	(34,622)	-20.1%
99AS - INDIRECT SUPPORT	\$ 427,867	\$ 442,882	\$ 436,228	\$ 440,645	\$ 447,826	\$ (11,598)	-2.7%
CSCA - CENTRAL SERVICE COST ALLOC	\$ -	\$ 5,536	\$ 5,546	\$ 5,546	\$ 9,724	\$ (4,178)	-75.3%
INFR - INFRASTRUCTURE	6,720	1,564	1,564	4,834	880	684	43.7%
RISK - RISK PREMIUMS	2,172	1,874	1,874	1,872	1,834	40	2.1%
99GV - GENERAL OVERHEAD	\$ 8,892	\$ 8,974	\$ 8,984	\$ 12,252	\$ 12,438	\$ (3,454)	-38.4%
<b>TOTAL PROGRAMS</b>	<b>\$ 2,044,273</b>	<b>\$ 1,435,750</b>	<b>\$ 1,389,103</b>	<b>\$ 1,701,827</b>	<b>\$ 1,383,522</b>	<b>\$ 5,581</b>	<b>0.4%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED	
						VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 905,927	\$ 68,459	\$ 68,459	\$ 1,157,924	\$ 68,459	\$ -	0.0%
<b>SUBTOTAL</b>	<b>\$ 905,927</b>	<b>\$ 68,459</b>	<b>\$ 68,459</b>	<b>\$ 1,157,924</b>	<b>\$ 68,459</b>	<b>\$ -</b>	<b>0.0%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ (814)	\$ -	\$ -	\$ 641	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	7,749	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 6,935</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 641</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ALL REVENUES</b>	<b>\$ 912,862</b>	<b>\$ 68,459</b>	<b>\$ 68,459</b>	<b>\$ 1,158,565</b>	<b>\$ 68,459</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 912,862</b>	<b>\$ 68,459</b>	<b>\$ 68,459</b>	<b>\$ 1,158,565</b>	<b>\$ 68,459</b>	<b>\$ -</b>	<b>0.0%</b>
CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED	
						VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 580,999	\$ 644,527	\$ 636,121	\$ 608,281	\$ 639,463	\$ (3,342)	-0.5%
0705 - TEMPORARY PAY	-	-	-	-	49,050	(49,050)	N/A
0710 - OVERTIME	57	-	-	-	-	-	N/A
0750 - FRINGE BENEFITS	174,301	196,654	193,096	173,742	208,407	(15,311)	-7.9%
0790 - OTHER PERSONNEL SERVICES	-	-	19,530	44,530	-	19,530	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(34,158)	(13,783)	(27,386)	(71,570)	(65,830)	38,444	140.4%
0796 - PERSONNEL SERVICES ALLOC-IN	40,770	21,525	21,525	28,161	20,204	1,321	6.1%
<b>SUBTOTAL</b>	<b>\$ 761,969</b>	<b>\$ 848,923</b>	<b>\$ 842,886</b>	<b>\$ 783,144</b>	<b>\$ 851,294</b>	<b>\$ (8,408)</b>	<b>-1.0%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 9,410	\$ 5,696	\$ 4,871	\$ 3,205	\$ 5,582	\$ (711)	-14.6%
0804 - NON-CAPITAL EQUIPMENT	-	-	-	1,951	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 9,410</b>	<b>\$ 5,696</b>	<b>\$ 4,871</b>	<b>\$ 5,156</b>	<b>\$ 5,582</b>	<b>\$ (711)</b>	<b>-14.6%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 31,750	\$ 543,621	\$ 504,025	\$ 75,803	\$ 483,561	\$ 20,464	4.1%
0820 - RENT & OPERATING LEASES	-	430	430	-	430	-	0.0%
0825 - REPAIRS AND MAINTENANCE	430	-	-	-	-	-	N/A
0830 - INTERGOVERNMENTAL PAYMENTS	1,214,031	-	-	804,795	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	17,132	10,997	10,818	12,351	14,232	(3,414)	-31.6%
0841 - TRAVEL	4,911	12,531	12,521	14,219	14,184	(1,663)	-13.3%
0842 - EDUCATION AND TRAINING	4,615	13,552	13,552	6,357	14,239	(687)	-5.1%
0843 - POSTAGE/FREIGHT/SHIPPING	25	-	-	2	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	-	-	-	(9,850)	-	-	N/A
0873 - SERVICES-ALLOCATION IN	-	-	-	9,850	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 1,272,894</b>	<b>\$ 581,131</b>	<b>\$ 541,346</b>	<b>\$ 913,527</b>	<b>\$ 526,646</b>	<b>\$ 14,700</b>	<b>2.7%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 2,044,273</b>	<b>\$ 1,435,750</b>	<b>\$ 1,389,103</b>	<b>\$ 1,701,827</b>	<b>\$ 1,383,522</b>	<b>\$ 5,581</b>	<b>0.4%</b>
<b>TOTAL USES</b>	<b>\$ 2,044,273</b>	<b>\$ 1,435,750</b>	<b>\$ 1,389,103</b>	<b>\$ 1,701,827</b>	<b>\$ 1,383,522</b>	<b>\$ 5,581</b>	<b>0.4%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED	
						VAR	%
<b>249 NON DEPARTMENTAL GRANTS</b>							
OPERATING	\$ (289,180)	\$ 68,459	\$ 68,459	\$ 1,158,565	\$ 68,459	\$ -	0.0%
NON RECURRING NON PROJECT	1,202,042	-	-	-	-	-	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 912,862</b>	<b>\$ 68,459</b>	<b>\$ 68,459</b>	<b>\$ 1,158,565</b>	<b>\$ 68,459</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ (289,180)</b>	<b>\$ 68,459</b>	<b>\$ 68,459</b>	<b>\$ 1,158,565</b>	<b>\$ 68,459</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ 1,202,042</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 912,862</b>	<b>\$ 68,459</b>	<b>\$ 68,459</b>	<b>\$ 1,158,565</b>	<b>\$ 68,459</b>	<b>\$ -</b>	<b>0.0%</b>
FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED	
						VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 429,138	\$ 431,764	\$ 424,764	\$ 424,764	\$ 435,276	\$ (10,512)	-2.5%
NON RECURRING NON PROJECT	44,147	529,597	489,950	20,843	469,107	20,843	4.3%
<b>FUND TOTAL USES</b>	<b>\$ 473,285</b>	<b>\$ 961,361</b>	<b>\$ 914,714</b>	<b>\$ 445,607</b>	<b>\$ 904,383</b>	<b>\$ 10,331</b>	<b>1.1%</b>
<b>249 NON DEPARTMENTAL GRANTS</b>							
OPERATING	\$ -	\$ 68,459	\$ 68,459	\$ 866,452	\$ 68,459	\$ -	0.0%
NON RECURRING NON PROJECT	1,219,771	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 1,219,771</b>	<b>\$ 68,459</b>	<b>\$ 68,459</b>	<b>\$ 866,452</b>	<b>\$ 68,459</b>	<b>\$ -</b>	<b>0.0%</b>
<b>255 DETENTION OPERATIONS</b>							
OPERATING	\$ 351,217	\$ 405,930	\$ 405,930	\$ 389,768	\$ 410,680	\$ (4,750)	-1.2%
<b>FUND TOTAL USES</b>	<b>\$ 351,217</b>	<b>\$ 405,930</b>	<b>\$ 405,930</b>	<b>\$ 389,768</b>	<b>\$ 410,680</b>	<b>\$ (4,750)</b>	<b>-1.2%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 780,355</b>	<b>\$ 906,153</b>	<b>\$ 899,153</b>	<b>\$ 1,680,984</b>	<b>\$ 914,415</b>	<b>\$ (15,262)</b>	<b>-1.7%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 1,263,918</b>	<b>\$ 529,597</b>	<b>\$ 489,950</b>	<b>\$ 20,843</b>	<b>\$ 469,107</b>	<b>\$ 20,843</b>	<b>4.3%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 2,044,273</b>	<b>\$ 1,435,750</b>	<b>\$ 1,389,103</b>	<b>\$ 1,701,827</b>	<b>\$ 1,383,522</b>	<b>\$ 5,581</b>	<b>0.4%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CRIME PREVENTION							
JUSTICE SYSTEM PLANNING AND INFORMATION	4.60	4.80	4.80	4.80	4.80	-	0.0%
PROGRAM TOTAL	4.60	4.80	4.80	4.80	4.80	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	2.65	2.20	1.20	1.20	1.20	-	0.0%
OPERATIONS SUPPORT	-	1.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	2.65	3.20	3.20	3.20	3.20	-	0.0%
INNOVATION							
INNOVATION	.75	-	.00	-	-	-	N/A
PROGRAM TOTAL	.75	-	-	-	-	-	N/A
DEPARTMENT TOTAL	8.00	8.00	8.00	8.00	8.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Assistant County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Exec Asst to Executive Officer	1.00	1.00	-	-	-	-	N/A
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	2.00	2.00	3.00	3.00	3.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Project Manager	1.00	-	-	-	-	-	N/A
Research Director	-	1.00	1.00	1.00	1.00	-	0.0%
Department Total	8.00	8.00	8.00	8.00	8.00	-	0.0%

### Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
249 NON DEPARTMENTAL GRANTS	1.00	1.00	1.00	1.00	1.00	-	0.0%
255 DETENTION OPERATIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
Department Total	8.00	8.00	8.00	8.00	8.00	-	0.0%

### General Adjustments

#### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$3,829 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$32 for the impact of the changes in retirement contribution rates.
- Decrease Other Pay by \$10,000 for the impact of the changes in vacancy savings.
- Decrease Personnel and Supplies by \$5,342 for the impact of the changes in vacancy savings.
- Decrease Internal Service Charges by \$20 for the impact of the changes in risk management charges.
- Decrease Internal Service Charges by \$329 for the impact of the changes in the base level telecommunication charges.
- Decrease Vacancy Savings by \$15,342 to right-size savings with what is occurring historically in this fund.

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

- Carry forward \$469,107 not spent in FY 2016 for activities related to Justice System Planning and Information.

**Grant Fund (249) Operating**

- Increase Regular Benefits by \$1,319 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$434 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$6 for the impact of the changes in retirement contribution rates.
- Increase Vacancy Savings by \$5,069 to bring grant fund to structural balance.
- Increase Central Service Cost Allocation by \$4,178 for the impact of the changes in central service rates.

**Detention Fund (255) Operating**

- Increase Regular Benefits by \$5,198 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$101 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$29 for the impact of the changes in retirement contribution rates.
- Increase Personnel and Other Services by \$3,761 for the impact of the changes in vacancy savings.
- Decrease Internal Service Charges by \$21 for the impact of the changes in risk management charges.
- Decrease Internal Service Charges by \$355 for the impact of the changes in the base level telecommunication charges.
- Increase Vacancy Savings by \$3,761 to right-size savings with what is occurring historically in this fund.

**Programs and Activities**

**Justice System Planning and Information**

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

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of report survey respondents who are satisfied or very satisfied with the reports.	N/A	85.5%	85.5%	85.5%	0.0%	0.0%
Percent of submitted grant applications awarded.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Justice System Planning and Information

**Justice System Planning and Information Activity**

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

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of report survey respondents who are satisfied or very satisfied with the reports.	N/A	85.5%	85.5%	85.5%	0.0%	0.0%
Result	Percent of submitted grant applications awarded.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of regularly scheduled reports produced.	N/A	19	19	19	-	0.0%
Output	Grant revenue dollars awarded.	N/A	68,549	68,549	68,549	-	0.0%
Output	Number of criminal justice data request responses.	N/A	76	76	76	-	0.0%
Output	Number of agendas and minutes documents produced.	N/A	6	6	6	-	0.0%
Output	Number of presentations delivered to MC Justice.	N/A	4	4	4	-	0.0%
Output	Number of presentations delivered to Smart Justice Council.	N/A	6	6	6	-	0.0%
Output	Number of program evaluations completed.	N/A	4	4	4	-	0.0%
Demand	Number of regularly scheduled reports requested.	N/A	19	19	19	-	0.0%
Demand	Number of criminal justice data requests.	N/A	76	76	76	-	0.0%
Demand	Number of program evaluations requested.	N/A	4	4	4	-	0.0%
Expenditure Ratio	Expenditure per regularly scheduled report produced.	N/A	\$ 49,678.47	\$ 64,997.42	\$ 48,592.53	\$ 1,085.94	2.2%
<i>Revenue</i>							
	249 - NON DEPARTMENTAL GRANTS	\$ 1,143,605	\$ 68,459	\$ 860,906	\$ 68,459	\$ -	0.0%
	TOTAL SOURCES	\$ 1,143,605	\$ 68,459	\$ 860,906	\$ 68,459	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 49,277	\$ 489,950	\$ 20,843	\$ 469,107	\$ 20,843	4.3%
	249 - NON DEPARTMENTAL GRANTS	1,219,771	62,913	860,906	58,735	4,178	6.6%
	255 - DETENTION OPERATIONS	327,054	391,028	367,181	395,416	(4,388)	-1.1%
	TOTAL USES	\$ 1,596,102	\$ 943,891	\$ 1,248,930	\$ 923,258	\$ 20,633	2.2%

**Activity Narrative:** The Department made significant changes to the FY 2016 Strategic Business Plan including consolidating two programs and activities into the Justice System Planning and Information program and activity. Leadership in this program changed at the beginning of FY 2016 and will review this activity in the FY 2018 Strategic Business Plan update to ensure it aligns with the goals of the new Director.

## Appropriated Budget Reconciliations

### General Fund (100)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 431,764</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Base Adjustments</b>		<b>\$ (7,000)</b>	<b>\$ -</b>
<i>HR System Operations Adj</i>	<i>C-31-16-009-2-00</i>	<i>(7,000)</i>	<i>-</i>
<b>FY 2016 Revised Budget</b>		<b>\$ 424,764</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Base Adjustments</b>		<b>\$ 7,000</b>	<b>\$ -</b>
<i>HR System Operations Adj</i>	<i>C-31-16-009-2-00</i>	<i>7,000</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>		<b>\$ 431,764</b>	<b>\$ -</b>
Adjustments:			
<b>Employee Retirement and Benefits</b>		<b>\$ 3,861</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>		<i>3,829</i>	<i>-</i>
<i>Retirement Contributions</i>		<i>32</i>	<i>-</i>
<b>Base Adjustments</b>		<b>\$ (349)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>		<i>(15,342)</i>	<i>-</i>
<i>Decrease Other Pay</i>	<i>\$ (10,000)</i>		
<i>Net Change to Personnel and Supplies</i>	<i>(5,342)</i>		
<i>Risk Management Adjustment</i>		<i>(20)</i>	<i>-</i>
<i>Base Telecom Adjustment</i>		<i>(329)</i>	<i>-</i>
<i>Personnel Savings</i>		<i>15,342</i>	<i>-</i>
<i>Decrease Vacancy Savings from 5.62% to 0.00%</i>	<i>\$ 15,342</i>		
<b>FY 2017 Adopted Budget</b>		<b>\$ 435,276</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		<i>0.8%</i>	
		Expenditures	Revenue
<b>NON-RECURRING</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 529,597</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ (39,647)</b>	<b>\$ -</b>
<i>Non Recurring &amp; Capital Budget Recon</i>	<i>C-49-16-009-2-00</i>	<i>(39,647)</i>	<i>-</i>
<b>FY 2016 Revised Budget</b>		<b>\$ 489,950</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ (489,950)</b>	<b>\$ -</b>
<i>Non Recurring &amp; Capital Budget Recon</i>	<i>C-49-16-009-2-00</i>	<i>39,647</i>	<i>-</i>
<i>Other Non Recurring</i>		<i>(529,597)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 469,107</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>		<i>469,107</i>	<i>-</i>
<i>Justice System Planning and Information Activities</i>	<i>\$ 469,107</i>		
<b>FY 2017 Adopted Budget</b>		<b>\$ 469,107</b>	<b>\$ -</b>

Non Departmental Grant Fund (249)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2016 Adopted Budget</b>		\$ 68,459	\$ 68,459
Adjustments:	Agenda Item:		
<b>Grants</b>		\$ 750,353	\$ 750,353
<i>JAG Grant Reconciliation</i>	<i>C-95-16-008-G-00</i>	750,353	750,353
<b>FY 2016 Revised Budget</b>		\$ 818,812	\$ 818,812
Adjustments:	Agenda Item:		
<b>Grants</b>		\$ (750,353)	\$ (750,353)
<i>JAG Grant Reconciliation</i>	<i>C-95-16-008-G-00</i>	(750,353)	(750,353)
<b>FY 2017 Baseline Budget</b>		\$ 68,459	\$ 68,459
Adjustments:			
<b>Employee Retirement and Benefits</b>		\$ 891	\$ -
<i>Employee Health/Dental Premiums</i>		1,319	-
<i>Vacancy Savings Assoc with Benefit Adjustments</i>		(434)	-
<i>Retirement Contributions</i>		6	-
<b>Base Adjustments</b>		\$ (891)	\$ -
<i>Central Service Cost Allocation</i>		4,178	-
<i>Personnel Savings</i>		(5,069)	-
<i>Increase Vacancy Savings from 28.46% to 35.17%</i>	\$ (5,069)		
<b>FY 2017 Adopted Budget</b>		\$ 68,459	\$ 68,459
<i>Percent Change from Baseline Amount</i>		0.0%	0.0%

Detention Fund (255)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2016 Adopted Budget</b>		\$ 405,930	\$ -
<b>FY 2016 Revised Budget</b>		\$ 405,930	\$ -
<b>FY 2017 Baseline Budget</b>		\$ 405,930	\$ -
Adjustments:			
<b>Employee Retirement and Benefits</b>		\$ 5,126	\$ -
<i>Employee Health/Dental Premiums</i>		5,198	-
<i>Vacancy Savings Assoc with Benefit Adjustments</i>		(101)	-
<i>Retirement Contributions</i>		29	-
<b>Base Adjustments</b>		\$ (376)	\$ -
<i>Other Base Adjustments</i>		3,761	-
<i>Net Changes to Personnel and Other Services</i>	\$ 3,761		
<i>Risk Management Adjustment</i>		(21)	-
<i>Base Telecom Adjustment</i>		(355)	-
<i>Personnel Savings</i>		(3,761)	-
<i>Increase Vacancy Savings from 0.93% to 1.86%</i>	\$ (3,761)		
<b>FY 2017 Adopted Budget</b>		\$ 410,680	\$ -
<i>Percent Change from Baseline Amount</i>		1.2%	

## Board of Supervisors, District 1

*Analysis by Angie Flick, Strategic Business Planning Administrator*

### Summary

#### Mission

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

#### Vision

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

#### Strategic Goals

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

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
ODIR - EXECUTIVE MANAGEMENT	\$ 205,942	\$ 257,510	\$ 257,510	\$ 227,706	\$ 259,630	\$ (2,120)	-0.8%
99AS - INDIRECT SUPPORT	\$ 205,942	\$ 257,510	\$ 257,510	\$ 227,706	\$ 259,630	\$ (2,120)	-0.8%
INFR - INFRASTRUCTURE	\$ -	\$ 1,458	\$ 1,458	\$ 605	\$ 3,744	\$ (2,286)	-156.8%
MPOS - ELECTED OR STATUTORY OFFICIALS	111,790	110,955	110,955	112,406	112,251	(1,296)	-1.2%
RISK - RISK PREMIUMS	648	795	795	793	1,374	(579)	-72.8%
99GV - GENERAL OVERHEAD	\$ 112,438	\$ 113,208	\$ 113,208	\$ 113,804	\$ 117,369	\$ (4,161)	-3.7%
<b>TOTAL PROGRAMS</b>	<b>\$ 318,380</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 341,510</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>

### Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 232,567	\$ 252,144	\$ 252,144	\$ 250,401	\$ 261,389	\$ (9,245)	-3.7%
0750 - FRINGE BENEFITS	77,697	87,981	87,981	85,374	94,059	(6,078)	-6.9%
<b>SUBTOTAL</b>	<b>\$ 310,264</b>	<b>\$ 340,125</b>	<b>\$ 340,125</b>	<b>\$ 335,775</b>	<b>\$ 355,448</b>	<b>\$ (15,323)</b>	<b>-4.5%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 3,714	\$ 4,000	\$ 4,000	\$ 344	\$ 3,104	\$ 896	22.4%
<b>SUBTOTAL</b>	<b>\$ 3,714</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 344</b>	<b>\$ 3,104</b>	<b>\$ 896</b>	<b>22.4%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 270	\$ 3,238	\$ 3,238	\$ 679	\$ 777	\$ 2,461	76.0%
0839 - INTERNAL SERVICE CHARGES	2,717	3,355	3,355	3,280	4,670	(1,315)	-39.2%
0841 - TRAVEL	265	10,000	10,000	1,262	7,000	3,000	30.0%
0842 - EDUCATION AND TRAINING	1,150	10,000	10,000	170	6,000	4,000	40.0%
<b>SUBTOTAL</b>	<b>\$ 4,402</b>	<b>\$ 26,593</b>	<b>\$ 26,593</b>	<b>\$ 5,391</b>	<b>\$ 18,447</b>	<b>\$ 8,146</b>	<b>30.6%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 318,380</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 341,510</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>
<b>TOTAL USES</b>	<b>\$ 318,380</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 341,510</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>

## Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 318,380	\$ 370,718	\$ 370,718	\$ 341,510	\$ 376,999	\$ (6,281)	-1.7%
<b>FUND TOTAL USES</b>	<b>\$ 318,380</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 341,510</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 318,380</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 341,510</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 318,380</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 341,510</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>

## Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

## Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>BOARD OF SUPERVISORS DIST 1</b>							
Bd of Supvr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.0%</b>

## Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
<b>Department Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.0%</b>

## General Adjustments

### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$3,872 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$21 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$579 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$1,809 for the impact of the changes in the base level telecommunication charges.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 370,718</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 370,718</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 370,718</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 3,893</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>3,872</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>21</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 2,388</b>	<b>\$ -</b>
<i>Risk Management Adjustment</i>	<i>579</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>1,809</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 376,999</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>	<i>1.7%</i>	

## Board of Supervisors, District 2

*Analysis by Angie Flick, Strategic Business Planning Administrator*

### Summary

#### Mission

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

#### Vision

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

#### Strategic Goals

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

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
ODIR - EXECUTIVE MANAGEMENT	\$ 233,347	\$ 257,381	\$ 257,381	\$ 257,792	\$ 260,506	\$ (3,125)	-1.2%
99AS - INDIRECT SUPPORT	\$ 233,347	\$ 257,381	\$ 257,381	\$ 257,792	\$ 260,506	\$ (3,125)	-1.2%
INFR - INFRASTRUCTURE	\$ -	\$ 1,587	\$ 1,587	\$ 660	\$ 2,868	\$ (1,281)	-80.7%
MPOS - ELECTED OR STATUTORY OFFICIALS	111,990	110,955	110,955	111,308	112,251	(1,296)	-1.2%
RISK - RISK PREMIUMS	648	795	795	791	1,374	(579)	-72.8%
99GV - GENERAL OVERHEAD	\$ 112,638	\$ 113,337	\$ 113,337	\$ 112,759	\$ 116,493	\$ (3,156)	-2.8%
<b>TOTAL PROGRAMS</b>	<b>\$ 345,985</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 370,551</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>

### Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 254,499	\$ 275,169	\$ 275,169	\$ 275,112	\$ 274,269	\$ 900	0.3%
0750 - FRINGE BENEFITS	82,205	92,062	92,062	91,517	96,185	(4,123)	-4.5%
<b>SUBTOTAL</b>	<b>\$ 336,704</b>	<b>\$ 367,231</b>	<b>\$ 367,231</b>	<b>\$ 366,629</b>	<b>\$ 370,454</b>	<b>\$ (3,223)</b>	<b>-0.9%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 2,396	\$ -	\$ -	\$ -	\$ 1,183	\$ (1,183)	N/A
<b>SUBTOTAL</b>	<b>\$ 2,396</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,183</b>	<b>\$ (1,183)</b>	<b>N/A</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 1,233	\$ -	\$ -	\$ 76	\$ -	\$ -	N/A
0839 - INTERNAL SERVICE CHARGES	2,033	2,276	2,276	2,312	4,151	(1,875)	-82.4%
0841 - TRAVEL	2,130	1,211	1,211	1,500	1,111	100	8.3%
0842 - EDUCATION AND TRAINING	1,300	-	-	-	-	-	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	189	-	-	34	100	(100)	N/A
<b>SUBTOTAL</b>	<b>\$ 6,885</b>	<b>\$ 3,487</b>	<b>\$ 3,487</b>	<b>\$ 3,922</b>	<b>\$ 5,362</b>	<b>\$ (1,875)</b>	<b>-53.8%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 345,985</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 370,551</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>
<b>TOTAL USES</b>	<b>\$ 345,985</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 370,551</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>

## Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 345,985	\$ 370,718	\$ 370,718	\$ 370,551	\$ 376,999	\$ (6,281)	-1.7%
<b>FUND TOTAL USES</b>	<b>\$ 345,985</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 370,551</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 345,985</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 370,551</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 345,985</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 370,551</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>

## Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

## Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Bd of Supvr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	3.00	3.00	3.00	3.00	3.00	-	0.0%

## Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	3.00	3.00	3.00	3.00	3.00	-	0.0%

## General Adjustments

### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$3,872 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$21 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$579 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$1,809 for the impact of the changes in the base level telecommunication charges.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 370,718</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 370,718</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 370,718</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 3,893</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>3,872</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>21</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 2,388</b>	<b>\$ -</b>
<i>Risk Management Adjustment</i>	<i>579</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>1,809</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 376,999</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>	<i>1.7%</i>	

## Board of Supervisors, District 3

*Analysis by Angie Flick, Strategic Business Planning Administrator*

### Summary

#### Mission

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

#### Vision

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

#### Strategic Goals

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

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
ODIR - EXECUTIVE MANAGEMENT	\$ 228,965	\$ 257,573	\$ 257,573	\$ 233,726	\$ 259,474	\$ (1,901)	-0.7%
99AS - INDIRECT SUPPORT	\$ 228,965	\$ 257,573	\$ 257,573	\$ 233,726	\$ 259,474	\$ (1,901)	-0.7%
INFR - INFRASTRUCTURE	\$ -	\$ 1,395	\$ 1,395	\$ 580	\$ 3,900	\$ (2,505)	-179.6%
MPOS - ELECTED OR STATUTORY OFFICIALS	114,873	110,955	110,955	111,721	112,251	(1,296)	-1.2%
RISK - RISK PREMIUMS	648	795	795	786	1,374	(579)	-72.8%
99GV - GENERAL OVERHEAD	\$ 115,521	\$ 113,145	\$ 113,145	\$ 113,087	\$ 117,525	\$ (4,380)	-3.9%
<b>TOTAL PROGRAMS</b>	<b>\$ 344,486</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 346,813</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>

### Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 249,252	\$ 256,942	\$ 256,942	\$ 253,457	\$ 275,562	\$ (18,620)	-7.2%
0750 - FRINGE BENEFITS	83,625	88,689	88,689	87,682	96,651	(7,962)	-9.0%
<b>SUBTOTAL</b>	<b>\$ 332,877</b>	<b>\$ 345,631</b>	<b>\$ 345,631</b>	<b>\$ 341,139</b>	<b>\$ 372,213</b>	<b>\$ (26,582)</b>	<b>-7.7%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 207	\$ 688	\$ 688	\$ 358	\$ -	\$ 688	100.0%
<b>SUBTOTAL</b>	<b>\$ 207</b>	<b>\$ 688</b>	<b>\$ 688</b>	<b>\$ 358</b>	<b>\$ -</b>	<b>\$ 688</b>	<b>100.0%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 170	\$ 700	\$ 700	\$ 13	\$ -	\$ 700	100.0%
0839 - INTERNAL SERVICE CHARGES	4,514	3,699	3,699	4,009	4,786	(1,087)	-29.4%
0841 - TRAVEL	5,800	10,000	10,000	601	-	10,000	100.0%
0842 - EDUCATION AND TRAINING	150	9,500	9,500	100	-	9,500	100.0%
0843 - POSTAGE/FREIGHT/SHIPPING	768	500	500	593	-	500	100.0%
<b>SUBTOTAL</b>	<b>\$ 11,402</b>	<b>\$ 24,399</b>	<b>\$ 24,399</b>	<b>\$ 5,316</b>	<b>\$ 4,786</b>	<b>\$ 19,613</b>	<b>80.4%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 344,486</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 346,813</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>
<b>TOTAL USES</b>	<b>\$ 344,486</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 346,813</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>

## Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 344,486	\$ 370,718	\$ 370,718	\$ 346,813	\$ 376,999	\$ (6,281)	-1.7%
<b>FUND TOTAL USES</b>	<b>\$ 344,486</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 346,813</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 344,486</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 346,813</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 344,486</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 346,813</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>

## Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	2.00	1.75	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	2.00	1.75	2.00	2.00	2.00	-	0.0%
DEPARTMENT TOTAL	3.00	2.75	3.00	3.00	3.00	-	0.0%

## Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Bd of Supvr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Administrator - BOS	1.00	.75	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>3.00</b>	<b>2.75</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.0%</b>

## Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	2.75	3.00	3.00	3.00	-	0.0%
<b>Department Total</b>	<b>3.00</b>	<b>2.75</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.0%</b>

## General Adjustments

### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$3,872 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$21 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$579 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$1,809 for the impact of the changes in the base level telecommunication charges.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 370,718</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 370,718</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 370,718</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 3,893</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>3,872</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>21</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 2,388</b>	<b>\$ -</b>
<i>Risk Management Adjustment</i>	<i>579</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>1,809</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 376,999</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		<i>1.7%</i>

## Board of Supervisors, District 4

*Analysis by Angie Flick, Strategic Business Planning Administrator*

### Summary

#### Mission

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

#### Vision

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

#### Strategic Goals

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

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
ODIR - EXECUTIVE MANAGEMENT	\$ 245,801	\$ 257,291	\$ 257,291	\$ 249,472	\$ 260,673	\$ (3,382)	-1.3%
99AS - INDIRECT SUPPORT	\$ 245,801	\$ 257,291	\$ 257,291	\$ 249,472	\$ 260,673	\$ (3,382)	-1.3%
INFR - INFRASTRUCTURE	\$ -	\$ 1,677	\$ 1,677	\$ 697	\$ 2,701	\$ (1,024)	-61.1%
MPOS - ELECTED OR STATUTORY OFFICIALS	111,987	110,955	110,955	111,099	112,251	(1,296)	-1.2%
RISK - RISK PREMIUMS	648	795	795	796	1,374	(579)	-72.8%
99GV - GENERAL OVERHEAD	\$ 112,635	\$ 113,427	\$ 113,427	\$ 112,592	\$ 116,326	\$ (2,899)	-2.6%
<b>TOTAL PROGRAMS</b>	<b>\$ 358,436</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 362,064</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>

### Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 267,886	\$ 268,484	\$ 268,484	\$ 268,430	\$ 267,684	\$ 800	0.3%
0750 - FRINGE BENEFITS	87,325	90,863	90,863	90,092	94,923	(4,060)	-4.5%
<b>SUBTOTAL</b>	<b>\$ 355,211</b>	<b>\$ 359,347</b>	<b>\$ 359,347</b>	<b>\$ 358,522</b>	<b>\$ 362,607</b>	<b>\$ (3,260)</b>	<b>-0.9%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 423	\$ 1,005	\$ 1,005	\$ 438	\$ 999	\$ 6	0.6%
<b>SUBTOTAL</b>	<b>\$ 423</b>	<b>\$ 1,005</b>	<b>\$ 1,005</b>	<b>\$ 438</b>	<b>\$ 999</b>	<b>\$ 6</b>	<b>0.6%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 100	\$ 500	\$ 500	\$ 322	\$ 1,159	\$ (659)	-131.8%
0839 - INTERNAL SERVICE CHARGES	2,253	2,366	2,366	2,434	4,234	(1,868)	-79.0%
0841 - TRAVEL	134	4,000	4,000	155	4,000	-	0.0%
0842 - EDUCATION AND TRAINING	300	3,000	3,000	185	3,500	(500)	-16.7%
0843 - POSTAGE/FREIGHT/SHIPPING	15	500	500	8	500	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 2,802</b>	<b>\$ 10,366</b>	<b>\$ 10,366</b>	<b>\$ 3,104</b>	<b>\$ 13,393</b>	<b>\$ (3,027)</b>	<b>-29.2%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 358,436</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 362,064</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>
<b>TOTAL USES</b>	<b>\$ 358,436</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 362,064</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>

## Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 358,436	\$ 370,718	\$ 370,718	\$ 362,064	\$ 376,999	\$ (6,281)	-1.7%
<b>FUND TOTAL USES</b>	<b>\$ 358,436</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 362,064</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 358,436</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 362,064</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 358,436</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 362,064</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>

## Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	2.00	1.88	1.88	1.88	1.88	-	0.0%
PROGRAM TOTAL	2.00	1.88	1.88	1.88	1.88	-	0.0%
DEPARTMENT TOTAL	3.00	2.88	2.88	2.88	2.88	-	0.0%

## Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Bd of Supvr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Administrator - BOS	1.00	.88	.88	.88	.88	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>3.00</b>	<b>2.88</b>	<b>2.88</b>	<b>2.88</b>	<b>2.88</b>	<b>-</b>	<b>0.0%</b>

## Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	2.88	2.88	2.88	2.88	-	0.0%
<b>Department Total</b>	<b>3.00</b>	<b>2.88</b>	<b>2.88</b>	<b>2.88</b>	<b>2.88</b>	<b>-</b>	<b>0.0%</b>

## General Adjustments

### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$3,872 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$21 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$579 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$1,809 for the impact of the changes in the base level telecommunication charges.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 370,718</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 370,718</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 370,718</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 3,893</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>3,872</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>21</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 2,388</b>	<b>\$ -</b>
<i>Risk Management Adjustment</i>	<i>579</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>1,809</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 376,999</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>	<i>1.7%</i>	

## Board of Supervisors, District 5

*Analysis by Angie Flick, Strategic Business Planning Administrator*

### Summary

#### Mission

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

#### Vision

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

#### Strategic Goals

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

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
ODIR - EXECUTIVE MANAGEMENT	\$ 251,231	\$ 256,844	\$ 256,844	\$ 257,958	\$ 258,376	\$ (1,532)	-0.6%
99AS - INDIRECT SUPPORT	\$ 251,231	\$ 256,844	\$ 256,844	\$ 257,958	\$ 258,376	\$ (1,532)	-0.6%
INFR - INFRASTRUCTURE	\$ -	\$ 2,124	\$ 2,124	\$ 885	\$ 4,998	\$ (2,874)	-135.3%
MPOS - ELECTED OR STATUTORY OFFICIALS	112,328	110,955	110,955	111,291	112,251	(1,296)	-1.2%
RISK - RISK PREMIUMS	648	795	795	463	1,374	(579)	-72.8%
99GV - GENERAL OVERHEAD	\$ 112,976	\$ 113,874	\$ 113,874	\$ 112,639	\$ 118,623	\$ (4,749)	-4.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 364,207</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 370,597</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>

### Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 256,613	\$ 258,573	\$ 258,573	\$ 258,561	\$ 257,773	\$ 800	0.3%
0705 - TEMPORARY PAY	4,647	12,528	12,528	12,416	13,056	(528)	-4.2%
0750 - FRINGE BENEFITS	78,149	90,212	90,212	88,601	94,440	(4,228)	-4.7%
<b>SUBTOTAL</b>	<b>\$ 339,409</b>	<b>\$ 361,313</b>	<b>\$ 361,313</b>	<b>\$ 359,578</b>	<b>\$ 365,269</b>	<b>\$ (3,956)</b>	<b>-1.1%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 12,593	\$ 1,000	\$ 1,000	\$ 3,107	\$ 2,171	\$ (1,171)	-117.1%
<b>SUBTOTAL</b>	<b>\$ 12,593</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 3,107</b>	<b>\$ 2,171</b>	<b>\$ (1,171)</b>	<b>-117.1%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 2,918	\$ 100	\$ 100	\$ 281	\$ -	\$ 100	100.0%
0839 - INTERNAL SERVICE CHARGES	5,400	4,150	4,150	4,595	6,124	(1,974)	-47.6%
0841 - TRAVEL	3,595	2,000	2,000	2,201	1,890	110	5.5%
0842 - EDUCATION AND TRAINING	-	2,000	2,000	543	1,390	610	30.5%
0843 - POSTAGE/FREIGHT/SHIPPING	22	155	155	52	155	-	0.0%
0850 - UTILITIES	270	-	-	240	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 12,205</b>	<b>\$ 8,405</b>	<b>\$ 8,405</b>	<b>\$ 7,912</b>	<b>\$ 9,559</b>	<b>\$ (1,154)</b>	<b>-13.7%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 364,207</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 370,597</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>
<b>TOTAL USES</b>	<b>\$ 364,207</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 370,597</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>

## Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 364,207	\$ 370,718	\$ 370,718	\$ 370,597	\$ 376,999	\$ (6,281)	-1.7%
<b>FUND TOTAL USES</b>	<b>\$ 364,207</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 370,597</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 364,207</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 370,597</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 364,207</b>	<b>\$ 370,718</b>	<b>\$ 370,718</b>	<b>\$ 370,597</b>	<b>\$ 376,999</b>	<b>\$ (6,281)</b>	<b>-1.7%</b>

## Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

## Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Bd of Supvr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.0%</b>

## Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
<b>Department Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.0%</b>

## General Adjustments

### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$3,872 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$21 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$579 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$1,809 for the impact of the changes in the base level telecommunication charges.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 370,718</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 370,718</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 370,718</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 3,893</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>3,872</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>21</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 2,388</b>	<b>\$ -</b>
<i>Risk Management Adjustment</i>	<i>579</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>1,809</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 376,999</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		<i>1.7%</i>

## Call Center

*Analysis by Idamarie C. Flaherty, Senior Management and Budget Analyst*

### Summary

#### Mission

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

#### Vision

The vision of the Call Center is to increase efficiency by expanding the information available on the 24-hour automated system.

### Strategic Goals

**Department Specific**

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

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

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
TELE - CUSTOMER SERVICE TELEPHONE	\$ 1,627,447	\$ 1,615,992	\$ 1,615,992	\$ 1,613,065	\$ 1,587,516	\$ 28,476	1.8%
14SC - CALL CENTER	\$ 1,627,447	\$ 1,615,992	\$ 1,615,992	\$ 1,613,065	\$ 1,587,516	\$ 28,476	1.8%
INFR - INFRASTRUCTURE	\$ -	\$ 99,246	\$ 99,246	\$ 49,350	\$ 127,117	\$ (27,871)	-28.1%
RISK - RISK PREMIUMS	4,116	3,949	3,949	3,949	4,554	(605)	-15.3%
99GV - GENERAL OVERHEAD	\$ 4,116	\$ 103,195	\$ 103,195	\$ 53,299	\$ 131,671	\$ (28,476)	-27.6%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,631,563</b>	<b>\$ 1,719,187</b>	<b>\$ 1,719,187</b>	<b>\$ 1,666,364</b>	<b>\$ 1,719,187</b>	<b>\$ -</b>	<b>0.0%</b>

### Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,004,312	\$ 1,007,212	\$ 1,006,862	\$ 1,021,454	\$ 1,017,181	\$ (10,319)	-1.0%
0705 - TEMPORARY PAY	35,205	81,774	81,774	40,726	35,850	45,924	56.2%
0710 - OVERTIME	1,671	-	-	291	2,506	(2,506)	N/A
0750 - FRINGE BENEFITS	437,191	463,938	464,288	468,998	498,519	(34,231)	-7.4%
0790 - OTHER PERSONNEL SERVICES	-	6,288	6,288	2,620	4,716	1,572	25.0%
<b>SUBTOTAL</b>	<b>\$ 1,478,379</b>	<b>\$ 1,559,212</b>	<b>\$ 1,559,212</b>	<b>\$ 1,534,089</b>	<b>\$ 1,558,772</b>	<b>\$ 440</b>	<b>0.0%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 8,841	\$ 12,144	\$ 12,144	\$ 8,039	\$ 8,664	\$ 3,480	28.7%
<b>SUBTOTAL</b>	<b>\$ 8,841</b>	<b>\$ 12,144</b>	<b>\$ 12,144</b>	<b>\$ 8,039</b>	<b>\$ 8,664</b>	<b>\$ 3,480</b>	<b>28.7%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 39,018	\$ 80,640	\$ 80,640	\$ 81,695	\$ 80,000	\$ 640	0.8%
0820 - RENT & OPERATING LEASES	1,171	2,328	2,328	1,475	2,083	245	10.5%
0825 - REPAIRS AND MAINTENANCE	2,053	4,202	4,202	2,275	3,147	1,055	25.1%
0839 - INTERNAL SERVICE CHARGES	100,390	103,298	103,298	85,609	148,303	(45,005)	-43.6%
0842 - EDUCATION AND TRAINING	1,667	7,253	7,253	3,067	3,108	4,145	57.1%
0843 - POSTAGE/FREIGHT/SHIPPING	44	110	110	115	110	-	0.0%
0872 - SERVICES-ALLOCATION OUT	-	(50,000)	(50,000)	(50,000)	(85,000)	35,000	70.0%
<b>SUBTOTAL</b>	<b>\$ 144,343</b>	<b>\$ 147,831</b>	<b>\$ 147,831</b>	<b>\$ 124,236</b>	<b>\$ 151,751</b>	<b>\$ (3,920)</b>	<b>-2.7%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 1,631,563</b>	<b>\$ 1,719,187</b>	<b>\$ 1,719,187</b>	<b>\$ 1,666,364</b>	<b>\$ 1,719,187</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL USES</b>	<b>\$ 1,631,563</b>	<b>\$ 1,719,187</b>	<b>\$ 1,719,187</b>	<b>\$ 1,666,364</b>	<b>\$ 1,719,187</b>	<b>\$ -</b>	<b>0.0%</b>

### Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	\$ 1,631,563	\$ 1,719,187	\$ 1,719,187	\$ 1,666,364	\$ 1,719,187	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 1,631,563</b>	<b>\$ 1,719,187</b>	<b>\$ 1,719,187</b>	<b>\$ 1,666,364</b>	<b>\$ 1,719,187</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 1,631,563</b>	<b>\$ 1,719,187</b>	<b>\$ 1,719,187</b>	<b>\$ 1,666,364</b>	<b>\$ 1,719,187</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 1,631,563</b>	<b>\$ 1,719,187</b>	<b>\$ 1,719,187</b>	<b>\$ 1,666,364</b>	<b>\$ 1,719,187</b>	<b>\$ -</b>	<b>0.0%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CALL CENTER							
CUSTOMER SERVICE TELEPHONE	27.00	27.00	27.00	27.00	27.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	-	-	1.00	1.00	-	(1.00)	(100.0%)
Call Center Representative	18.00	18.00	17.00	17.00	18.00	1.00	5.9%
Call Center Representative Lead	4.00	4.00	4.00	4.00	4.00	-	0.0%
Call Center Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Director - STAR Call Center	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	27.00	27.00	27.00	27.00	27.00	-	0.0%
<b>Department Total</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>-</b>	<b>0.0%</b>

## General Adjustments

### Base Adjustments:

#### General Fund (100)

- Increase Regular Benefits by \$36,008 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$708 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$102 for the impact of the changes in retirement contribution rates.
- Decrease in Services by \$77,007 for Services Allocation out.
- Increase Internal Service Charges by \$605 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$27,871 for the impact of the changes in the base level telecommunication charges.
- Decrease Personnel Savings by \$13,129 from 3.9% to 3.2%.

## Programs and Activities

### Call Center Program

The purpose of the Call Center is to provide an immediate information bridge for the residents of Maricopa County so that the caller and the customer agent can identify and define the issue or problem and either solve the problem or recommend a course of action in a single telephone call.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of calls answered within 30 seconds.	62.7%	60.0%	54.4%	60.4%	0.4%	0.7%

Activities that comprise this program include:

- Customer Service Telephone

### Customer Service Telephone Activity

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

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of calls answered within 30 seconds.	62.7%	60.0%	54.4%	60.4%	0.4%	0.7%
Output	Number of calls answered.	736,873	784,400	772,720	741,644	(42,756)	-5.5%
Output	Total call responses.	736,873	784,400	772,720	741,644	(42,756)	-5.5%
Output	Number of calls answered within 30 seconds.	532,881	470,640	420,106	448,694	(21,946)	-4.7%
Demand	Number of calls received.	736,873	784,400	772,670	741,644	(42,756)	-5.5%
Expenditure Ratio	Average cost of a call answered.	\$ 2.21	\$ 2.06	\$ 2.09	\$ 2.14	\$ (0.08)	-3.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,627,447	\$ 1,615,992	\$ 1,613,065	\$ 1,587,516	\$ 28,476	1.8%
	TOTAL USES	\$ 1,627,447	\$ 1,615,992	\$ 1,613,065	\$ 1,587,516	\$ 28,476	1.8%

**Activity Narrative:** The number of calls answered within 30 seconds is expected to decrease slightly due to longer call times, a result of the Assessor’s Limited Class Verification mailing. These calls require longer explanations.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,719,187</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,719,187</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 1,719,187</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 35,402</b>	<b>\$ -</b>
Employee Health/Dental Premiums	36,008	-
Vacancy Savings Assoc with Benefit Adjustments	(708)	-
Retirement Contributions	102	-
<b>Base Adjustments</b>	<b>\$ (35,402)</b>	<b>\$ -</b>
Other Base Adjustments	(77,007)	-
Decrease in Services through Allocations Out	\$ (77,007)	-
Risk Management Adjustment	605	-
Base Telecom Adjustment	27,871	-
Personnel Savings	13,129	-
Decrease from 3.9% to 3.2%	\$ 13,129	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,719,187</b>	<b>\$ -</b>
Percent Change from Baseline Amount		0.0%

## Clerk of the Board

*Analysis by Angie Flick, Strategic Business Planning Administrator*

### Summary

#### Mission

The mission of the Office of the Clerk of the Board is to provide statutory and policy-related services and official record keeping for the Board of Supervisors, other County Agencies, Special Districts, and the general public, so they can make informed decision and conduct business affairs.

#### Vision

The vision of the Office of the Clerk of the Board is to be recognized as a leader in the field of statutory and policy procedures and record keeping for the Maricopa County Board of Supervisors and their related Boards.

### Strategic Goals

#### **Regional Services**

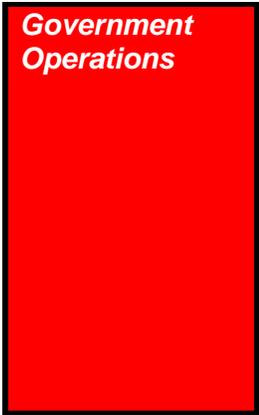
**By 2020, hold training session with Special District managers and/or secretaries of 90 percent of Special Taxing Districts in Maricopa County to educate them regarding Open Meeting Laws, Annual Report and Budget requirements, Election deadlines and procedures, and Disclosure Notice requirements.**

Status: After notification many Special Districts are now adhering to statutory requirements regarding: bonds of officials, Open Meeting Law posting requirements, annual reports and annual budget submissions. Many districts still struggle with the Election timelines. The Clerk's Special District Coordinator is working with individual Districts to achieve compliance.

#### **Government Operations**

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

Status: The Board of Supervisors' approved meeting minutes from 2011 to the present are available and searchable on the website. Year-by-year meeting minutes prior to 2011 will be added to the website, and will be searchable given Optical Character Recognition conversion capabilities during FY 2017.



**By 2020, provide read-only access to 100 percent of the public (non-confidential) records housed in the Clerk of the Board's electronic document management system to County Departments and Special Districts (Flood Control District, Library District, and Stadium District) in order to reduce distribution of paper copies and expedite review and delivery response times.**

Status: The Electronic Content Management program (ECM) is being converted to enhanced software and is expected to be completed by the 4<sup>th</sup> quarter of FY 2017. Read-only access to non-confidential records will be granted to a 4-5 department pilot project and after successful testing, to all County Departments/Special Districts.

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
LICP - APPLICATION PROCESSES	\$ 22,447	\$ 32,345	\$ 32,533	\$ 33,440	\$ 33,217	\$ (684)	-2.1%
06AP - APPLICATION PROCESSES	\$ 22,447	\$ 32,345	\$ 32,533	\$ 33,440	\$ 33,217	\$ (684)	-2.1%
BORD - BOARDS AND COMMISSIONS	\$ 6,000	\$ 10,126	\$ 10,368	\$ 10,685	\$ 10,627	\$ (259)	-2.5%
06BC - BOARDS AND COMMISSIONS	\$ 6,000	\$ 10,126	\$ 10,368	\$ 10,685	\$ 10,627	\$ (259)	-2.5%
RCRD - RECORDS MANAGEMENT	\$ 229,836	\$ 298,927	\$ 298,551	\$ 243,165	\$ 290,188	\$ 8,363	2.8%
06IS - INFORMATION SERVICES	\$ 229,836	\$ 298,927	\$ 298,551	\$ 243,165	\$ 290,188	\$ 8,363	2.8%
MTNG - MEETING MANAGEMENT	\$ 644,102	\$ 774,859	\$ 774,805	\$ 591,890	\$ 795,015	\$ (20,210)	-2.6%
06MM - MEETING MANAGEMENT	\$ 644,102	\$ 774,859	\$ 774,805	\$ 591,890	\$ 795,015	\$ (20,210)	-2.6%
SDIS - SPECIAL DISTRICTS	\$ 82,318	\$ 80,053	\$ 80,053	\$ 82,223	\$ 81,234	\$ (1,181)	-1.5%
06SD - SPECIAL DISTRICTS	\$ 82,318	\$ 80,053	\$ 80,053	\$ 82,223	\$ 81,234	\$ (1,181)	-1.5%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 43,415	\$ 45,669	\$ 45,669	\$ 46,296	\$ 46,579	\$ (910)	-2.0%
ODIR - EXECUTIVE MANAGEMENT	123,056	119,005	119,005	112,686	101,799	17,206	14.5%
SPPT - OPERATIONS SUPPORT	-	-	-	-	30,611	(30,611)	N/A
99AS - INDIRECT SUPPORT	\$ 166,471	\$ 164,674	\$ 164,674	\$ 158,982	\$ 178,989	\$ (14,315)	-8.7%
INFR - INFRASTRUCTURE	\$ -	\$ 6,411	\$ 6,411	\$ 2,670	\$ 12,012	\$ (5,601)	-87.4%
MPOS - ELECTED OR STATUTORY OFFICIALS	57,528	55,003	55,003	56,014	55,444	(441)	-0.8%
RISK - RISK PREMIUMS	24,636	2,013	2,013	2,011	2,266	(253)	-12.6%
99GV - GENERAL OVERHEAD	\$ 82,164	\$ 63,427	\$ 63,427	\$ 60,695	\$ 69,722	\$ (6,295)	-9.9%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,233,338</b>	<b>\$ 1,424,411</b>	<b>\$ 1,424,411</b>	<b>\$ 1,181,080</b>	<b>\$ 1,458,992</b>	<b>\$ (34,581)</b>	<b>-2.4%</b>

Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 659,569	\$ 727,305	\$ 727,302	\$ 670,679	\$ 727,775	\$ (473)	-0.1%
0705 - TEMPORARY PAY	14,336	-	-	19,798	-	-	N/A
0750 - FRINGE BENEFITS	233,791	272,575	272,578	259,626	294,411	(21,833)	-8.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	(2,552)	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	2,552	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 907,696</b>	<b>\$ 999,880</b>	<b>\$ 999,880</b>	<b>\$ 950,103</b>	<b>\$ 1,022,186</b>	<b>\$ (22,306)</b>	<b>-2.2%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 11,236	\$ 17,071	\$ 14,781	\$ 11,226	\$ 14,764	\$ 17	0.1%
0804 - NON-CAPITAL EQUIPMENT	12,600	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 23,836</b>	<b>\$ 17,071</b>	<b>\$ 14,781</b>	<b>\$ 11,226</b>	<b>\$ 14,764</b>	<b>\$ 17</b>	<b>0.1%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 1,170	\$ 500	\$ 500	\$ 216	\$ 1,170	\$ (670)	-134.0%
0812 - OTHER SERVICES	228,825	285,687	285,687	188,180	388,970	(103,283)	-36.2%
0820 - RENT & OPERATING LEASES	5,304	5,500	5,500	5,523	5,500	-	0.0%
0825 - REPAIRS AND MAINTENANCE	11,187	9,310	9,310	7,970	2,010	7,300	78.4%
0839 - INTERNAL SERVICE CHARGES	34,221	10,273	10,273	10,136	15,722	(5,449)	-53.0%
0841 - TRAVEL	408	1,920	1,920	1,156	1,920	-	0.0%
0842 - EDUCATION AND TRAINING	1,215	11,700	13,990	400	4,700	9,290	66.4%
0843 - POSTAGE/FREIGHT/SHIPPING	1,711	1,520	1,520	6,130	2,050	(530)	-34.9%
0850 - UTILITIES	110	-	-	40	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 284,151</b>	<b>\$ 326,410</b>	<b>\$ 328,700</b>	<b>\$ 219,751</b>	<b>\$ 422,042</b>	<b>\$ (93,342)</b>	<b>-28.4%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 17,655	\$ 81,050	\$ 81,050	\$ -	\$ -	\$ 81,050	100.0%
<b>SUBTOTAL</b>	<b>\$ 17,655</b>	<b>\$ 81,050</b>	<b>\$ 81,050</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 81,050</b>	<b>100.0%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 1,233,338</b>	<b>\$ 1,424,411</b>	<b>\$ 1,424,411</b>	<b>\$ 1,181,080</b>	<b>\$ 1,458,992</b>	<b>\$ (34,581)</b>	<b>-2.4%</b>
<b>TOTAL USES</b>	<b>\$ 1,233,338</b>	<b>\$ 1,424,411</b>	<b>\$ 1,424,411</b>	<b>\$ 1,181,080</b>	<b>\$ 1,458,992</b>	<b>\$ (34,581)</b>	<b>-2.4%</b>

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 1,204,363	\$ 1,210,792	\$ 1,210,792	\$ 1,181,080	\$ 1,245,373	\$ (34,581)	-2.9%
NON RECURRING NON PROJECT	28,975	213,619	213,619	-	-	213,619	100.0%
SIRE HYLAND CONVERSION	-	-	-	-	213,619	(213,619)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 1,233,338</b>	<b>\$ 1,424,411</b>	<b>\$ 1,424,411</b>	<b>\$ 1,181,080</b>	<b>\$ 1,458,992</b>	<b>\$ (34,581)</b>	<b>-2.4%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 1,204,363</b>	<b>\$ 1,210,792</b>	<b>\$ 1,210,792</b>	<b>\$ 1,181,080</b>	<b>\$ 1,245,373</b>	<b>\$ (34,581)</b>	<b>-2.9%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 28,975</b>	<b>\$ 213,619</b>	<b>\$ 213,619</b>	<b>\$ -</b>	<b>\$ 213,619</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 1,233,338</b>	<b>\$ 1,424,411</b>	<b>\$ 1,424,411</b>	<b>\$ 1,181,080</b>	<b>\$ 1,458,992</b>	<b>\$ (34,581)</b>	<b>-2.4%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
APPLICATION PROCESSES							
APPLICATION PROCESSES	.40	.65	.65	.65	.65	-	0.0%
PROGRAM TOTAL	.40	.65	.65	.65	.65	-	0.0%
BOARDS AND COMMISSIONS							
BOARDS AND COMMISSIONS	.20	.20	.20	.20	.20	-	0.0%
PROGRAM TOTAL	.20	.20	.20	.20	.20	-	0.0%
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	.35	.35	.35	.35	.35	-	0.0%
PROGRAM TOTAL	.35	.35	.35	.35	.35	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	.50	.70	.70	.70	.70	-	0.0%
EXECUTIVE MANAGEMENT	.90	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.40	1.70	1.70	1.70	1.70	-	0.0%
INFORMATION SERVICES							
RECORDS MANAGEMENT	3.60	2.60	2.60	2.60	2.60	-	0.0%
PROGRAM TOTAL	3.60	2.60	2.60	2.60	2.60	-	0.0%
MEETING MANAGEMENT							
MEETING MANAGEMENT	4.95	6.40	6.40	6.40	6.40	-	0.0%
PROGRAM TOTAL	4.95	6.40	6.40	6.40	6.40	-	0.0%
SPECIAL DISTRICTS							
SPECIAL DISTRICTS	1.10	1.10	1.10	1.10	1.10	-	0.0%
PROGRAM TOTAL	1.10	1.10	1.10	1.10	1.10	-	0.0%
DEPARTMENT TOTAL	12.00	13.00	13.00	13.00	13.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Business Systems Analyst-Sr/Ld	-	1.00	1.00	1.00	1.00	-	0.0%
Clerk of Board Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Clerk of Board Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Clerk of Board Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Deputy Director - Clerk of the Board	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Clerk of the Board	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	5.00	5.00	5.00	5.00	5.00	-	0.0%
Department Total	12.00	13.00	13.00	13.00	13.00	-	0.0%

### Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	12.00	13.00	13.00	13.00	13.00	-	0.0%
Department Total	12.00	13.00	13.00	13.00	13.00	-	0.0%

### General Adjustments

#### Base Adjustments:

##### Operating

- Increase Regular Benefits by \$17,109 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$74 for the impact of the changes in retirement contribution rates.
- Increase Other Services by \$9,744 for the increased annual maintenance fee for the agenda system.
- Increase Education and Training by \$1,800 for the impact of the annual training for the SIRE/Hyland system.
- Increase Internal Service Charges by \$253 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$5,601 for the impact of the changes in the base level telecommunication charges.

**SIRE/Hyland Conversion (SHC1)**

- Non Recurring carry forward of \$213,619 for the SIRE/Hyland conversion projects (SOLAR and Electronic Document Management System).

**Programs and Activities**

**Application Processes Program**

The purpose of the Application Processes Program is to provide application processing and assistance for statutorily mandated procedures to applicants and/or requestors so they can conduct or maintain community related activities including: fireworks permits, franchises, and liquor licenses.

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of applications processed by the next formal meeting date	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Application Processes

**Application Processes Activity**

The purpose of the Application Processes Activity is to provide processed applications and notification to the public so they can operate a licensed activity or function.

**Mandates:** Liquor Licenses and Permits: A.R.S. Title 4, Chapter 2, among other rules and processes, this Chapter provides that governing body of the county to “enter an order recommending approval or disapproval within sixty days after filing of the applications” for a new license and shall file a certified copy of the order with the director. Off-Track Wagering: A.R.S. § 5-111, In Statutorily designated counties, wagering may be permitted in off-track facilities only after “receiving approval for such use by...the Board of Supervisors, if located in an unincorporated area of the County.” Fireworks Permit: A.R.S. §36-1603, Application for a permit shall be made in writing not less than five days prior to the date of the display. Bingo License: A.R.S. §5-404 (I), the local governing body shall upon receipt of the application immediately set a hearing on the application to be held within forty-five days.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of applications processed by the next formal meeting date	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of applications processed	90	104	127	124	20	19.2%
Demand	Number of applications received	96	104	136	128	24	23.1%
Expenditure Ratio	Total Expenditure per application processed	\$ 249.41	\$ 312.82	\$ 263.31	\$ 267.88	\$ 44.94	14.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 22,447	\$ 32,533	\$ 33,440	\$ 33,217	\$ (684)	-2.1%
	TOTAL USES	\$ 22,447	\$ 32,533	\$ 33,440	\$ 33,217	\$ (684)	-2.1%

**Activity Narrative:** The number of liquor license and firework applications received and processed by the Department is expected to increase slightly in FY 2017. The efforts associated with processing of claims against the County are included in this activity. The FY 2017 budget increase is due to the increased benefits costs of staff associated with this activity.

## Boards and Commissions Administration Program

The purpose of the Boards and Commissions Administration Program is to provide central coordination of Boards and Commissions functions and appointments to the Board of Supervisors so they can make timely appointments for community service in order to receive community input.

### Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of Notice of monthly Vacancy Reports sent to Board of Supervisor District Offices by the 5th of each month	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Boards and Commissions

### Boards and Commissions Activity

The purpose of the Boards and Commissions Activity is to provide central coordination of Boards and Commissions functions and appointments to the Board of Supervisors so they can make timely appointments for community service.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Notice of monthly Vacancy Reports sent to Board of Supervisor District Offices by the 5th of each month	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of monthly Notice of Vacancy reports sent to Board of Supervisor District Offices	72	72	72	60	(12)	-16.7%
Demand	Number of monthly Notice of Vacancy Reports needed by Board of Supervisor District	72	72	72	60	(12)	-16.7%
Expenditure Ratio	Total Expenditure per Notice of Vacancy Report Sent	\$ 83.33	\$ 144.00	\$ 148.40	\$ 177.12	\$ (33.12)	-23.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 6,000	\$ 10,368	\$ 10,685	\$ 10,627	\$ (259)	-2.5%
	TOTAL USES	\$ 6,000	\$ 10,368	\$ 10,685	\$ 10,627	\$ (259)	-2.5%

**Activity Narrative:** The workload in this area is decreasing by one report per month which is a return to FY 2014 reporting requirements. Expenditures are expected to remain relatively flat. The Department experienced staff turnover during FY 2015 which created a decrease in expenditures that year.

### Information Services Program

The purpose of the Information Services Program is to provide Board of Supervisors' and Board of Countywide Districts' recorded document management services to Maricopa County Departments and the people of Maricopa County so they can have access to the Board's actions and conduct their respective business.

## Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of responses received from the public and/or departments who expressed an opinion that they were satisfied with research	99.9%	96.9%	96.9%	92.9%	(4.0%)	-4.1%
Percent of record and information requests processed within three business days	97.2%	92.9%	92.9%	98.2%	5.4%	5.8%

Activities that comprise this program include:

- Records Management

### Records Management Activity

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

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

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of responses received from the public and/or departments who expressed an opinion that they were satisfied with research	99.9%	96.9%	96.9%	92.9%	(4.0%)	-4.1%
Result	Percent of record and information requests processed within three business days	97.2%	92.9%	92.9%	98.2%	5.4%	5.8%
Output	Number of record and information requests processed	2,050	1,400	1,709	1,995	595	42.5%
Demand	Number of record and information requests received	2,048	1,400	1,709	2,000	600	42.9%
Expenditure Ratio	Total Expenditure per record and information research request processed	\$ 112.12	\$ 213.25	\$ 142.28	\$ 145.46	\$ 67.79	31.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 229,836	\$ 298,551	\$ 243,165	\$ 290,188	\$ 8,363	2.8%
	TOTAL USES	\$ 229,836	\$ 298,551	\$ 243,165	\$ 290,188	\$ 8,363	2.8%

**Activity Narrative:** The total expenditures for this Activity include Non Recurring SIRE/Hyland Conversion funds for the completion of the SOLAR and electronic documents conversion project. This accounts for the substantial variation in the scenarios. The unspent project funding is carried forward into FY 2017. The demand for information continues to increase as residents are becoming accustomed to asking for and receiving governmental information.

### Meeting Management Program

The purpose of the Meeting Management Program is to provide statutory meeting administration to the Board of Supervisors and Countywide District Board of Directors so they can hold meetings in compliance with the Open Meeting Laws.

## Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of Board of Supervisors' and Countywide Districts' meetings held in compliance with the Open Meeting Laws	101.7%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Meeting Management

### Meeting Management Activity

The Purpose of the Meeting Management Activity is to provide statutory meeting administration to the Board of Supervisors and Countywide Districts so they can hold meetings in compliance with the Open Meeting Laws.

**Mandates:** A.R.S. §11-214 provides regular meetings of the board shall be held in the County on a working day or days of each month designated by the board. The board shall notify the public of the location and the day or days designated. Special meeting may be called by a majority of the board, or by the chairman.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of Board of Supervisors' and Countywide Districts' meetings held in compliance with the Open Meeting Laws	101.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Board of Supervisors' and Countywide Districts' meetings held	175	182	169	172	(10)	-5.5%
Output	Number of Board of Supervisor and Countywide District Agenda Items on a final compiled Agenda	2,110	2,200	2,053	2,000	(200)	-9.1%
Demand	Number of Board of Supervisors' and Countywide Districts' Agenda items requested	2,110	2,200	2,053	2,000	(200)	-9.1%
Demand	Number of Board of Supervisors' and Countywide Districts' meetings requested	181	185	182	175	(10)	-5.4%
Expenditure Ratio	Total activity expenditure per agenda item processed	\$ 305.26	\$ 352.18	\$ 288.30	\$ 397.51	\$ (45.32)	-12.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 644,102	\$ 774,805	\$ 591,890	\$ 795,015	\$ (20,210)	-2.6%
	TOTAL USES	\$ 644,102	\$ 774,805	\$ 591,890	\$ 795,015	\$ (20,210)	-2.6%

**Activity Narrative:** The annual maintenance costs of the software used to manage meeting agendas and minutes is increasing each year. Additionally, the change in ownership of the software company has resulted in substantial cost increases for required training. The total expenditures for this Activity include Non Recurring SIRE/Hyland Conversion funds for the completion of the SOLAR and electronic documents conversion project. This accounts for the substantial variation in the scenarios. The unspent project funding is carried forward into FY 2017. The number of required meetings varies each year based on many factors.

### Special Districts Program

The purpose of the Special Districts Program is to provide consultation and administrative services to citizens and Special Districts, including Fire and Irrigation Water Delivery Districts so they can conduct special district functions.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of requests for information related to administration of Special Districts completed within three business days	99.6%	99.5%	99.5%	100.0%	0.5%	0.5%

Activities that comprise this program include:

- Special Districts

**Special Districts Activity**

The purpose of the Special Districts Activity is to provide consultation and administrative services to citizens and special districts, including Fire and Irrigation Water Delivery Districts so they can conduct special district functions.

**Mandates:** A.R.S. §48-3602 provides that each county shall organize a county flood control district to include and govern its area of jurisdiction. A.R.S. §48-3901 provides the Board of Supervisors may establish at the county seat a county free library district for the county. A.R.S. §48-4202 through A.R.S. §48-6287 provides details on all other special districts that the Board of Supervisors can organize.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of requests for information related to administration of Special Districts completed within three business days	99.6%	99.5%	99.5%	100.0%	0.5%	0.5%
Output	Number of requests for information related to special district administrative services completed	984	880	464	320	(560)	-63.6%
Demand	Number of requests for information related to special districts	984	880	464	320	(560)	-63.6%
Expenditure Ratio	Total Expenditure per information request completed for special district	\$ 83.66	\$ 90.97	\$ 177.20	\$ 253.86	\$ (162.89)	-179.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 82,318	\$ 80,053	\$ 82,223	\$ 81,234	\$ (1,181)	-1.5%
	TOTAL USES	\$ 82,318	\$ 80,053	\$ 82,223	\$ 81,234	\$ (1,181)	-1.5%

**Activity Narrative:** Special Districts are typically formed when citizens in un-incorporated Maricopa County join together to purchase services such as fire services, water service, or street improvements. The FY 2015 and FY 2016 performance metrics reflect an increase in contacts with special districts due to an effort to educate several district types concerning election laws and procedures. As more special districts are educated, the Department expects further increases in contacts, however, the Department is measuring the number of in-bound requests for information starting in FY 2017 rather than their outreach.

## Appropriated Budget Reconciliation

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,210,792</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,210,792</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 1,210,792</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 17,183</b>	<b>\$ -</b>
Employee Health/Dental Premiums	17,109	-
Retirement Contributions	74	-
<b>Base Adjustments</b>	<b>\$ 17,398</b>	<b>\$ -</b>
Base Adjustment Increases	11,544	-
SIRE/Hyland Annual Maintenance Increase	\$ 9,744	-
SIRE/Hyland Annual Training Conference	1,800	-
Risk Management Adjustment	253	-
Base Telecom Adjustment	5,601	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,245,373</b>	<b>\$ -</b>
Percent Change from Baseline Amount		2.9%
	<b>Expenditures</b>	<b>Revenue</b>
<b>SIRE HYLAND CONVERSION</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 213,619</b>	<b>\$ -</b>
Non Recurring Carry Forward	213,619	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 213,619</b>	<b>\$ -</b>
Percent Change from Baseline Amount		

## Clerk of the Superior Court

*Analysis by Kirstin Chernin, Management and Budget Analyst*

### Summary

#### Mission

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

#### Vision

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

#### Strategic Goals

**Safe  
Communities**

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

Status: The Clerk of the Superior Court (as of March 2016) has completed 89.7% of the imaging for the Electronic Court Record (ECR).

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CASE - CASE ESTABLISHMENT	\$ 332,362	\$ 313,255	\$ 313,255	\$ 318,456	\$ 612,021	\$ 298,766	95.4%
COUR - MEMORIALIZE COURT PROCEEDINGS	3,073,924	2,961,328	2,990,426	3,012,961	2,887,898	(102,528)	-3.4%
EFDC - FILED DOCUMENT	2,628,929	2,448,571	2,448,571	2,512,757	2,500,000	51,429	2.1%
SCDC - SCANNED DOCUMENT	1,097,906	1,064,545	1,064,545	1,036,547	1,034,000	(30,545)	-2.9%
16CR - COURT RECORDS	\$ 7,133,121	\$ 6,787,699	\$ 6,816,797	\$ 6,880,721	\$ 7,033,919	\$ 217,122	3.2%
COCL - COURT ORDERED RECEIVABLES	\$ 6,735,439	\$ 6,232,161	\$ 6,232,161	\$ 6,820,871	\$ 6,530,928	\$ 298,767	4.8%
COFR - COURT ORDERED FIN RECORDS	2,296	2,300	2,300	2,023	1,276,855	1,274,555	55415.4%
16FS - COURT CLERK FIDUCIARY SERVICES	\$ 6,737,735	\$ 6,234,461	\$ 6,234,461	\$ 6,822,894	\$ 7,807,783	\$ 1,573,322	25.2%
PURE - PUBLIC REGISTRATIONS	\$ 1,755,329	\$ 1,257,051	\$ 1,257,051	\$ 1,474,891	\$ 1,257,051	\$ -	0.0%
16PR - PUBLIC RECORDS	\$ 1,755,329	\$ 1,257,051	\$ 1,257,051	\$ 1,474,891	\$ 1,257,051	\$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	\$ 1,080,275	\$ 1,247,654	\$ 1,247,654	\$ 1,225,042	\$ -	\$ (1,247,654)	-100.0%
99AS - INDIRECT SUPPORT	\$ 1,080,275	\$ 1,247,654	\$ 1,247,654	\$ 1,225,042	\$ -	\$ (1,247,654)	-100.0%
GGOV - GENERAL GOVERNMENT	\$ 60,828	\$ -	\$ -	\$ (259,290)	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ 60,828	\$ -	\$ -	\$ (259,290)	\$ -	\$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 164,267	\$ 155,964	\$ 155,964	\$ 157,952	\$ 150,000	\$ (5,964)	-3.8%
99IT - INFORMATION TECHNOLOGY	\$ 164,267	\$ 155,964	\$ 155,964	\$ 157,952	\$ 150,000	\$ (5,964)	-3.8%
<b>TOTAL PROGRAMS</b>	<b>\$ 16,931,555</b>	<b>\$ 15,682,829</b>	<b>\$ 15,711,927</b>	<b>\$ 16,302,210</b>	<b>\$ 16,248,753</b>	<b>\$ 536,826</b>	<b>3.4%</b>
<b>USES</b>							
APLS - APPELLATE RECORDS	\$ 404,517	\$ 389,826	\$ 378,801	\$ 386,465	\$ 369,022	\$ 9,779	2.6%
CASE - CASE ESTABLISHMENT	3,858,252	3,678,856	3,730,506	3,662,520	3,909,872	(179,366)	-4.8%
COUR - MEMORIALIZE COURT PROCEEDINGS	12,202,764	13,685,083	13,861,620	13,160,535	14,640,023	(778,403)	-5.6%
DIST - DISTRIBUTION	795,638	767,793	763,929	742,012	811,771	(47,842)	-6.3%
DRPT - DISPOSITION REPORT	281,211	310,766	324,694	317,571	321,570	3,124	1.0%
EFDC - FILED DOCUMENT	947,429	1,082,884	959,283	930,215	936,242	23,041	2.4%
EXCC - EXHIBIT CUSTODY	663,873	696,556	621,064	611,996	597,404	23,660	3.8%
JDOC - JUVENILE SUBSEQUENT DOCUMENT	572,310	636,844	640,939	637,547	607,640	33,299	5.2%
SCDC - SCANNED DOCUMENT	4,334,424	4,470,004	4,413,982	4,493,069	4,500,991	(87,009)	-2.0%
16CR - COURT RECORDS	\$ 24,060,418	\$ 25,718,612	\$ 25,694,818	\$ 24,941,930	\$ 26,694,535	\$ (999,717)	-3.9%
CFID - COURT CLERK FIDUCIARY	\$ 215,838	\$ 216,742	\$ 220,585	\$ 210,420	\$ 195,199	\$ 25,386	11.5%
COCL - COURT ORDERED RECEIVABLES	360,189	363,041	330,801	332,364	235,347	95,454	28.9%
COFR - COURT ORDERED FIN RECORDS	2,142,246	2,360,559	2,264,547	2,254,497	2,232,117	32,430	1.4%
16FS - COURT CLERK FIDUCIARY SERVICES	\$ 2,718,273	\$ 2,940,342	\$ 2,815,933	\$ 2,797,281	\$ 2,662,663	\$ 153,270	5.4%
CDOC - COURT DOCUMENT COPY	\$ 1,087,269	\$ 1,074,533	\$ 1,090,069	\$ 1,069,775	\$ 1,137,027	\$ (46,958)	-4.3%
CTFD - COURT FILE DELIVERY	334,420	303,457	219,867	198,682	210,641	9,226	4.2%
PURE - PUBLIC REGISTRATIONS	1,023,825	1,172,174	1,492,518	1,421,320	1,415,743	76,775	5.1%
16PR - PUBLIC RECORDS	\$ 2,445,514	\$ 2,550,164	\$ 2,802,454	\$ 2,689,777	\$ 2,763,411	\$ 39,043	1.4%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 243,725	\$ 247,863	\$ 350,100	\$ 342,338	\$ 327,297	\$ 22,803	6.5%
HRAC - HUMAN RESOURCES	671,497	671,656	777,270	778,147	768,401	8,869	1.1%
ODIR - EXECUTIVE MANAGEMENT	836,558	1,010,639	1,010,639	876,967	798,249	212,390	21.0%
POOL - POOLED COSTS	-	(203,581)	(714)	-	-	(714)	100.0%
PROC - PROCUREMENT	105,920	106,313	-	(2,431)	-	-	N/A
RMGT - RISK MANAGEMENT	155,829	-	-	98,037	127,697	(127,697)	N/A
SPPT - OPERATIONS SUPPORT	2,676,169	2,377,588	2,298,479	1,914,780	2,166,025	132,454	5.8%
99AS - INDIRECT SUPPORT	\$ 4,689,698	\$ 4,210,478	\$ 4,435,774	\$ 4,007,838	\$ 4,187,669	\$ 248,105	5.6%
INFR - INFRASTRUCTURE	\$ 423,648	\$ 439,550	\$ 439,550	\$ 460,496	\$ 643,392	\$ (203,842)	-46.4%
MPOS - ELECTED OR STATUTORY OFFICIALS	121,759	120,955	120,955	122,071	121,054	(99)	-0.1%
RISK - RISK PREMIUMS	132,744	69,561	69,561	69,562	55,116	14,445	20.8%
99GV - GENERAL OVERHEAD	\$ 678,151	\$ 630,066	\$ 630,066	\$ 652,129	\$ 819,562	\$ (189,496)	-30.1%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 3,503,998	\$ 6,256,285	\$ 5,921,050	\$ 4,153,030	\$ 5,477,106	\$ 443,944	7.5%
DACR - DATA CENTER	897,941	416,071	446,016	437,348	461,414	(15,398)	-3.5%
TSPT - TECHNOLOGY SUPPORT	620,923	720,678	732,665	654,068	709,663	23,002	3.1%
99IT - INFORMATION TECHNOLOGY	\$ 5,022,862	\$ 7,393,034	\$ 7,099,731	\$ 5,244,446	\$ 6,648,183	\$ 451,548	6.4%
<b>TOTAL PROGRAMS</b>	<b>\$ 39,614,916</b>	<b>\$ 43,442,696</b>	<b>\$ 43,478,776</b>	<b>\$ 40,333,401</b>	<b>\$ 43,776,023</b>	<b>\$ (297,247)</b>	<b>-0.7%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 597,499	\$ 550,056	\$ 550,056	\$ 556,264	\$ 550,056	\$ -	0.0%
<b>SUBTOTAL</b>	\$ 597,499	\$ 550,056	\$ 550,056	\$ 556,264	\$ 550,056	\$ -	0.0%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 1,384,186	\$ 1,484,286	\$ 1,484,286	\$ 1,205,105	\$ 1,446,855	\$ (37,431)	-2.5%
<b>SUBTOTAL</b>	\$ 1,384,186	\$ 1,484,286	\$ 1,484,286	\$ 1,205,105	\$ 1,446,855	\$ (37,431)	-2.5%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 752,580	\$ 730,002	\$ 765,809	\$ 759,102	\$ 750,492	\$ (15,317)	-2.0%
0635 - OTHER CHARGES FOR SERVICES	12,355,461	11,355,054	11,348,345	11,790,131	11,643,052	294,707	2.6%
<b>SUBTOTAL</b>	\$ 13,108,041	\$ 12,085,056	\$ 12,114,154	\$ 12,549,233	\$ 12,393,544	\$ 279,390	2.3%
<b>FINES &amp; FOREFEITS</b>							
0637 - FINES & FORFEITS	\$ 1,728,854	\$ 1,482,331	\$ 1,482,331	\$ 1,888,953	\$ 1,781,098	\$ 298,767	20.2%
<b>SUBTOTAL</b>	\$ 1,728,854	\$ 1,482,331	\$ 1,482,331	\$ 1,888,953	\$ 1,781,098	\$ 298,767	20.2%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 7,905	\$ 5,900	\$ 5,900	\$ 6,857	\$ 2,000	\$ (3,900)	-66.1%
0650 - MISCELLANEOUS REVENUE	105,070	75,200	75,200	95,798	75,200	-	0.0%
<b>SUBTOTAL</b>	\$ 112,975	\$ 81,100	\$ 81,100	\$ 102,655	\$ 77,200	\$ (3,900)	-4.8%
<b>ALL REVENUES</b>	\$ 16,931,555	\$ 15,682,829	\$ 15,711,927	\$ 16,302,210	\$ 16,248,753	\$ 536,826	3.4%
<b>TOTAL SOURCES</b>	\$ 16,931,555	\$ 15,682,829	\$ 15,711,927	\$ 16,302,210	\$ 16,248,753	\$ 536,826	3.4%
CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 24,082,194	\$ 25,505,895	\$ 25,561,300	\$ 24,726,252	\$ 25,289,377	\$ 271,923	1.1%
0705 - TEMPORARY PAY	250,730	455,644	389,113	270,819	408,204	(19,091)	-4.9%
0710 - OVERTIME	89,948	99,996	99,996	159,426	233,321	(133,325)	-133.3%
0750 - FRINGE BENEFITS	10,203,865	11,216,166	11,352,138	10,979,235	12,049,133	(696,995)	-6.1%
0790 - OTHER PERSONNEL SERVICES	35,513	-	-	25,045	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,724,557)	(2,185,160)	(2,268,815)	(1,839,907)	(2,245,026)	(23,789)	-1.0%
0796 - PERSONNEL SERVICES ALLOC-IN	1,683,201	2,215,160	2,382,470	1,891,516	2,198,526	183,944	7.7%
<b>SUBTOTAL</b>	\$ 34,620,894	\$ 37,307,701	\$ 37,516,202	\$ 36,212,386	\$ 37,933,535	\$ (417,333)	-1.1%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 739,361	\$ 1,174,027	\$ 1,078,279	\$ 773,331	\$ 807,663	\$ 270,616	25.1%
0803 - FUEL	14,940	20,000	20,000	15,987	16,730	3,270	16.4%
0804 - NON-CAPITAL EQUIPMENT	328,477	12,000	12,000	26,901	21,500	(9,500)	-79.2%
0805 - SUPPLIES-ALLOCATION OUT	-	(1,200)	(1,200)	(600)	-	(1,200)	-100.0%
0806 - SUPPLIES-ALLOCATION IN	-	1,200	1,200	600	-	1,200	100.0%
<b>SUBTOTAL</b>	\$ 1,082,778	\$ 1,206,027	\$ 1,110,279	\$ 816,219	\$ 845,893	\$ 264,386	23.8%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 10,567	\$ 10,000	\$ 10,000	\$ 8,475	\$ 9,200	\$ 800	8.0%
0812 - OTHER SERVICES	731,367	2,589,400	2,512,727	1,084,462	2,393,465	119,262	4.7%
0820 - RENT & OPERATING LEASES	308,498	163,000	163,000	5,800	140,875	22,125	13.6%
0825 - REPAIRS AND MAINTENANCE	237,618	361,820	361,820	245,635	213,774	148,046	40.9%
0839 - INTERNAL SERVICE CHARGES	570,362	587,787	587,787	603,126	799,810	(212,023)	-36.1%
0841 - TRAVEL	24,911	55,132	55,132	48,432	78,500	(23,368)	-42.4%
0842 - EDUCATION AND TRAINING	78,839	60,000	60,000	48,649	100,000	(40,000)	-66.7%
0843 - POSTAGE/FREIGHT/SHIPPING	513,343	468,000	468,000	445,371	491,514	(23,514)	-5.0%
0850 - UTILITIES	280	-	-	70	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	-	(5,000)	(5,000)	(1,500)	-	(5,000)	-100.0%
0873 - SERVICES-ALLOCATION IN	156,804	160,829	160,829	108,831	127,697	33,132	20.6%
<b>SUBTOTAL</b>	\$ 2,632,589	\$ 4,450,968	\$ 4,374,295	\$ 2,597,351	\$ 4,354,835	\$ 19,460	0.4%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 1,278,655	\$ 478,000	\$ 478,000	\$ 707,445	\$ 641,760	\$ (163,760)	-34.3%
<b>SUBTOTAL</b>	\$ 1,278,655	\$ 478,000	\$ 478,000	\$ 707,445	\$ 641,760	\$ (163,760)	-34.3%
<b>ALL EXPENDITURES</b>	\$ 39,614,916	\$ 43,442,696	\$ 43,478,776	\$ 40,333,401	\$ 43,776,023	\$ (297,247)	-0.7%
<b>TOTAL USES</b>	\$ 39,614,916	\$ 43,442,696	\$ 43,478,776	\$ 40,333,401	\$ 43,776,023	\$ (297,247)	-0.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 8,823,130	\$ 7,802,467	\$ 7,802,467	\$ 8,614,218	\$ 8,400,000	\$ 597,533	7.7%
<b>FUND TOTAL SOURCES</b>	\$ 8,823,130	\$ 7,802,467	\$ 7,802,467	\$ 8,614,218	\$ 8,400,000	\$ 597,533	7.7%
216 CLERK OF THE COURT GRANTS							
OPERATING	\$ 1,384,186	\$ 1,484,286	\$ 1,484,286	\$ 1,204,976	\$ 1,446,855	\$ (37,431)	-2.5%
<b>FUND TOTAL SOURCES</b>	\$ 1,384,186	\$ 1,484,286	\$ 1,484,286	\$ 1,204,976	\$ 1,446,855	\$ (37,431)	-2.5%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	\$ 1,098,947	\$ 1,064,545	\$ 1,064,545	\$ 1,037,266	\$ 1,034,000	\$ (30,545)	-2.9%
<b>FUND TOTAL SOURCES</b>	\$ 1,098,947	\$ 1,064,545	\$ 1,064,545	\$ 1,037,266	\$ 1,034,000	\$ (30,545)	-2.9%
208 JUDICIAL ENHANCEMENT							
OPERATING	\$ 948,646	\$ 899,964	\$ 899,964	\$ 907,381	\$ 900,000	\$ 36	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 948,646	\$ 899,964	\$ 899,964	\$ 907,381	\$ 900,000	\$ 36	0.0%
218 CLERK OF COURT FILL THE GAP							
OPERATING	\$ 1,971,172	\$ 1,915,696	\$ 1,944,794	\$ 1,944,794	\$ 1,905,898	\$ (38,896)	-2.0%
<b>FUND TOTAL SOURCES</b>	\$ 1,971,172	\$ 1,915,696	\$ 1,944,794	\$ 1,944,794	\$ 1,905,898	\$ (38,896)	-2.0%
270 CHILD SUPPORT ENHANCEMENT							
OPERATING	\$ 73,237	\$ 65,000	\$ 65,000	\$ 77,364	\$ 60,000	\$ (5,000)	-7.7%
<b>FUND TOTAL SOURCES</b>	\$ 73,237	\$ 65,000	\$ 65,000	\$ 77,364	\$ 60,000	\$ (5,000)	-7.7%
273 VICTIM LOCATION							
OPERATING	\$ 2,296	\$ 2,300	\$ 2,300	\$ 2,023	\$ 2,000	\$ (300)	-13.0%
<b>FUND TOTAL SOURCES</b>	\$ 2,296	\$ 2,300	\$ 2,300	\$ 2,023	\$ 2,000	\$ (300)	-13.0%
274 CLERK OF THE COURT EDMS							
OPERATING	\$ 2,629,941	\$ 2,448,571	\$ 2,448,571	\$ 2,514,188	\$ 2,500,000	\$ 51,429	2.1%
<b>FUND TOTAL SOURCES</b>	\$ 2,629,941	\$ 2,448,571	\$ 2,448,571	\$ 2,514,188	\$ 2,500,000	\$ 51,429	2.1%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 16,931,555	\$ 15,682,829	\$ 15,711,927	\$ 16,302,210	\$ 16,248,753	\$ 536,826	3.4%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 16,931,555	\$ 15,682,829	\$ 15,711,927	\$ 16,302,210	\$ 16,248,753	\$ 536,826	3.4%
FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 31,806,342	\$ 33,364,056	\$ 33,364,056	\$ 32,115,662	\$ 33,626,550	\$ (262,494)	-0.8%
COSC STAFF EQUIPMENT	2,905	-	-	-	-	-	N/A
NON RECURRING NON PROJECT	-	12,000	12,000	12,000	-	12,000	100.0%
COSC RFR SYSTEM REPLACEMENT	180,213	2,292,400	2,215,727	650,000	1,565,727	650,000	29.3%
<b>FUND TOTAL USES</b>	\$ 31,989,460	\$ 35,668,456	\$ 35,591,783	\$ 32,777,662	\$ 35,192,277	\$ 399,506	1.1%
216 CLERK OF THE COURT GRANTS							
OPERATING	\$ 1,384,863	\$ 1,484,286	\$ 1,484,286	\$ 1,204,976	\$ 1,446,855	\$ 37,431	2.5%
<b>FUND TOTAL USES</b>	\$ 1,384,863	\$ 1,484,286	\$ 1,484,286	\$ 1,204,976	\$ 1,446,855	\$ 37,431	2.5%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	\$ 1,034,135	\$ 1,064,545	\$ 1,064,545	\$ 1,027,044	\$ 1,034,000	\$ 30,545	2.9%
NON RECURRING NON PROJECT	-	85,396	85,396	85,396	159,993	(74,597)	-87.4%
<b>FUND TOTAL USES</b>	\$ 1,034,135	\$ 1,149,941	\$ 1,149,941	\$ 1,112,440	\$ 1,193,993	\$ (44,052)	-3.8%
208 JUDICIAL ENHANCEMENT							
OPERATING	\$ 471,976	\$ 700,746	\$ 700,746	\$ 700,746	\$ 900,000	\$ (199,254)	-28.4%
NON RECURRING NON PROJECT	161,653	-	-	-	602,000	(602,000)	N/A
<b>FUND TOTAL USES</b>	\$ 633,629	\$ 700,746	\$ 700,746	\$ 700,746	\$ 1,502,000	\$ (801,254)	-114.3%
218 CLERK OF COURT FILL THE GAP							
OPERATING	\$ 1,887,519	\$ 1,915,696	\$ 1,944,794	\$ 1,944,794	\$ 1,905,898	\$ 38,896	2.0%
NON RECURRING NON PROJECT	415,013	-	83,655	83,655	-	83,655	100.0%
<b>FUND TOTAL USES</b>	\$ 2,302,532	\$ 1,915,696	\$ 2,028,449	\$ 2,028,449	\$ 1,905,898	\$ 122,551	6.0%
270 CHILD SUPPORT ENHANCEMENT							
NON RECURRING NON PROJECT	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ (20,000)	N/A
<b>FUND TOTAL USES</b>	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ (20,000)	N/A
273 VICTIM LOCATION							
NON RECURRING NON PROJECT	\$ 5,594	\$ 75,000	\$ 75,000	\$ 75,000	\$ 15,000	\$ 60,000	80.0%
<b>FUND TOTAL USES</b>	\$ 5,594	\$ 75,000	\$ 75,000	\$ 75,000	\$ 15,000	\$ 60,000	80.0%
274 CLERK OF THE COURT EDMS							
OPERATING	\$ 2,264,703	\$ 2,448,571	\$ 2,448,571	\$ 2,434,128	\$ 2,500,000	\$ (51,429)	-2.1%
<b>FUND TOTAL USES</b>	\$ 2,264,703	\$ 2,448,571	\$ 2,448,571	\$ 2,434,128	\$ 2,500,000	\$ (51,429)	-2.1%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 38,849,538	\$ 40,977,900	\$ 41,006,998	\$ 39,427,350	\$ 41,413,303	\$ (406,305)	-1.0%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 765,378	\$ 2,464,796	\$ 2,471,778	\$ 906,051	\$ 2,362,720	\$ 109,058	4.4%
<b>DEPARTMENT TOTAL USES</b>	\$ 39,614,916	\$ 43,442,696	\$ 43,478,776	\$ 40,333,401	\$ 43,776,023	\$ (297,247)	-0.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
<b>COURT CLERK FIDUCIARY SERVICES</b>							
COURT CLERK FIDUCIARY	3.15	3.15	3.15	3.15	3.15	-	0.0%
COURT ORDERED FIN RECORDS	47.20	46.60	46.30	46.30	46.30	-	0.0%
COURT ORDERED RECEIVABLES	10.15	4.75	4.75	4.75	4.75	-	0.0%
<b>PROGRAM TOTAL</b>	<b>60.50</b>	<b>54.50</b>	<b>54.20</b>	<b>54.20</b>	<b>54.20</b>	<b>-</b>	<b>0.0%</b>
<b>COURT RECORDS</b>							
APPELLATE RECORDS	7.65	7.65	7.40	7.40	7.40	-	0.0%
CASE ESTABLISHMENT	77.25	75.05	77.40	77.40	76.90	(.50)	(0.6%)
DISPOSITION REPORT	6.70	6.70	6.80	6.80	6.80	-	0.0%
DISTRIBUTION	7.10	7.60	6.65	6.65	6.65	-	0.0%
FILED DOCUMENT	21.25	22.05	18.65	18.65	19.65	1.00	5.4%
EXHIBIT CUSTODY	13.00	13.00	12.25	12.25	12.25	-	0.0%
JUVENILE SUBSEQUENT DOCUMENT	12.80	12.75	13.05	13.05	13.05	-	0.0%
MEMORIALIZE COURT PROCEEDINGS	239.25	248.25	254.35	253.35	255.85	1.50	0.6%
SCANNED DOCUMENT	96.60	95.05	92.10	93.10	93.10	1.00	1.1%
<b>PROGRAM TOTAL</b>	<b>481.60</b>	<b>488.10</b>	<b>488.65</b>	<b>488.65</b>	<b>491.65</b>	<b>3.00</b>	<b>0.6%</b>
<b>GENERAL OVERHEAD</b>							
ELECTED OR STATUTORY OFFICIALS	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>0.0%</b>
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	2.45	2.45	4.00	4.00	4.00	-	0.0%
EXECUTIVE MANAGEMENT	5.00	5.00	5.00	5.00	5.00	-	0.0%
HUMAN RESOURCES	8.00	9.00	11.00	11.00	11.00	-	0.0%
OPERATIONS SUPPORT	31.75	28.00	26.00	26.00	26.00	-	0.0%
PROCUREMENT	1.55	1.55	.00	-	-	-	N/A
<b>PROGRAM TOTAL</b>	<b>48.75</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>-</b>	<b>0.0%</b>
<b>INFORMATION TECHNOLOGY</b>							
BUSINESS APPLICATION DEV SUPP	24.15	22.55	22.25	22.25	22.25	-	0.0%
DATA CENTER	5.00	5.00	5.50	5.50	5.50	-	0.0%
TECHNOLOGY SUPPORT	9.75	10.75	11.25	11.25	11.25	-	0.0%
<b>PROGRAM TOTAL</b>	<b>38.90</b>	<b>38.30</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>	<b>-</b>	<b>0.0%</b>
<b>PUBLIC RECORDS</b>							
COURT DOCUMENT COPY	21.55	22.25	23.10	23.10	22.50	(.60)	(2.6%)
COURT FILE DELIVERY	9.10	6.60	4.65	4.65	4.65	-	0.0%
PUBLIC REGISTRATIONS	21.10	22.75	30.40	29.40	29.50	(.90)	(3.0%)
<b>PROGRAM TOTAL</b>	<b>51.75</b>	<b>51.60</b>	<b>58.15</b>	<b>57.15</b>	<b>56.65</b>	<b>(1.50)</b>	<b>(2.6%)</b>
<b>DEPARTMENT TOTAL</b>	<b>682.50</b>	<b>679.50</b>	<b>687.00</b>	<b>686.00</b>	<b>688.50</b>	<b>1.50</b>	<b>0.2%</b>

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Accounting Specialist	4.00	4.00	3.00	3.00	3.00	-	0.0%
Admin/Operations Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst	5.00	4.00	4.00	4.00	4.00	-	0.0%
Business Systems Analyst-Sr/Ld	1.00	-	1.00	1.00	1.00	-	0.0%
Chief Deputy - Clk of Crt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatns Mgr-Crim Justice	1.00	1.00	1.00	1.00	1.00	-	0.0%
Courtroom Clerk	218.00	219.00	216.00	219.00	218.00	2.00	0.9%
Courtroom Clerk Senior/Lead	-	-	6.00	5.00	6.00	-	0.0%
Courtroom Services Supervisor	16.00	15.00	15.00	15.00	15.00	-	0.0%
Data Architect	1.00	-	-	-	-	-	N/A
Database Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Database Administrator - Senior/Lead	-	1.00	1.00	1.00	1.00	-	0.0%
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Clerk of the Court	3.00	3.00	3.00	3.00	3.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	6.00	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	10.00	10.00	10.00	10.00	10.00	-	0.0%
Help Desk Coordinator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Associate	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Manager - Large	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT PMO Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Project Manager	2.00	1.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Administrator	7.00	7.00	6.00	6.00	6.00	-	0.0%
Justice System Clerk	289.00	157.00	163.00	160.00	163.50	.50	0.3%
Justice System Clerk Associate	-	114.00	110.00	110.00	110.00	-	0.0%
Justice System Clerk Lead	24.00	30.00	24.00	24.00	23.00	(1.00)	(4.2%)
Justice System Clerk Senior	-	19.00	24.00	24.00	24.00	-	0.0%
Justice System Clerk Supervisor	20.00	20.00	19.00	19.00	19.00	-	0.0%
Justice System Manager	10.00	8.00	11.00	11.00	11.00	-	0.0%
Management Analyst	3.00	2.00	2.00	2.00	2.00	-	0.0%
Management Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	1.00	1.00	-	-	-	-	N/A
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Technician	6.50	6.50	6.00	6.00	6.00	-	0.0%
PC/LAN Technician - Senior/Lead	-	-	1.00	1.00	1.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	5.00	5.00	4.00	4.00	4.00	-	0.0%
Programmer/Analyst - Senior/Lead	3.00	3.00	6.00	6.00	6.00	-	0.0%
Quality Assurance Analyst	3.00	2.00	2.00	2.00	2.00	-	0.0%
Quality Assurance Anlyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Software Architect	-	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	2.00	1.00	-	-	-	-	N/A
Systems Administrator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Systems Administrator - Senior/Lead	1.00	1.00	2.00	2.00	2.00	-	0.0%
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trades Generalist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	3.00	3.00	3.00	3.00	3.00	-	0.0%
Training Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Web Designer/Developer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer - Senior/Lead	1.00	1.00	-	-	-	-	N/A
<b>Department Total</b>	<b>682.50</b>	<b>679.50</b>	<b>687.00</b>	<b>686.00</b>	<b>688.50</b>	<b>1.50</b>	<b>0.2%</b>

## Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	556.50	558.50	565.00	564.00	566.50	1.50	0.3%
205 COURT DOCUMENT RETRIEVAL	25.00	25.00	25.00	25.00	25.00	-	0.0%
208 JUDICIAL ENHANCEMENT	2.00	1.00	2.00	2.00	2.00	-	0.0%
216 CLERK OF THE COURT GRANTS	4.00	-	-	-	-	-	N/A
218 CLERK OF COURT FILL THE GAP	47.00	47.00	47.00	47.00	47.00	-	0.0%
274 CLERK OF THE COURT EDMS	48.00	48.00	48.00	48.00	48.00	-	0.0%
<b>Department Total</b>	<b>682.50</b>	<b>679.50</b>	<b>687.00</b>	<b>686.00</b>	<b>688.50</b>	<b>1.50</b>	<b>0.2%</b>

## Significant Variance Analysis

For FY 2017, 2.0 Full Time Equivalent (FTE) Courtroom Clerks and 0.5 FTE Courtroom Operations Specialist were added for the new Juvenile Court. This was offset by the deletion of a 1.0 FTE Justice System Clerk Lead.

## General Adjustments

### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$749,609 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$53,382 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$2,245 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by \$14,455 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$203,842 for the impact of the changes in the base level telecommunication charges.
- Decrease Personal Services by \$112,969 for temporary pay and benefits based on prior year actuals and Forecast.
- Decrease Expenditures by \$57,000 for repairs and maintenance based on actuals and forecasted levels.
- Decrease Personal Services by \$99,996 for other pay based on actuals and forecasted levels.
- Increase Expenditures by \$23,514 for postage/freight/shipping based on actuals and forecasted levels.
- Decrease Expenditures by \$22,125 for rent and operating leases based on actuals and forecasted levels.
- Increase Personnel Expenditures by \$275,000 for pay rate adjustments.
- Decrease Allocation In by \$83,655 from the Fill the Gap Fund.
- Increase Vacancy Savings by \$701,293 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 7.02% in FY 2016 to 9.00% in FY 2017.

#### General Fund (100) COSC RFR System Replacement

- Carry Forward of \$1,565,727 to support the development of Restitution, Fines and Reimbursement (RFR) System replacement.

#### Court Document Retrieval Fund (205)

- Increase Regular Benefits by \$33,404 for the impact of the changes in health/dental premium rates.

- Increase Regular Benefits by \$83 for the impact of the changes in retirement contribution rates.
- Decrease Personnel Expenditures by \$93,839 for the net change in other personnel.
- Increase Allocation Out by \$159,993 for the use of fund balance to cover operating costs.
- Decrease Vacancy Savings by \$2,122 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 12.74% in FY 2016 to 12.49% in FY 2017.
- Decrease Filing Fee Revenue by \$30,545 based on the FY 2016 Forecast.

**Court Document Retrieval Fund (205) Non Recurring**

- Increase Personal Services by \$159,993 for the use of fund balance to cover operating costs.

**Judicial Enhancement Fund (208)**

- Increase Regular Benefits by \$2,585 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$18 for the impact of the changes in retirement contribution rates.
- Increase Expenditures by \$160,174 for other supplies and services based on prior year actuals and Forecast.
- Decrease Vacancy Savings by \$36,477 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 17.72% in FY 2016 to 0.00% in FY 2017.
- Increase Revenue by \$36 based on prior year actuals and Forecast.

**Judicial Enhancement Fund (208) Non Recurring**

- Increase Personnel Expenditures by \$135,000 for overtime for Clerk training program.
- Increase Expenditures by \$125,000 for Judicial Enhancement Collection Fund grant projects.
- Increase Expenditures by \$342,000 for Unix and Software Lifecycle support consulting.

**Clerk of the Court Grants Fund (216)**

- Decrease Revenue and Expenditures by \$37,431 to reflect an expected decrease in grant awards for FY 2017.

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

- Increase Regular Benefits by \$62,570 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$170 for the impact of the changes in retirement contribution rates.
- Decrease Allocation Out by \$83,655 to the General Fund.
- Decrease Personal Services by \$41,267 for the net change in other personnel.
- Increase Vacancy Savings by \$144,014 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 2.86% in FY 2016 to 8.25% in FY 2017.
- Decrease Fill the Gap Revenue by \$38,896 due to a decrease in funding from the State.

**Child Support Enhancement Fund (270)**

- Decrease Revenue earned from Department of Economic Security IV-D contract incentive payments by \$5,000 based on the FY 2016 Forecast.

**Child Support Enhancement Fund (270) Non Recurring**

- Increase Non-Capital Equipment by \$20,000 for kiosks for payment.

**Victim Location Fund (273) Operating**

- Decrease Victim Location Revenue by \$300 based on the FY 2016 Forecast.

**Victim Location Fund (273) Non Recurring Non Project**

- Increase Overtime by \$15,000 for Victim Location Services.

**Electronic Document Management Fund (274)**

- Increase Regular Benefits by \$63,598 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$172 for the impact of the changes in retirement contribution rates.
- Decrease Expenditures by \$12,341 for the net change in other personnel, supplies and services.
- Increase Clerk of the Court Electronic Document Revenue by \$51,429 based on the FY 2016 Forecast.

**Programs and Activities**

**Court Records Program**

The purpose of the Court Records Program is to provide court records management and notification services to courts, litigants, agencies and the public so they can have timely access to court records and timely notification of court proceedings and decisions.

**Program Results**

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of received Juvenile court created documents distributed by the next business day after receipt of the documents for distribution	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Adult sentencings resulting in a Disposition Report that have the Disposition Report transmitted within 40 days of sentencing	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Adult sentencings resulting in an Abstract that have the Abstract transmitted within ten days of sentencing	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Juvenile disposition minute entries resulting in an Abstract that have the Abstract transmitted within ten days from the date of the disposition minute entry	100.0%	100.0%	99.7%	100.0%	0.0%	0.0%
Percent of exhibits received for intake that are available for access within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Adult exhibits received for intake that are available for access within one business day of receipt for storage	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Program Results (continued)

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of Juvenile exhibits received for intake that are available for access within three business days of receipt for storage	99.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Juvenile subsequent documents docketed within established timeframes	100.0%	100.0%	100.0%	100.0%	(0.0%)	-0.0%
Percent of eFiled documents available to all authorized customers within two business hours	49.5%	74.4%	73.6%	71.2%	(3.2%)	-4.3%
Percent of eFiled documents reviewed within one business hour after being submitted	39.5%	65.7%	65.0%	63.1%	(2.6%)	-4.0%
Percent of eFiled documents docketed within one business hour of Acceptance	4.9%	21.9%	19.9%	18.5%	(3.4%)	-15.4%
Percent of properly linked eFiled documents	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of scanned and docketed documents available to all authorized customers by 5:00PM two business days after being filed in paper format	11.4%	11.4%	28.1%	15.2%	3.8%	33.9%
Percent of filed paper documents scanned by 5:00PM the business day after being filed	37.1%	39.7%	52.5%	53.0%	13.4%	33.8%
Percent of scanned documents docketed by 5:00PM the business day after being scanned	57.8%	62.4%	67.2%	63.2%	0.8%	1.2%
Percent of Scanned documents meeting Quality Control standards	99.9%	96.8%	98.2%	100.0%	3.2%	3.3%

Activities that comprise this program include:

- Appellate
- Disposition Report
- eFiled Document
- Juvenile Subsequent Document
- Scanned Document
- Case Establishment
- Distribution
- Exhibit Custody
- Memorialize Court Proceedings

**Appellate Activity**

The purpose of the Appellate Activity is to provide the record on appeal and supplements and amendments to the Court of Appeals or Arizona Supreme Court so they can receive the record within mandated timeframes to further the judicial process.

**Mandates:** The Clerk’s Office transmits the court record of an appealed case to the Appellate Court in accordance with Arizona Rules for Criminal Procedure 31 (Adult Criminal) and 32 (Post-Conviction Relief), Juvenile Rules of Procedure 105, Civil Rules of Procedure 76 and Rules of Civil Appellate Procedure 11. A.R.S. §12-2107 provides for a fee to be paid to the Clerk upon filing of a notice to appeal a civil case.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of records on appeal transmitted to an Appellate Court per mandated timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Adult records on appeal transmitted to an Appellate Court per mandated timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Juvenile records on appeal transmitted to an Appellate Court per mandated timeframe, 20 days from the filing date of the Notice of Appeal	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of records transmitted to an Appellate	2,533	2,976	3,328	3,145	169	5.7%
Demand	Number of records to be transmitted to an Appellate Court	2,923	3,000	3,149	3,263	263	8.8%
Expenditure Ratio	Total activity expenditure per record transmitted to an Appellate Court	\$ 159.70	\$ 127.29	\$ 116.13	\$ 117.34	\$ 9.95	7.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 403,636	\$ 364,467	\$ 370,230	\$ 347,443	\$ 17,024	4.7%
	216 - CLERK OF THE COURT GRANTS	881	-	1,317	-	-	N/A
	205 - COURT DOCUMENT RETRIEVAL	-	14,334	14,918	21,579	(7,245)	-50.5%
	TOTAL USES	\$ 404,517	\$ 378,801	\$ 386,465	\$ 369,022	\$ 9,779	2.6%

**Activity Narrative:** The department has changed the calculation for the number of records transmitted and to be transmitted. This number now includes supplements and amendments causing year-over-year increases.

### Case Establishment Activity

The purpose of the Case Establishment Activity is to provide a Superior Court case number or notification of filing to litigants, process servers, agencies, and other jurisdictions so they can have confirmation of commencement of a Superior Court case within established timeframes of request.

**Mandates:** The process for initiating complaints, petitions, and submission of subsequent documents are set out in Arizona Rules of Civil Procedure (Rules 3 and 4), Family Law Procedure (Rule 24), Juvenile Court Procedure (Rule 19), and Criminal Procedure (Rule 2). Case initiation regarding juveniles: A.R.S. §8-105 and §8-109 (adoption certification and petition), §8-108 (child custody), §8-301 (transfer of juvenile delinquency case), §8-533 (terminating parent-child relationship), §8-841 (dependency), and §14-5207 (appointment of guardianship). Filing fees are collected for case initiation per A.R.S. §12-284. The Clerk's Office also completes various mandated processes to support ongoing litigation, including providing proof of process service (Rules of Civil Procedure, Rule 45), transcript preparation for appeals (A.R.S. §22-261 through §22-265), issuance of preliminary injunction pursuant to the dissolution of marriage (A.R.S. §25-315), issuance of change of venue orders and copies of associated transcripts (A.R.S. §12-407), issuance of warrants or summons (Rules of Criminal Procedure, Rule 3), and providing conditions of release bonds (Rules of Criminal Procedure, Rule 7).

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of new cases established within stated timeframes	99.4%	99.3%	99.3%	99.4%	0.1%	0.1%
Result	Percent of Adult cases established within stated timeframes	99.7%	99.4%	99.6%	99.9%	0.5%	0.5%
Result	Percent of Juvenile cases established within stated timeframes	97.1%	95.0%	95.4%	95.4%	0.4%	0.4%
Output	Number of new cases established	148,673	153,806	149,391	148,171	(5,635)	-3.7%
Demand	Number of new cases to be established	149,060	157,437	150,291	148,731	(8,706)	-5.5%
Expenditure Ratio	Total activity expenditure per new case established	\$ 25.95	\$ 24.25	\$ 24.52	\$ 26.39	\$ (2.13)	-8.8%
<i>Revenue</i>							
	100 - GENERAL	\$ 332,362	\$ 313,255	\$ 318,456	\$ 612,021	\$ 298,766	95.4%
	TOTAL SOURCES	\$ 332,362	\$ 313,255	\$ 318,456	\$ 612,021	\$ 298,766	95.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,056,731	\$ 2,776,481	\$ 2,764,224	\$ 2,982,514	\$ (206,033)	-7.4%
	216 - CLERK OF THE COURT GRANTS	292,470	344,927	301,699	337,700	7,227	2.1%
	218 - CLERK OF COURT FILL THE GAP	426,497	534,869	527,949	553,729	(18,860)	-3.5%
	274 - CLERK OF THE COURT EDMS	82,554	74,229	68,648	35,929	38,300	51.6%
	TOTAL USES	\$ 3,858,252	\$ 3,730,506	\$ 3,662,520	\$ 3,909,872	\$ (179,366)	-4.8%

**Activity Narrative:** New cases established and to be established are decreasing as the number of cases filings decrease.

### Disposition Report Activity

The purpose of the Disposition Report Activity is to provide disposition reports and abstracts to the Department of Public Safety and the Department of Motor Vehicles so they can have timely access to case disposition information.

**Mandates:** Rule 37 of the Arizona Rules of Criminal Procedure sets out the mandated procedures for the Clerk to complete a disposition form and file or forward the disposition of a case. A.R.S. §41-1751 mandates that the Clerk provide records of all dispositions of specified crimes to the Arizona Department of Public Safety. A.R.S. §28-1559 mandates that the Clerk provide records regarding traffic violations and criminal activity involving a vehicle to the Arizona Department of Transportation within 10 days of case resolution.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Adult sentencings resulting in a Disposition Report that have the Disposition Report transmitted within 40 days of sentencing	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Adult sentencings resulting in an Abstract that have the Abstract transmitted within ten days of sentencing	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Juvenile disposition minute entries resulting in an Abstract that have the Abstract transmitted within ten days from the date of the disposition minute entry	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Disposition Reports / Abstracts transmitted	49,105	58,159	58,683	59,217	1,058	1.8%
Demand	Number of Disposition Reports / Abstracts to be transmitted	56,236	58,641	59,045	59,842	1,201	2.0%
Expenditure Ratio	Total activity expenditure per Disposition Report / Abstract transmitted	\$ 5.73	\$ 5.58	\$ 5.41	\$ 5.43	\$ 0.15	2.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 171,157	\$ 182,693	\$ 178,237	\$ 178,985	\$ 3,708	2.0%
	216 - CLERK OF THE COURT GRANTS	1,483	-	41	-	-	N/A
	205 - COURT DOCUMENT RETRIEVAL	63,852	79,993	66,280	65,306	14,687	18.4%
	218 - CLERK OF COURT FILL THE GAP	-	24,455	30,081	39,435	(14,980)	-61.3%
	274 - CLERK OF THE COURT EDMS	44,719	37,553	42,932	37,844	(291)	-0.8%
	TOTAL USES	\$ 281,211	\$ 324,694	\$ 317,571	\$ 321,570	\$ 3,124	1.0%

### Distribution Activity

The purpose of the Distribution Activity is to provide electronic or paper copies of court documents to litigants, court personnel and government entities so they can have timely notification of court proceedings and decisions.

**Mandates:** Arizona Rules of Civil Procedure (Rule 58E), Procedure for Juvenile Proceedings (Rules 106 and 1(D)5), and Criminal Procedure (Rule 31.8) mandate the distribution of minute entries.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of received court created documents that were distributed by the next business day after receiving the documents for distribution	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of received Adult court created documents distributed by the next business day after receipt of the documents for	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of received Juvenile court created documents distributed by the next business day after receipt of the documents for distribution	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of court created documents	651,277	671,300	676,600	680,447	9,147	1.4%
Demand	Number of court created documents received for distribution	661,342	678,000	677,520	694,842	16,842	2.5%
Expenditure Ratio	Total activity expenditure per court created document distributed	\$ 1.22	\$ 1.14	\$ 1.10	\$ 1.19	\$ (0.06)	-4.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 763,445	\$ 740,444	\$ 690,183	\$ 790,126	\$ (49,682)	-6.7%
	216 - CLERK OF THE COURT GRANTS	11,797	-	28,996	-	-	N/A
	274 - CLERK OF THE COURT EDMS	20,396	23,485	22,833	21,645	1,840	7.8%
	TOTAL USES	\$ 795,638	\$ 763,929	\$ 742,012	\$ 811,771	\$ (47,842)	-6.3%

**Activity Narrative:** The use of Electronic Court Record continues to grow causing an increase in the distribution of Court documents. The increase in the number of documents distributed is also caused by the addition of a new Juvenile Court.

**eFiled Document Activity**

The purpose of the eFiled Document Activity is to provide eFiled court documents to judicial officers, court personnel and eFiling parties so they can access accurate eFiled court records within two business hours of a document being eFiled.

**Mandates:** Superior Court Local Rule for Maricopa County (Rule 2.1) mandates that each case filed with the Court be assigned a number by the Clerk. A.R.S. §12-282 mandates the rules required by the Clerk in the control and disposition of specified records. A.R.S. §39-101 mandates the quality of records required by the Clerk. Per A.R.S. §12-119.02 and 12-284.02, the Superior Court Presiding Judge may provide for the electronic filing of documents and the electronic access to Superior Court records pursuant to rules adopted by the Supreme Court. Maricopa County Superior Court Administrative Order 2007-140 establishes Electronic Filing Guidelines.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of eFiled documents available to all authorized customers within two business hours	49.5%	74.4%	73.6%	71.2%	(3.2%)	-4.3%
Result	Percent of eFiled documents reviewed within one business hour after being submitted	39.5%	65.7%	65.0%	63.1%	(2.6%)	-4.0%
Result	Percent of eFiled documents docketed within one business hour of Acceptance	4.9%	21.9%	19.9%	18.5%	(3.4%)	-15.4%
Result	Percent of properly linked eFiled documents	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of eFiled documents available to all authorized customers	605,020	611,573	621,108	647,830	36,257	5.9%
Output	Number of reviewed eFiled documents	615,625	620,000	633,470	649,377	29,377	4.7%
Output	Number of docketed eFiled documents	38,699	37,100	37,572	38,153	1,053	2.8%
Demand	Number of eFiled documents Total Demand	620,699	632,109	636,386	663,186	31,077	4.9%
Demand	Number of eFiled documents submitted for	618,505	631,034	640,361	654,364	23,330	3.7%
Expenditure Ratio	Total activity expenditure per eFiled document	\$ 1.57	\$ 1.57	\$ 1.50	\$ 1.45	\$ 0.12	7.9%
<i>Revenue</i>							
	274 - CLERK OF THE COURT EDMS	\$ 2,628,929	\$ 2,448,571	\$ 2,512,757	\$ 2,500,000	\$ 51,429	2.1%
	TOTAL SOURCES	\$ 2,628,929	\$ 2,448,571	\$ 2,512,757	\$ 2,500,000	\$ 51,429	2.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 428,399	\$ 410,687	\$ 367,878	\$ 349,729	\$ 60,958	14.8%
	216 - CLERK OF THE COURT GRANTS	59,104	122,496	109,320	119,940	2,556	2.1%
	218 - CLERK OF COURT FILL THE GAP	91,219	90,404	92,108	86,733	3,671	4.1%
	274 - CLERK OF THE COURT EDMS	368,707	335,696	360,909	379,840	(44,144)	-13.1%
	TOTAL USES	\$ 947,429	\$ 959,283	\$ 930,215	\$ 936,242	\$ 23,041	2.4%

**Activity Narrative:** Technological advances are continuing to increase the demand for eFiling. It is anticipated that this demand will continue to increase in future years. Electronic document staffing levels vary resulting in a decreased ability to produce documents within established timeframes.

**Exhibits Custody Activity**

The purpose of the Exhibits Custody Activity is to provide for the storage and access of exhibits to the courts and parties of record so they can have timely access to the exhibits.

**Mandates:** A.R.S §12-282 mandates rules required by the Clerk in the control and disposition of specified records. A.R.S. §39-101 mandates the quality of records required by the Clerk. Arizona Rules of Criminal Procedure (Rule 28) sets out the manner by which exhibits can be disposed. Superior Court Local Rules of Practice for Maricopa County (Rules 2.8 and 6.2) requires that exhibits

marked for identification or introduced as evidence be secured by the Clerk during the trial period, and provide for the disposition of exhibits.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of exhibits received for intake that are available for access within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Adult exhibits received for intake that are available for access within one business day of receipt for storage	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Juvenile exhibits received for intake that are available for access within three business days of receipt for storage	99.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of exhibits processed for intake	106,249	112,291	112,733	111,173	(1,118)	-1.0%
Output	Number of Adult exhibits processed for release	N/A	N/A	84,726	68,754	N/A	N/A
Output	Number of Juvenile exhibits processed for release	N/A	N/A	7,060	9,963	N/A	N/A
Demand	Number of exhibits to be received for intake	106,249	112,291	112,733	111,173	(1,118)	-1.0%
Demand	Number of Adult exhibits to be processed for	N/A	93,071	91,666	90,234	(2,837)	-3.0%
Demand	Number of Juvenile exhibits to be processed for	N/A	19,220	12,517	20,939	1,719	8.9%
Expenditure Ratio	Total activity expenditure per exhibit processed for intake	\$ 6.25	\$ 5.53	\$ 5.43	\$ 5.37	\$ 0.16	2.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 564,942	\$ 547,126	\$ 545,936	\$ 542,137	\$ 4,989	0.9%
	216 - CLERK OF THE COURT GRANTS	333	-	2,166	-	-	N/A
	218 - CLERK OF COURT FILL THE GAP	98,598	73,938	63,894	55,267	18,671	25.3%
	TOTAL USES	\$ 663,873	\$ 621,064	\$ 611,996	\$ 597,404	\$ 23,660	3.8%

**Activity Narrative:** The number of Juvenile exhibits to be processed is increasing due to the addition of a new Juvenile Court, while the overall number of exhibits is decreasing due to a decrease in case filings.

### Juvenile Subsequent Documents Activity

The purpose of the Juvenile Subsequent Document Activity is to provide an electronic chronological record of pleadings, actions and decisions filed in a Juvenile court case to Juvenile Court stakeholders so they can access court case information within established timeframes.

**Mandates:** Superior Court Local Rules for Maricopa County (Rule 2.1) mandates that each case filed with the Court be assigned a case number by the Clerk. A.R.S §12-283 mandates that the Clerk shall maintain and provide access to court records in accordance with applicable law or rule of court, and shall keep a docket in the form and style as prescribed by the Supreme Court.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of Juvenile subsequent documents docketed within established timeframes	100.0%	100.0%	100.0%	100.0%	(0.0%)	-0.0%
Output	Number of Juvenile subsequent documents	262,939	263,016	267,978	265,884	2,868	1.1%
Demand	Number of Juvenile subsequent documents to be docketed	266,292	264,067	272,921	270,012	5,945	2.3%
Expenditure Ratio	Total activity expenditure per Juvenile subsequent document docketed	\$ 2.18	\$ 2.44	\$ 2.38	\$ 2.29	\$ 0.15	6.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 572,310	\$ 640,939	\$ 637,547	\$ 607,640	\$ 33,299	5.2%
	TOTAL USES	\$ 572,310	\$ 640,939	\$ 637,547	\$ 607,640	\$ 33,299	5.2%

### Memorialize Court Proceedings Activity

The purpose of the Memorialize of Court Proceedings Activity is to provide documentation of court proceedings and decisions to courts and contractor agencies, litigants, and government agencies so they can have timely access to records of court proceedings within established timeframes.

**Mandates:** A.R.S. §12-283 mandates that the Clerk attend all sessions of court, and to maintain and allow access to all court records. A.R.S. §12-282 mandates that the Clerk take custody and safely keep all court records, ensure the proper disposition of all records, allow the state archives access to all records prior to destruction, and provide parental and child information to the child support case registry. A.R.S. §25-681 mandates that the Clerk issue child support arrest warrants. A.R.S. §14-5701 mandates that the Clerk issue fiduciary arrest warrants upon order of the court. The Rules of Civil Procedure (Rule 64.1C) and Family Law Procedure (Rule 94C) mandate that the Clerk issue civil arrest warrants upon order of the court. A.R.S. §12-284.01 requires the Presiding Judge to assess a filing or appearance fee, and requires the Clerk to utilize the fee to convert and maintain the court’s document storage and retrieval system to micrographics or automation to improve access to court records.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Adult minute entries and eFiled Orders created within three days from date of hearing to date of creation	96.2%	97.9%	95.8%	95.0%	(2.9%)	-3.0%
Result	Percent of Juvenile minute entries and eFiled Orders created within three days from date of hearing to date of creation	84.3%	89.9%	80.5%	84.5%	(5.4%)	-6.0%
Output	Number of minute entries and eFiled Orders	646,785	688,329	651,219	697,703	9,374	1.4%
Demand	Number of minute entries and eFiled Orders to be created	646,785	688,329	651,219	697,703	9,374	1.4%
Expenditure Ratio	Total activity expenditure per minute entry and eFiled Order created	\$ 18.87	\$ 20.14	\$ 20.21	\$ 20.98	\$ (0.85)	-4.2%
<b>Revenue</b>							
	216 - CLERK OF THE COURT GRANTS	\$ 244,364	\$ 236,632	\$ 240,498	\$ 232,000	\$ (4,632)	-2.0%
	208 - JUDICIAL ENHANCEMENT	784,379	744,000	749,429	750,000	6,000	0.8%
	218 - CLERK OF COURT FILL THE GAP	1,971,944	1,944,794	1,945,670	1,905,898	(38,896)	-2.0%
	270 - CHILD SUPPORT ENHANCEMENT	73,237	65,000	77,364	-	(65,000)	-100.0%
	TOTAL SOURCES	\$ 3,073,924	\$ 2,990,426	\$ 3,012,961	\$ 2,887,898	\$ (102,528)	-3.4%
<b>Expenditure</b>							
	100 - GENERAL	\$ 10,530,797	\$ 12,591,126	\$ 11,846,534	\$ 13,364,350	\$ (773,224)	-6.1%
	216 - CLERK OF THE COURT GRANTS	435,576	341,512	336,000	334,460	7,052	2.1%
	208 - JUDICIAL ENHANCEMENT	-	-	45,000	135,000	(135,000)	N/A
	218 - CLERK OF COURT FILL THE GAP	1,236,391	928,982	933,001	806,213	122,769	13.2%
	TOTAL USES	\$ 12,202,764	\$ 13,861,620	\$ 13,160,535	\$ 14,640,023	\$ (778,403)	-5.6%

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

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Personnel by \$148,659 for 2.5 FTE for new Juvenile Court.
- Increase Supplies and Services by \$4,500 for new Juvenile Court.

**Scanned Document Activity**

The purpose of the Scanned Document Activity is to provide scanned court documents to judicial officers, court personnel and parties so they can access accurate scanned court documents by 5:00PM two business days after being filed in paper format.

**Mandates:** Arizona Supreme Court Code of Judicial Administration (Part 1, Ch.5) authorizes the filing, storage and access to court documents via electronic means in lieu of paper court records. Chapter 5 also authorizes the destruction of paper court, administrative and regulatory case records once such records have met the guidelines set out therein. Arizona Supreme Court Administrative Rule 123

authorizes electronic access to court documents. A.R.S. §12-282 mandates that the Clerk safely keep and dispose of all records and photographic/electronic images of records received in evidence in all courts and hearings in like manner as the original.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of scanned and docketed documents available to all authorized customers by 5:00PM two business days after being filed in paper format	11.4%	11.4%	28.1%	15.2%	3.8%	33.9%
Result	Percent of filed paper documents scanned by 5:00PM the business day after being filed	37.1%	39.7%	52.5%	53.0%	13.4%	33.8%
Result	Percent of scanned documents docketed by 5:00PM the business day after being scanned	57.8%	62.4%	67.2%	63.2%	0.8%	1.2%
Result	Percent of Scanned documents meeting Quality Control standards	99.9%	96.8%	98.2%	100.0%	3.2%	3.3%
Output	Number of documents scanned	1,344,936	1,346,799	1,278,684	1,350,724	3,925	0.3%
Output	Number of scanned documents docketed	1,380,744	1,400,418	1,312,127	1,430,363	29,945	2.1%
Demand	Number of documents to be scanned	1,344,936	1,346,799	1,278,684	1,350,724	3,925	0.3%
Demand	Number of Scanned documents to be docketed	1,511,100	1,447,532	1,376,519	1,501,850	54,318	3.8%
Expenditure Ratio	Total activity expenditure per scanned and docketed document	\$ 0.62	\$ 0.69	\$ 0.70	\$ 0.61	\$ 0.09	12.3%
<b>Revenue</b>							
	205 - COURT DOCUMENT RETRIEVAL	\$ 1,097,906	\$ 1,064,545	\$ 1,036,547	\$ 1,034,000	\$ (30,545)	-2.9%
	TOTAL SOURCES	\$ 1,097,906	\$ 1,064,545	\$ 1,036,547	\$ 1,034,000	\$ (30,545)	-2.9%
<b>Expenditure</b>							
	100 - GENERAL	\$ 2,442,670	\$ 2,316,158	\$ 2,357,516	\$ 2,138,129	\$ 178,029	7.7%
	216 - CLERK OF THE COURT GRANTS	196,757	239,471	194,375	234,400	5,071	2.1%
	205 - COURT DOCUMENT RETRIEVAL	445,863	564,874	607,845	643,415	(78,541)	-13.9%
	208 - JUDICIAL ENHANCEMENT	-	95,748	101,022	229,450	(133,702)	-139.6%
	218 - CLERK OF COURT FILL THE GAP	449,827	375,801	381,416	364,521	11,280	3.0%
	274 - CLERK OF THE COURT EDMS	799,307	821,930	850,895	891,076	(69,146)	-8.4%
	TOTAL USES	\$ 4,334,424	\$ 4,413,982	\$ 4,493,069	\$ 4,500,991	\$ (87,009)	-2.0%

**Activity Narrative:** The Scanned Document Activity accounts for the scanning of ongoing court documents. In-house staff began scanning pre-2007 documents in FY 2015 and will continue to do so in FY 2017. FY 2016 Revised and Forecast numbers reflect the output of the in-house numbers which will continue in to FY 2017.

### Court Clerk Fiduciary Services Program

The purpose of the Court Clerk Fiduciary Services Program is to provide payment receipting, checks and financial account records related to Superior Court cases to litigants, crime victims and government entities so they can have timely access to financial obligation information and funds due to them.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of payments posted within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of reconciliations completed within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of financial records available within established timeframes	99.2%	100.2%	100.0%	99.4%	(0.8%)	-0.8%
Percent of accurate Billing financial records in a statistical sample of deferral orders	95.0%	95.5%	96.1%	95.5%	0.0%	0.0%
Percent of accurate Trust financial records in a statistical sample of trust orders	99.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	98.4%	99.0%	99.1%	98.9%	(0.1%)	-0.1%
Percent of Billing financial records available within one business day of receiving the financial order	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Trust financial records available within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Support Orders available within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Criminal Obligation financial records available within thirty days from the docketed date	99.2%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Juvenile financial records available within 30 days from the filing date	94.3%	97.8%	97.5%	98.9%	1.1%	1.2%
Percent of Support Orders AND financial record inquiry resolutions completed within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Criminal Obligation financial record inquiry resolutions completed within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Support Orders AND financial reports available within established	99.7%	100.0%	100.0%	99.0%	(1.0%)	-1.0%

Activities that comprise this program include:

- Court Ordered Financial Records
- Court Clerk Fiduciary Services
- Court Ordered Receivables

**Court Ordered Financial Records Activity**

The purpose of the Court Ordered Financial Records Activity is to provide financial obligation records to crime victims, litigants, government entities and Clerk's Office work units so they can have timely access to accurate financial information.

**Mandates:** A.R.S. §25-502 mandates the processes and procedures for the Clerk in regards to the transfer of paternal support cases to or from another county. A.R.S. §25-503 mandates that the court receive surety of payment of child support in the event that previous efforts to collect have not been successful, and also sets forth other requirements for the payment of child support and the conditions of payment that the court must verify under special circumstances. A.R.S. §25-504 mandates that the Clerk issue ex parte orders of assignment upon request and sets forth the procedures, requirements, conditions of appeal, and conditions of repeal. A.R.S. §25-505 mandates that the Clerk transfer all receipts of withholdings pursuant to an order of assignment to the support payment clearinghouse. A.R.S. §25-510 mandates the time frames and fees associated with the duties of the Clerk in depositing

any support payments with the support payment clearinghouse. A.R.S §25-510 mandates that the Clerk shall use electronically-accessed data provided by the Arizona Department of Economic Security to provide payment histories to all litigants, attorneys and interested persons and the court, and shall load new orders, modify order amounts, respond to payment inquiries, research payment related issues, release payments pursuant to court orders, and update demographic and new employer information. Further, the Clerk shall provide to the department any new address, order of assignment or employment information the Clerk receives regarding any support order.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of financial records available within established timeframes	99.2%	100.2%	100.0%	99.4%	(0.8%)	-0.8%
Result	Percent of accurate Billing financial records in a statistical sample of deferral orders	95.0%	95.5%	96.1%	95.5%	0.0%	0.0%
Result	Percent of accurate Trust financial records in a statistical sample of trust orders	99.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	98.4%	99.0%	99.1%	98.9%	(0.1%)	-0.1%
Result	Percent of Billing financial records available within one business day of receiving the financial order	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Trust financial records available within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Support Orders available within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Criminal Obligation financial records available within thirty days from the docketed date	99.2%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Juvenile financial records available within 30 days from the filing date	94.3%	97.8%	97.5%	98.9%	1.1%	1.2%
Result	Percent of Support Orders AND financial record inquiry resolutions completed within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Criminal Obligation financial record inquiry resolutions completed within two	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Support Orders AND financial reports available within established timeframes	99.7%	100.0%	100.0%	99.0%	(1.0%)	-1.0%
Output	Number of financial record orders processed	204,126	203,582	205,235	202,551	(1,031)	-0.5%
Output	Number of Support Orders financial reports	2,653	2,204	2,130	2,115	(89)	-4.0%
Demand	Number of financial record orders to be	199,496	201,000	193,294	198,000	(3,000)	-1.5%
Expenditure Ratio	Total activity expenditure per financial record processed	\$ 10.49	\$ 11.12	\$ 10.98	\$ 11.02	\$ 0.10	0.9%
<b>Revenue</b>							
	216 - CLERK OF THE COURT GRANTS	\$ -	\$ -	\$ -	\$ 1,214,855	\$ 1,214,855	N/A
	270 - CHILD SUPPORT ENHANCEMENT	-	-	-	60,000	60,000	N/A
	273 - VICTIM LOCATION	2,296	2,300	2,023	2,000	(300)	-13.0%
	TOTAL SOURCES	\$ 2,296	\$ 2,300	\$ 2,023	\$ 1,276,855	\$ 1,274,555	55415.4%
<b>Expenditure</b>							
	100 - GENERAL	\$ 1,883,095	\$ 1,851,965	\$ 2,045,669	\$ 1,880,053	\$ (28,088)	-1.5%
	216 - CLERK OF THE COURT GRANTS	253,557	294,200	117,954	281,675	12,525	4.3%
	270 - CHILD SUPPORT ENHANCEMENT	-	-	-	20,000	(20,000)	N/A
	273 - VICTIM LOCATION	5,594	75,000	75,000	15,000	60,000	80.0%
	274 - CLERK OF THE COURT EDMS	-	43,382	15,874	35,389	7,993	18.4%
	TOTAL USES	\$ 2,142,246	\$ 2,264,547	\$ 2,254,497	\$ 2,232,117	\$ 32,430	1.4%

### Court Ordered Receivables Activity

The purpose of the Court Ordered Receivables Activity is to provide payment receipting and posting of deferred filing and court ordered fees and fines to funding recipients identified in statutes so they can have timely access to monies due to them.

**Mandates:** A.R.S §12-302 establishes the procedures and requirements for the deferral and waiver of fees and the establishment of a time payment program. A.R.S. §12-332 mandates that jury fees be paid to the Clerk and that the Clerk distribute the payments for this fee to the County Treasurer. A.R.S. §12-322b requires the Clerk to notify an appellee when an index of record is filed. A.R.S. §7-101 through §7-110 mandate the bond requirements that the Clerk must verify in execution of all bonds mandated between the court and any legal entities for conditions of bail. A.R.S. §12-284(A) mandates the fees that the Clerk must charge for filings and other miscellaneous duties.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of payments posted within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of payments posted	53,760	52,999	52,954	52,103	(896)	-1.7%
Demand	Number of payments to be posted	53,760	52,999	52,954	52,103	(896)	-1.7%
Expenditure Ratio	Total activity expenditure per payment posted	\$ 6.70	\$ 6.24	\$ 6.28	\$ 4.52	\$ 1.72	27.6%
<i>Revenue</i>							
	100 - GENERAL	\$ 6,735,439	\$ 6,232,161	\$ 6,820,871	\$ 6,530,928	\$ 298,767	4.8%
	TOTAL SOURCES	\$ 6,735,439	\$ 6,232,161	\$ 6,820,871	\$ 6,530,928	\$ 298,767	4.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 331,299	\$ 330,801	\$ 332,364	\$ 235,347	\$ 95,454	28.9%
	216 - CLERK OF THE COURT GRANTS	28,890	-	-	-	-	N/A
	TOTAL USES	\$ 360,189	\$ 330,801	\$ 332,364	\$ 235,347	\$ 95,454	28.9%

**Activity Narrative:** Receivables are a direct result of case filings. As case filings have declined, so have the number of payments posted. This trend is expected to continue into FY 2017.

### Court Clerk Fiduciary Activity

The purpose of the Court Clerk Fiduciary activity is to provide reconciled accountings to the Superior Court and government entities so they can have timely access to funds due to them.

**Mandates:** Reconciliation of the monthly transmittal is part of the “Reconciled Accountings” Service. A.R.S. §12-284 “Fees” addresses the monthly transmittal of funds to the County Treasurer. It also includes a fee schedule indicating what monies are to be collected by cashiers, and reconciliation of cash drawer and credit card transactions is part of the service. A.R.S. §12-284.03 “Distribution of Fees” addresses how the County Treasurer is to distribute the funds received from the Clerk. The Arizona Code of Judicial Administration (Part 1, Ch. 4, §1-401) establishes minimum accounting standards for all superior courts in Arizona (Supreme Court Administrative Order 2010-118).

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of reconciliations completed within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of reconciliations completed	170,895	171,000	172,002	174,226	3,226	1.9%
Demand	Number of reconciliations to be completed	170,895	171,000	172,002	174,226	3,226	1.9%
Expenditure Ratio	Total activity expenditure per reconciliation completed	\$ 1.26	\$ 1.29	\$ 1.22	\$ 1.12	\$ 0.17	13.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 215,838	\$ 220,585	\$ 210,420	\$ 195,199	\$ 25,386	11.5%
	TOTAL USES	\$ 215,838	\$ 220,585	\$ 210,420	\$ 195,199	\$ 25,386	11.5%

### Public Records Program

The purpose of the Public Records Program is to provide marriage licenses, processed passport applications, and documentation of court records to the public, court, legal community and agencies so they can have timely access to public records services.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of page reproductions completed within established timeframes	100.0%	99.2%	100.0%	100.0%	0.8%	0.8%
Percent of Adult page reproductions completed within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Juvenile page reproductions completed within established timeframes	100.0%	100.0%	99.9%	99.9%	(0.1%)	-0.1%
Percent of files delivered within established timeframes	99.3%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Adult files delivered within two business days from time of request	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Juvenile files delivered the same day the pull list requesting the file is received	98.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of applications processed the same day as requested by the applicant	100.0%	100.0%	100.0%	100.0%	(0.0%)	-0.0%

Activities that comprise this program include:

- Court Document Copy
- Court File Delivery
- Public Registrations

**Court Document Copy Activity**

The purpose of the Court Document Copy Activity is to provide copies of electronic or paper court record documents upon request to the public, court, legal community and agencies so they can have timely access to reproductions of case file information.

**Mandates:** A.R.S. §12-283 mandates that the Clerk attend all sessions of court and maintain and allow access to all court records. A.R.S. §12-282 mandates that the Clerk safely keep all court records and ensure the proper disposition of all records, and provide parental and child information to the child support case registry. A.R.S. §8-208 requires the Clerk to censure juvenile records as mandated by law. A.R.S. §8-134 mandates the Clerk receive actual and reasonable fees for participation in the confidential intermediary program, and requires the Clerk to provide all receipts to the County Treasurer for deposit into the Juvenile Probation Services Fund.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of page reproductions completed within established timeframes	100.0%	99.2%	100.0%	100.0%	0.8%	0.8%
Result	Percent of Adult page reproductions completed within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Juvenile page reproductions completed within established timeframes	100.0%	100.0%	99.9%	99.9%	(0.1%)	-0.1%
Output	Total Number of pages reproduced	936,851	1,193,834	1,134,679	927,776	(266,058)	-22.3%
Demand	Total Number of pages to be reproduced	1,240,526	1,196,820	1,136,427	965,796	(231,024)	-19.3%
Expenditure Ratio	Total activity expenditure per page reproduced	\$ 1.16	\$ 0.91	\$ 0.94	\$ 1.23	\$ (0.31)	-34.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 804,022	\$ 699,403	\$ 752,156	\$ 759,985	\$ (60,582)	-8.7%
	216 - CLERK OF THE COURT GRANTS	55,343	141,600	86,307	138,600	3,000	2.1%
	205 - COURT DOCUMENT RETRIEVAL	227,904	249,066	231,312	238,442	10,624	4.3%
	TOTAL USES	\$ 1,087,269	\$ 1,090,069	\$ 1,069,775	\$ 1,137,027	\$ (46,958)	-4.3%

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

### Court File Delivery Activity

The purpose of the Court File Delivery Activity is to provide hard copy original court file delivery upon request to the public, court, legal community and agencies so they can have timely access to case file information contained in the court files.

**Mandates:** A.R.S. §12-283 mandates that the Clerk attend all sessions of court and maintain and allow access to all court records. A.R.S. §12-282 mandates that the Clerk safely keep all court records and ensure the proper disposition of all records, and provide parental and child information to the child support case registry. A.R.S. §12-202 mandates the Clerk to issue writs and processes, enter all judgments of the court, keep records as specified by the court, and provide certified copies of court records after receipt of all pertinent court fees. A.R.S. §8-208 mandates the Clerk to censure juvenile records as mandated by law. A.R.S. §8-121 mandates the Clerk to transmit all adoption records older than 100 years to the state archives, maintain confidential information on adoption records and allow individuals to access non-confidential information pertaining to adoption records.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of files delivered within established timeframes	99.3%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Adult files delivered within two business days from time of request	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Juvenile files delivered the same day the pull list requesting the file is received	98.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of files delivered	7,204	6,208	3,652	3,270	(2,938)	-47.3%
Demand	Number of files requested	7,314	6,343	3,745	3,325	(3,018)	-47.6%
Expenditure Ratio	Total activity expenditure per file delivered	\$ 46.42	\$ 35.42	\$ 54.40	\$ 64.42	\$ (29.00)	-81.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 154,784	\$ 88,270	\$ 88,803	\$ 89,898	\$ (1,628)	-1.8%
	216 - CLERK OF THE COURT GRANTS	5,995	-	2,440	-	-	N/A
	205 - COURT DOCUMENT RETRIEVAL	173,641	131,597	107,439	120,743	10,854	8.2%
	TOTAL USES	\$ 334,420	\$ 219,867	\$ 198,682	\$ 210,641	\$ 9,226	4.2%

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

### Public Registrations Activity

The purpose of the Public Registrations Activity is to provide marriage licenses and processed passport applications to qualifying applicants so they can have timely access to documentation required for a marriage ceremony and recording of the marriage or for obtaining a passport.

**Mandates:** A.R.S. §25-121 requires the Clerk to issue a marriage license to authorized applicants and to collect a fee. A.R.S. §25-123 mandates the Clerk to maintain a record of all marriage licenses issued.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of applications processed the same day as requested by the applicant	100.0%	100.0%	100.0%	100.0%	(0.0%)	-0.0%
Output	Number of applications processed	70,907	71,686	72,519	84,743	13,057	18.2%
Demand	Number of applications requested	70,907	71,686	72,519	84,743	13,057	18.2%
Expenditure Ratio	Total activity expenditure per application processed	\$ 14.44	\$ 20.82	\$ 19.60	\$ 16.71	\$ 4.11	19.8%
<b>Revenue</b>							
	100 - GENERAL	\$ 1,755,329	\$ 1,257,051	\$ 1,474,891	\$ 1,257,051	\$ -	0.0%
	<b>TOTAL SOURCES</b>	<b>\$ 1,755,329</b>	<b>\$ 1,257,051</b>	<b>\$ 1,474,891</b>	<b>\$ 1,257,051</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Expenditure</b>							
	100 - GENERAL	\$ 842,013	\$ 1,365,248	\$ 1,292,186	\$ 1,311,235	\$ 54,013	4.0%
	216 - CLERK OF THE COURT GRANTS	40,765	-	23,415	-	-	N/A
	205 - COURT DOCUMENT RETRIEVAL	81,710	110,077	85,563	104,508	5,569	5.1%
	274 - CLERK OF THE COURT EDMS	59,337	17,193	20,156	-	17,193	100.0%
	<b>TOTAL USES</b>	<b>\$ 1,023,825</b>	<b>\$ 1,492,518</b>	<b>\$ 1,421,320</b>	<b>\$ 1,415,743</b>	<b>\$ 76,775</b>	<b>5.1%</b>

**Activity Narrative:** Applications have increased as the number of post offices handling passports has decreased. Also impacting applications is the approval of same-sex marriage.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 33,364,056</b>	<b>\$ 7,802,467</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 33,364,056</b>	<b>\$ 7,802,467</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 33,364,056</b>	<b>\$ 7,802,467</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 698,472	\$ -
Employee Health/Dental Premiums	749,609	-
Vacancy Savings Assoc with Benefit Adjustments	(53,382)	-
Retirement Contributions	2,245	-
<b>Base Adjustments</b>	\$ (435,978)	\$ -
Other Base Adjustments	6,424	-
Decrease Temporary Pay and Benefits	\$ (112,969)	-
Decrease Repairs and Maintenance	(57,000)	-
Decrease Other Pay	(99,996)	-
Increase Postage	23,514	-
Decrease Rent and Operating Leases	(22,125)	-
Increase for Pay Rate Adjustments	275,000	-
Risk Management Adjustment		(14,455)
Base Telecom Adjustment		203,842
Personnel Additions and Related Costs		153,159
Increase Personnel by 2.5 FTE for New Juvenile Court	\$ 148,659	-
Increase Supplies and Services for new Juvenile Court	4,500	-
Personnel Fund or Function Shifts		(83,655)
Reduce Allocation In from Fill the Gap	\$ (83,655)	-
Personnel Savings		(701,293)
Increase Vacancy Savings from 7.02% to 9.25%	\$ (701,293)	-
<b>Fees and Other Revenues</b>	\$ -	\$ 597,533
ProgRevenue Volume Inc/Dec		597,533
<b>FY 2017 Adopted Budget</b>	<b>\$ 33,626,550</b>	<b>\$ 8,400,000</b>
Percent Change from Baseline Amount	0.8%	7.7%

General Fund (100) RFR1

		Expenditures	Revenue
<b>COSC RFR SYSTEM REPLACEMENT</b>			
<b>FY 2016 Adopted Budget</b>		\$ 2,292,400	\$ -
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		\$ (76,673)	\$ -
<i>Non Recurring &amp; Capital Budget Recon</i>	<i>C-49-16-009-2-00</i>	<i>(76,673)</i>	<i>-</i>
<b>FY 2016 Revised Budget</b>		\$ 2,215,727	\$ -
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		\$ (2,215,727)	\$ -
<i>Non Recurring &amp; Capital Budget Recon</i>	<i>C-49-16-009-2-00</i>	<i>76,673</i>	<i>-</i>
<i>Non Recurring Carry Forward</i>		<i>(2,292,400)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>		\$ -	\$ -
Adjustments:			
<b>Non Recurring</b>		\$ 1,565,727	\$ -
<i>Non Recurring Carry Forward</i>		<i>1,565,727</i>	<i>-</i>
<i>Carry Forward of RFR Project</i>	\$ 1,565,727		
<b>FY 2017 Adopted Budget</b>		\$ 1,565,727	\$ -
<i>Percent Change from Baseline Amount</i>			

Court Document Retrieval Fund (205)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2016 Adopted Budget</b>		\$ 1,064,545	\$ 1,064,545
<b>FY 2016 Revised Budget</b>		\$ 1,064,545	\$ 1,064,545
<b>FY 2017 Baseline Budget</b>		\$ 1,064,545	\$ 1,064,545
Adjustments:			
<b>Employee Compensation and Benefits</b>			
<b>Employee Retirement and Benefits</b>		\$ 33,487	\$ -
<i>Employee Health/Dental Premiums</i>		<i>33,404</i>	<i>-</i>
<i>Retirement Contributions</i>		<i>83</i>	<i>-</i>
<b>Base Adjustments</b>		\$ 95,961	\$ -
<i>Other Base Adjustments</i>		<i>93,839</i>	<i>-</i>
<i>Net Change in Other Personnel</i>	\$ 93,839		
<i>Personnel Savings</i>		<i>2,122</i>	<i>-</i>
<i>Decrease Vacancy Savings from 12.74% to 12.49%</i>	\$ 2,122		
<b>Fees and Other Revenues</b>		\$ -	\$ (30,545)
<i>ProgRevenue Volume Inc/Dec</i>		<i>-</i>	<i>(30,545)</i>
<b>Reallocations</b>		\$ (159,993)	\$ -
<i>Reallocation Between Functions</i>		<i>(159,993)</i>	<i>-</i>
<i>Use of Fund Balance to Cover Operating Costs</i>	\$ (159,993)		
<b>FY 2017 Adopted Budget</b>		\$ 1,034,000	\$ 1,034,000
<i>Percent Change from Baseline Amount</i>		<i>-2.9%</i>	<i>-2.9%</i>

Court Document Retrieval Fund (205) Non Recurring

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 85,396</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 85,396</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (85,396)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(85,396)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Reallocations</b>	<b>\$ 159,993</b>	<b>\$ -</b>
<i>Reallocation Between Functions</i>	<i>159,993</i>	<i>-</i>
<i>Use of Fund Balance to Cover Operating Costs</i>	<i>\$ 159,993</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 159,993</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		

Court Document Retrieval Fund (205) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 312,340	\$ 312,340	\$ 312,340	\$ 377,149	\$ 301,975
Sources:					
Operating	\$ 1,098,947	\$ 1,064,545	\$ 1,064,545	\$ 1,037,266	\$ 1,034,000
Total Sources:	\$ 1,098,947	\$ 1,064,545	\$ 1,064,545	\$ 1,037,266	\$ 1,034,000
Uses:					
Operating	\$ 1,034,135	\$ 1,064,545	\$ 1,064,545	\$ 1,027,044	\$ 1,034,000
Non-Recurring	-	85,396	85,396	85,396	159,993
Total Uses:	\$ 1,034,135	\$ 1,149,941	\$ 1,149,941	\$ 1,112,440	\$ 1,193,993
Structural Balance	\$ 64,812	\$ -	\$ -	\$ 10,222	\$ -
Accounting Adjustments	\$ (3)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 377,149	\$ 226,944	\$ 226,944	\$ 301,975	\$ 141,982
Total Ending Spendable Fund Balance	\$ 377,149	\$ 226,944	\$ 226,944	\$ 301,975	\$ 141,982

Judicial Enhancement Fund (208)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 700,746</b>	<b>\$ 899,964</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 700,746</b>	<b>\$ 899,964</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 700,746</b>	<b>\$ 899,964</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 2,603	\$ -
Employee Health/Dental Premiums	2,585	-
Retirement Contributions	18	-
<b>Base Adjustments</b>	\$ 196,651	\$ -
Other Base Adjustments	160,174	-
Increase Other Supplies and Services	\$ 160,174	-
Personnel Savings	36,477	-
Decrease Vacancy Savings from 17.72% to 0.00%	\$ 36,477	-
<b>Fees and Other Revenues</b>	\$ -	\$ 36
ProgRevenue Volume Inc/Dec	-	36
<b>FY 2017 Adopted Budget</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>
<i>Percent Change from Baseline Amount</i>	<i>28.4%</i>	<i>0.0%</i>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	\$ 602,000	\$ -
Other Non Recurring	602,000	-
Overtime for Clerk Training Program	\$ 135,000	-
Judicial Enhancement Collection Fund Grant Projects	125,000	-
Unix and Software Lifecycle Support Consulting	342,000	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 602,000</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		

Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 2,973,043	\$ 3,253,166	\$ 3,253,166	\$ 3,288,059	\$ 3,494,694
Sources:					
Operating	\$ 948,645	\$ 899,964	\$ 899,964	\$ 907,381	\$ 900,000
Total Sources:	\$ 948,645	\$ 899,964	\$ 899,964	\$ 907,381	\$ 900,000
Uses:					
Operating	\$ 471,976	\$ 700,746	\$ 700,746	\$ 700,746	\$ 900,000
Non-Recurring	161,653	-	-	-	602,000
Total Uses:	\$ 633,629	\$ 700,746	\$ 700,746	\$ 700,746	\$ 1,502,000
Structural Balance	\$ 476,669	\$ 199,218	\$ 199,218	\$ 206,635	\$ -
Accounting Adjustments	\$ 6	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 3,288,059	\$ 3,452,384	\$ 3,452,384	\$ 3,494,694	\$ 2,892,694
Total Ending Spendable Fund Balance	\$ 3,288,059	\$ 3,452,384	\$ 3,452,384	\$ 3,494,694	\$ 2,892,694

Clerk of the Superior Court Grants Fund (216)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 1,484,286	\$ 1,484,286
<b>FY 2016 Revised Budget</b>	\$ 1,484,286	\$ 1,484,286
<b>FY 2017 Baseline Budget</b>	\$ 1,484,286	\$ 1,484,286
Adjustments:		
<b>Grants</b>	\$ (37,431)	\$ (37,431)
<i>Grant Reconciliation</i>	(37,431)	(37,431)
<b>FY 2017 Adopted Budget</b>	\$ 1,446,855	\$ 1,446,855
<i>Percent Change from Baseline Amount</i>	-2.5%	-2.5%

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

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ (4,981)	\$ (4,981)	\$ (4,981)	\$ (5,648)	\$ (5,648)
Sources:					
Operating	\$ 1,384,186	\$ 1,484,286	\$ 1,484,286	\$ 1,204,976	\$ 1,446,855
Total Sources:	\$ 1,384,186	\$ 1,484,286	\$ 1,484,286	\$ 1,204,976	\$ 1,446,855
Uses:					
Operating	\$ 1,384,863	\$ 1,484,286	\$ 1,484,286	\$ 1,204,976	\$ 1,446,855
Total Uses:	\$ 1,384,863	\$ 1,484,286	\$ 1,484,286	\$ 1,204,976	\$ 1,446,855
Structural Balance	\$ (677)	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 10	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(5,648)	(4,981)	(4,981)	(5,648)	(5,648)
Total Ending Spendable Fund Balance	\$ (5,648)	\$ (4,981)	\$ (4,981)	\$ (5,648)	\$ (5,648)

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

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 1,915,696	\$ 1,915,696
Adjustments:		
<b>Supplemental Funding</b>		
<b>Mid Year Adjustments</b>	\$ 29,098	\$ 29,098
<i>Fill the Gap Plan</i>	29,098	29,098
Agenda Item:		
<i>C-80-16-006-2-00</i>		
<b>FY 2016 Revised Budget</b>	\$ 1,944,794	\$ 1,944,794
<b>FY 2017 Baseline Budget</b>	\$ 1,944,794	\$ 1,944,794
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 62,740	\$ -
<i>Employee Health/Dental Premiums</i>	62,570	-
<i>Retirement Contributions</i>	170	-
<b>Base Adjustments</b>	\$ (101,636)	\$ -
<i>Other Base Adjustments</i>	42,378	-
<i>Decrease Allocation Out to General Fund</i>	\$ 83,655	
<i>Net Change to Other Personnel</i>	(41,267)	
<i>Personnel Savings</i>		(144,014)
<i>Increase Vacancy Savings from 2.86% to 8.25%</i>	\$ (144,014)	
<b>Fees and Other Revenues</b>	\$ -	\$ (38,896)
<i>ProgRevenue Volume Inc/Dec</i>	-	(38,896)
<b>FY 2017 Adopted Budget</b>	\$ 1,905,898	\$ 1,905,898
<i>Percent Change from Baseline Amount</i>	-2.0%	-2.0%

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

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 416,384	\$ 1,371	\$ 1,371	\$ 85,027	\$ 1,372
Sources:					
Operating	\$ 1,971,172	\$ 1,915,696	\$ 1,944,794	\$ 1,944,794	\$ 1,905,898
Total Sources:	\$ 1,971,172	\$ 1,915,696	\$ 1,944,794	\$ 1,944,794	\$ 1,905,898
Uses:					
Operating	\$ 1,887,519	\$ 1,915,696	\$ 1,944,794	\$ 1,944,794	\$ 1,905,898
Non-Recurring	415,013	-	83,655	83,655	-
Total Uses:	\$ 2,302,532	\$ 1,915,696	\$ 2,028,449	\$ 2,028,449	\$ 1,905,898
Structural Balance	\$ 83,653	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 85,027	\$ 1,371	\$ -	\$ 1,372	\$ 1,372
Unassigned	-	-	(82,284)	-	-
Total Ending Spendable Fund Balance	\$ 85,027	\$ 1,371	\$ (82,284)	\$ 1,372	\$ 1,372

Child Support Enhancement Fund (270)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ -	\$ 65,000
<b>FY 2016 Revised Budget</b>	\$ -	\$ 65,000
<b>FY 2017 Baseline Budget</b>	\$ -	\$ 65,000
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ (5,000)
<i>ProgRevenue Volume Inc/Dec</i>	-	(5,000)
<b>FY 2017 Adopted Budget</b>	\$ -	\$ 60,000
<i>Percent Change from Baseline Amount</i>		-7.7%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	\$ -	\$ -
<b>FY 2016 Revised Budget</b>	\$ -	\$ -
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 20,000	\$ -
<i>Other Non Recurring</i>	20,000	-
<i>Kiosks for Payment</i>	\$ 20,000	-
<b>FY 2017 Adopted Budget</b>	\$ 20,000	\$ -
<i>Percent Change from Baseline Amount</i>		

Child Support Enhancement Fund (270) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 839,642	\$ 898,334	\$ 898,334	\$ 912,879	\$ 990,243
Sources:					
Operating	\$ 73,237	\$ 65,000	\$ 65,000	\$ 77,364	\$ 60,000
Total Sources:	\$ 73,237	\$ 65,000	\$ 65,000	\$ 77,364	\$ 60,000
Uses:					
Non-Recurring	-	-	-	-	20,000
Total Uses:	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Structural Balance	\$ 73,237	\$ 65,000	\$ 65,000	\$ 77,364	\$ 60,000
Ending Spendable Fund Balance:					
Restricted	\$ 912,879	\$ 963,334	\$ 963,334	\$ 990,243	\$ 1,030,243
Total Ending Spendable Fund Balance	\$ 912,879	\$ 963,334	\$ 963,334	\$ 990,243	\$ 1,030,243

Victim Location Fund (273)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ -	\$ 2,300
<b>FY 2016 Revised Budget</b>	\$ -	\$ 2,300
<b>FY 2017 Baseline Budget</b>	\$ -	\$ 2,300
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ (300)
<i>ProgRevenue Volume Inc/Dec</i>		(300)
<b>FY 2017 Adopted Budget</b>	\$ -	\$ 2,000
<i>Percent Change from Baseline Amount</i>		-13.0%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	\$ 75,000	\$ -
<b>FY 2016 Revised Budget</b>	\$ 75,000	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (75,000)	\$ -
<i>Non Recurring Carry Forward</i>	(75,000)	-
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 15,000	\$ -
<i>Other Non Recurring</i>	15,000	-
<i>Overtime for Victim Location Services</i>	\$ 15,000	
<b>FY 2017 Adopted Budget</b>	\$ 15,000	\$ -
<i>Percent Change from Baseline Amount</i>		

Victim Location Fund (273) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 93,755	\$ 72,700	\$ 72,700	\$ 90,457	\$ 17,480
Sources:					
Operating	\$ 2,296	\$ 2,300	\$ 2,300	\$ 2,023	\$ 2,000
Total Sources:	\$ 2,296	\$ 2,300	\$ 2,300	\$ 2,023	\$ 2,000
Uses:					
Non-Recurring	5,594	75,000	75,000	75,000	15,000
Total Uses:	\$ 5,594	\$ 75,000	\$ 75,000	\$ 75,000	\$ 15,000
Structural Balance	\$ 2,296	\$ 2,300	\$ 2,300	\$ 2,023	\$ 2,000
Ending Spendable Fund Balance:					
Restricted	\$ 90,457	\$ -	\$ -	\$ 17,480	\$ 4,480
Total Ending Spendable Fund Balance	\$ 90,457	\$ -	\$ -	\$ 17,480	\$ 4,480

Electronic Document Management System Fund (274)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 2,448,571</b>	<b>\$ 2,448,571</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 2,448,571</b>	<b>\$ 2,448,571</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 2,448,571</b>	<b>\$ 2,448,571</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 63,770	\$ -
Employee Health/Dental Premiums	63,598	-
Retirement Contributions	172	-
<b>Base Adjustments</b>	\$ (12,341)	\$ -
Other Base Adjustments	(12,341)	-
Net Change Other Personnel, Supplies and Services	\$ (12,341)	
<b>Fees and Other Revenues</b>	\$ -	\$ 51,429
ProgRevenue Volume Inc/Dec	-	51,429
<b>FY 2017 Adopted Budget</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>
Percent Change from Baseline Amount	2.1%	2.1%

**Electronic Document Management System Fund (274) Fund Balance Summary**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ADOPTED</b>	<b>FY 2016 REVISED</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 ADOPTED</b>
Beginning Spendable Fund Balance	\$ 379,938	\$ 482,094	\$ 482,094	\$ 745,183	\$ 825,243
Sources:					
Operating	\$ 2,629,941	\$ 2,448,571	\$ 2,448,571	\$ 2,514,188	\$ 2,500,000
Total Sources:	\$ 2,629,941	\$ 2,448,571	\$ 2,448,571	\$ 2,514,188	\$ 2,500,000
Uses:					
Operating	\$ 2,264,703	\$ 2,448,571	\$ 2,448,571	\$ 2,434,128	\$ 2,500,000
Total Uses:	\$ 2,264,703	\$ 2,448,571	\$ 2,448,571	\$ 2,434,128	\$ 2,500,000
Structural Balance	\$ 365,238	\$ -	\$ -	\$ 80,060	\$ -
Accounting Adjustments	\$ 7	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 745,183	\$ 482,094	\$ 482,094	\$ 825,243	\$ 825,243
Total Ending Spendable Fund Balance	\$ 745,183	\$ 482,094	\$ 482,094	\$ 825,243	\$ 825,243

## Constables

*Analysis by Scott Rothe, Principal Management Budget Analyst*

### Summary

#### Mission

The mission of the Constables is to provide execution of mandated civil and criminal process to citizens of Maricopa County so they can receive timely, cost effective and professional service.

#### Vision

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

### Strategic Goals

**Department Specific**

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

Status: This dated goal was not met, with FY 2016 forecasted revenue only 55.4% of forecasted operating expenditures. This goal will be updated during the FY 2018 strategic plan process.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
SERV - SERVICE OF PROCESS	\$ 1,648,168	\$ 1,798,574	\$ 1,804,907	\$ 1,636,415	\$ 1,630,200	\$ (174,707)	-9.7%
25PS - SERVICE OF PROCESS	\$ 1,648,168	\$ 1,798,574	\$ 1,804,907	\$ 1,636,415	\$ 1,630,200	\$ (174,707)	-9.7%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,648,168</b>	<b>\$ 1,798,574</b>	<b>\$ 1,804,907</b>	<b>\$ 1,636,415</b>	<b>\$ 1,630,200</b>	<b>\$ (174,707)</b>	<b>-9.7%</b>
<b>USES</b>							
SERV - SERVICE OF PROCESS	\$ 2,844,979	\$ 3,008,206	\$ 3,014,539	\$ 2,887,666	\$ 3,098,801	\$ (84,262)	-2.8%
25PS - SERVICE OF PROCESS	\$ 2,844,979	\$ 3,008,206	\$ 3,014,539	\$ 2,887,666	\$ 3,098,801	\$ (84,262)	-2.8%
INFR - INFRASTRUCTURE	\$ 16,958	\$ 16,956	\$ 16,956	\$ 16,956	\$ 27,210	\$ (10,254)	-60.5%
RISK - RISK PREMIUMS	\$ 41,688	\$ 51,719	\$ 51,719	\$ 51,719	\$ 116,526	\$ (64,807)	-125.3%
99GV - GENERAL OVERHEAD	\$ 58,646	\$ 68,675	\$ 68,675	\$ 68,675	\$ 143,736	\$ (75,061)	-109.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 2,903,625</b>	<b>\$ 3,076,881</b>	<b>\$ 3,083,214</b>	<b>\$ 2,956,341</b>	<b>\$ 3,242,537</b>	<b>\$ (159,323)</b>	<b>-5.2%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 34,752	\$ -	\$ 6,333	\$ 6,215	\$ -	\$ (6,333)	-100.0%
<b>SUBTOTAL</b>	\$ 34,752	\$ -	\$ 6,333	\$ 6,215	\$ -	\$ (6,333)	-100.0%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 1,613,416	\$ 1,798,574	\$ 1,798,574	\$ 1,630,200	\$ 1,630,200	\$ (168,374)	-9.4%
<b>SUBTOTAL</b>	\$ 1,613,416	\$ 1,798,574	\$ 1,798,574	\$ 1,630,200	\$ 1,630,200	\$ (168,374)	-9.4%
<b>ALL REVENUES</b>	\$ 1,648,168	\$ 1,798,574	\$ 1,804,907	\$ 1,636,415	\$ 1,630,200	\$ (174,707)	-9.7%
<b>TOTAL SOURCES</b>	\$ 1,648,168	\$ 1,798,574	\$ 1,804,907	\$ 1,636,415	\$ 1,630,200	\$ (174,707)	-9.7%
CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,818,396	\$ 1,902,394	\$ 1,887,614	\$ 1,861,500	\$ 1,946,971	\$ (59,357)	-3.1%
0750 - FRINGE BENEFITS	838,718	916,300	906,779	893,859	1,013,778	(106,999)	-11.8%
0790 - OTHER PERSONNEL SERVICES	10,000	-	-	-	9,000	(9,000)	N/A
<b>SUBTOTAL</b>	\$ 2,667,114	\$ 2,818,694	\$ 2,794,393	\$ 2,755,359	\$ 2,969,749	\$ (175,356)	-6.3%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 20,025	\$ 22,423	\$ 28,986	\$ 10,500	\$ 19,986	\$ 9,000	31.0%
0803 - FUEL	44,034	65,412	76,992	32,600	37,800	39,192	50.9%
<b>SUBTOTAL</b>	\$ 64,059	\$ 87,835	\$ 105,978	\$ 43,100	\$ 57,786	\$ 48,192	45.5%
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 6,119	\$ 3,000	\$ 6,012	\$ 13,500	\$ 13,500	\$ (7,488)	-124.6%
0825 - REPAIRS AND MAINTENANCE	-	354	900	900	900	-	0.0%
0839 - INTERNAL SERVICE CHARGES	122,803	150,878	150,878	131,407	188,482	(37,604)	-24.9%
0841 - TRAVEL	6,160	7,000	9,000	7,000	7,000	2,000	22.2%
0842 - EDUCATION AND TRAINING	3,535	9,000	15,933	5,000	5,000	10,933	68.6%
0843 - POSTAGE/FREIGHT/SHIPPING	52	120	120	75	120	-	0.0%
<b>SUBTOTAL</b>	\$ 138,669	\$ 170,352	\$ 182,843	\$ 157,882	\$ 215,002	\$ (32,159)	-17.6%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 33,783	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	\$ 33,783	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>ALL EXPENDITURES</b>	\$ 2,903,625	\$ 3,076,881	\$ 3,083,214	\$ 2,956,341	\$ 3,242,537	\$ (159,323)	-5.2%
<b>TOTAL USES</b>	\$ 2,903,625	\$ 3,076,881	\$ 3,083,214	\$ 2,956,341	\$ 3,242,537	\$ (159,323)	-5.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 1,648,168	\$ 1,798,574	\$ 1,798,574	\$ 1,636,415	\$ 1,630,200	\$ (168,374)	-9.4%
NON RECURRING NON PROJECT	-	-	6,333	-	-	(6,333)	-100.0%
<b>FUND TOTAL SOURCES</b>	\$ 1,648,168	\$ 1,798,574	\$ 1,804,907	\$ 1,636,415	\$ 1,630,200	\$ (174,707)	-9.7%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 1,648,168	\$ 1,798,574	\$ 1,798,574	\$ 1,636,415	\$ 1,630,200	\$ (168,374)	-9.4%
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	\$ -	\$ -	\$ 6,333	\$ -	\$ -	\$ (6,333)	-100.0%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 1,648,168	\$ 1,798,574	\$ 1,804,907	\$ 1,636,415	\$ 1,630,200	\$ (174,707)	-9.7%
FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 2,899,856	\$ 3,076,881	\$ 3,076,881	\$ 2,956,341	\$ 3,242,537	\$ (165,656)	-5.4%
NON RECURRING NON PROJECT	3,769	-	6,333	-	-	6,333	100.0%
<b>FUND TOTAL USES</b>	\$ 2,903,625	\$ 3,076,881	\$ 3,083,214	\$ 2,956,341	\$ 3,242,537	\$ (159,323)	-5.2%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 2,899,856	\$ 3,076,881	\$ 3,076,881	\$ 2,956,341	\$ 3,242,537	\$ (165,656)	-5.4%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 3,769	\$ -	\$ 6,333	\$ -	\$ -	\$ 6,333	100.0%
<b>DEPARTMENT TOTAL USES</b>	\$ 2,903,625	\$ 3,076,881	\$ 3,083,214	\$ 2,956,341	\$ 3,242,537	\$ (159,323)	-5.2%

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
SERVICE OF PROCESS							
SERVICE OF PROCESS	36.00	36.00	36.00	36.00	37.00	1.00	2.8%
PROGRAM TOTAL	36.00	36.00	36.00	36.00	37.00	1.00	2.8%
DEPARTMENT TOTAL	36.00	36.00	36.00	36.00	37.00	1.00	2.8%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Deputy Constable	8.00	8.00	8.00	8.00	8.00	-	0.0%
Elected	26.00	26.00	26.00	26.00	26.00	-	0.0%
Management Assistant	-	-	-	-	1.00	1.00	N/A
Office Assistant Specialized	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	36.00	36.00	36.00	36.00	37.00	1.00	2.8%

### Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	36.00	36.00	36.00	36.00	37.00	1.00	2.8%
Department Total	36.00	36.00	36.00	36.00	37.00	1.00	2.8%

### General Adjustments

**Personnel:** Reallocate \$67,780 from the County Manager’s Office for the Salary/Benefits of the transferred Constable Administrator position.

#### **Other Base Adjustments:**

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

- Decrease General Fund Revenue by \$168,374 based on the FY 2016 forecast.
- Increase Regular Benefits by \$48,860 for the impact of changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$372 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$43 for the impact of the changes in retirement contribution rates.
- Increase Regular Pay and Benefits by a net of \$6,246, including adjustments from market rate changes, and filling positions at rates different than budgeted.
- Increase Other Personal Services by \$9,000 for a retirement vacation payout.
- Decrease General Supplies by \$9,000 based on historical expenditures.
- Decrease Fuel by \$39,192 based on price trends during FY 2015 and FY 2016.
- Decrease Travel by \$2,000 based on the FY 2016 forecast.
- Increase Other Services by \$7,488 to consolidate all membership dues, background checks, and contracted educators and trainers, some of which have been allocated to other categories.
- Decrease Education and Training by \$4,600, consolidating certain costs to Other Services.
- Decrease Internal Service Charges by \$2,572 for the impact of changes in cell phone charges.
- Decrease Internal Service Charges by \$33 for the impact of changes in discretionary charges.
- Increase Internal Service Charges by \$1,193 for the impact of changes in the radio charges.
- Increase Internal Service Charges by \$64,807 for the impact of changes in risk management charges.
- Increase Internal Service Charges by \$9,061 for the impact of changes in the base telecommunication charges.
- Decrease Salary and Benefit Savings by \$8,947, achieving a salary savings rate of 2.1% applied to the 11.0 appointed staff.

## Programs and Activities

### Service of Process Program

The purpose of the Service of Process Program is to provide for the distribution of court documents to the public so that they can proceed with litigation, the service of writs and summons issued by the court and governmental agencies.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of fines collected within 30 days	28.1%	37.5%	24.8%	24.8%	(12.7%)	-33.8%
Percent of warrant service attempts that resulted in defendants paying or being put on a payment plan	13.2%	46.7%	20.1%	20.1%	(26.6%)	-57.0%

Activities that comprise this program include:

- Service of Process

### Service of Process Activity

The purpose of the Service of Process Activity is to provide timely, professional service of court process to the public and governmental agencies so they can proceed with litigation.

**Mandates:** A.R.S. §22-131 establishes the Constables' duty to execute, serve and return all processes and notices directed or delivered to them by the Justice of the Peace of their Maricopa County precinct.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of fines collected within 30 days	28.1%	37.5%	24.8%	24.8%	(12.7%)	-33.8%
Result	Percent of warrant service attempts that resulted in defendants paying or being put on a payment plan	13.2%	46.7%	20.1%	20.1%	(26.6%)	-57.0%
Output	Number of Writs of Restitution	21,783	22,204	21,689	21,688	(516)	-2.3%
Output	Dollars of outstanding fines collected	416,304	412,900	328,135	326,000	(86,900)	-21.0%
Output	Number of outstanding fines collected	442	800	596	596	(204)	-25.5%
Demand	Number of Writs of Restitution required.	21,783	22,204	21,688	21,688	(516)	-2.3%
Demand	Dollars of outstanding fines to be collected from assigned warrants	962,004	741,000	321,977	320,000	(421,000)	-56.8%
Demand	Number of outstanding fines to be collected	464	360	204	204	(156)	-43.3%
Expenditure Ratio	Expense per dollar of fines collected	\$ 6.83	\$ 7.30	\$ 8.80	\$ 9.51	\$ (2.20)	-30.2%
<i>Revenue</i>							
	100 - GENERAL	\$ 1,648,168	\$ 1,804,907	\$ 1,636,415	\$ 1,630,200	\$ (174,707)	-9.7%
	TOTAL SOURCES	\$ 1,648,168	\$ 1,804,907	\$ 1,636,415	\$ 1,630,200	\$ (174,707)	-9.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,844,979	\$ 3,014,539	\$ 2,887,666	\$ 3,098,801	\$ (84,262)	-2.8%
	TOTAL USES	\$ 2,844,979	\$ 3,014,539	\$ 2,887,666	\$ 3,098,801	\$ (84,262)	-2.8%

**Activity Narrative:** The Constables' demand and revenue are closely tied to the economy. Historically, rental eviction rates have been inversely related to vacancy rates. Landlords are more likely to evict problem tenants in times when there are more potential tenants to replace them. The FY 2017 revenue and demand are budgeted at or near the FY 2016 forecast levels. The increase in expenditures is mostly due to a statutory increase in Constables' salaries effective on January 1, 2015, a market rate increase for Deputy Constables effective on August 3, 2015, and the transfer of the Constable Administrator from the County Manager's Office effective July 1, 2016.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERP - OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 3,076,881</b>	<b>\$ 1,798,574</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 3,076,881</b>	<b>\$ 1,798,574</b>
<b>Reallocations</b>	<b>\$ 67,780</b>	<b>\$ -</b>
<i>Reallocation Between Depts</i>	67,780	-
<i>Reallocate Salaries/Benefits for Constable Administrator from County Manager's Office</i>	\$ 67,780	-
<b>FY 2017 Baseline Budget</b>	<b>\$ 3,144,661</b>	<b>\$ 1,798,574</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 48,531</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	48,860	-
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	(372)	-
<i>Retirement Contributions</i>	43	-
<b>Base Adjustments</b>	<b>\$ 49,345</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	(34,663)	-
<i>Increase Regular Pay and Benefits, including adjustments from market rate changes, and filling positions at rates different than budgeted</i>	\$ 6,246	-
<i>Increase Other Personal Services for a retirement vacation payout</i>	9,000	-
<i>Decrease General Supplies based on historical expenditures</i>	(9,000)	-
<i>Decrease Fuel based on price trends during FY 2015 and FY 2016</i>	(39,192)	-
<i>Decrease Travel based on the FY 2016 forecast</i>	(2,000)	-
<i>Increase Other Services to consolidate all membership dues, background checks, and contracted educators and trainers</i>	7,488	-
<i>Decrease Education and Training, consolidating certain costs to Other Services</i>	(4,600)	-
<i>Decrease Internal Service Charges for the impact of changes in the cell phone charges</i>	(2,572)	-
<i>Decrease Internal Service Charges for the impact of changes in discretionary charges</i>	(33)	-
<i>Radio Charges Adjustment</i>	1,193	-
<i>Risk Management Adjustment</i>	64,807	-
<i>Base Telecom Adjustment</i>	9,061	-
<i>Personnel Savings</i>	8,947	-
<i>Decrease Salary/Benefit Savings, achieving a salary savings rate of 2.1% applied to the 11.0 appointed staff</i>	\$ 8,947	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (168,374)</b>
<i>ProgRevenue Volume Inc/Dec</i>	-	(168,374)
<i>Decrease General Fund Revenue based on the FY 2016 forecast</i>	\$ (168,374)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 3,242,537</b>	<b>\$ 1,630,200</b>
<i>Percent Change from Baseline Amount</i>	3.1%	-9.4%

## Correctional Health Services

*Analysis by Zachary Wolfe, Senior Management and Budget Analyst*

### Summary

#### Mission

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

#### Vision

Correctional Health Services will continue to evolve as a nationally recognized leader in providing correctional health and restoration services in a work environment that fosters employee pride and dedication.

### Strategic Goals

#### Government Operations

**By June, 2018, the employee turnover rate for direct patient care will be no greater than 12%, which will benefit client care.**

Status: Turnover rates for direct care employees vary by market range title: 11% (medical assistants), 17% (nurses) and 23% (licensed practical nurses). Correctional Health (CHS) is assessing staffing schedules/models, recruiting efforts and best practice processes with the objective of decreasing the employee turnover rates.

#### 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: The Maricopa County Sheriff's Office screens and assigns a recidivism risk score for all booked individuals post Initial Appearance Court. This allows CHS to identify SMI population by various risk categories for appropriate intervention and, in particular, for community transition planning.

A preliminary draft report from the Justice System Planning & Information division (JSPI) shows that 56% of the SMI population booked in 2014 had a moderate to high proxy score. Accordingly, CHS's mental health division is targeting this at-risk population for community transition coordination to include a "warm transfer" (e.g. community provider meets the individual before and at time of jail release to foster connection, reducing recidivism).

Due to the data lag built into this measure to address recidivism, data are still preliminary and result values are expected in FY 2017.

**Department Specific**

**By June, 2018, 90% of our patients will be offered the option to receive remaining medications or receive a new prescription upon discharge.**

Status: The electronic health record system is being used to collect data to determine the percentage of compliance for this goal. Improvement actions will be taken as needed to reach the 90% goal.

**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, CHS has 2 intake providers credentialed for integrated care. Three others are in the process of gathering the continuing medical education credits and mental health experience required to sit for the credentialing exam. At the end of FY 2016, CHS estimates they have achieved 15-20% of this goal.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CLSP - CLINICAL SUPPORT	\$ 12,059	\$ 7,000	\$ 7,000	\$ 14,883	\$ 7,000	\$ -	0.0%
26SS - SUPPORT SERVICES	\$ 12,059	\$ 7,000	\$ 7,000	\$ 14,883	\$ 7,000	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 12,059</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>	<b>\$ 14,883</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>USES</b>							
IPMD - INPATIENT MEDICAL	\$ 4,886,904	\$ 4,516,436	\$ 4,528,459	\$ 4,042,543	\$ 5,230,070	\$ (701,611)	-15.5%
IPMH - INPATIENT MENTAL HEALTH	6,917,469	7,039,978	6,836,615	6,882,908	6,510,232	326,383	4.8%
26IP - INPATIENT	\$ 11,804,373	\$ 11,556,414	\$ 11,365,074	\$ 10,925,451	\$ 11,740,302	\$ (375,228)	-3.3%
INHA - INITIAL HEALTH ASSESSMENT	\$ 3,728,405	\$ 3,256,004	\$ 3,313,496	\$ 3,806,667	\$ 3,388,533	\$ (75,037)	-2.3%
OPTE - OUTPATIENT TREATMENT AND EVAL	34,880,881	35,464,833	35,784,152	36,425,060	36,395,318	(611,166)	-1.7%
PBHS - PRE BOOKING HEALTH SCREENING	3,549,387	4,089,698	3,771,638	3,683,394	3,799,148	(27,510)	-0.7%
26OP - OUTPATIENT	\$ 42,158,673	\$ 42,810,535	\$ 42,869,286	\$ 43,915,121	\$ 43,582,999	\$ (713,713)	-1.7%
CLSP - CLINICAL SUPPORT	\$ 3,781,954	\$ 4,629,447	\$ 4,823,004	\$ 4,657,739	\$ 4,879,913	\$ (56,909)	-1.2%
26SS - SUPPORT SERVICES	\$ 3,781,954	\$ 4,629,447	\$ 4,823,004	\$ 4,657,739	\$ 4,879,913	\$ (56,909)	-1.2%
CURE - CUSTODY RESTORATION AND EVAL	\$ 1,559,924	\$ 1,592,981	\$ 1,602,275	\$ 1,481,761	\$ 1,618,093	\$ (15,818)	-1.0%
EVAL - ADULT COMPETENCY EVALUATIONS	1,378,650	1,409,100	1,418,769	1,490,603	1,583,373	(164,604)	-11.6%
JVAL - JUVENILE COMPETENCY EVALUATION	280,647	280,603	280,603	180,036	314,766	(34,163)	-12.2%
80RE - RESTORATION TO COMPETENCY	\$ 3,219,221	\$ 3,282,684	\$ 3,301,647	\$ 3,152,400	\$ 3,516,232	\$ (214,585)	-6.5%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 412,952	\$ 466,499	\$ 511,287	\$ 500,206	\$ 543,590	\$ (32,303)	-6.3%
HRAC - HUMAN RESOURCES	434,770	428,332	546,631	299,427	403,115	143,516	26.3%
ODIR - EXECUTIVE MANAGEMENT	625,488	715,471	703,084	(96,864)	421,085	281,999	40.1%
POOL - POOLED COSTS	-	166,661	-	-	-	-	N/A
PROC - PROCUREMENT	60,575	137,442	137,439	93,458	62,112	75,327	54.8%
RMGT - RISK MANAGEMENT	87,939	87,997	86,981	88,075	86,552	429	0.5%
SPPT - OPERATIONS SUPPORT	-	-	-	-	19,404	(19,404)	N/A
99AS - INDIRECT SUPPORT	\$ 1,621,724	\$ 2,002,402	\$ 1,985,422	\$ 884,302	\$ 1,535,858	\$ 449,564	22.6%
INFR - INFRASTRUCTURE	\$ 36,936	\$ 41,171	\$ 41,171	\$ 39,537	\$ 54,372	\$ (13,201)	-32.1%
RISK - RISK PREMIUMS	2,145,899	1,700,388	1,700,388	1,700,387	1,661,922	38,466	2.3%
99GV - GENERAL OVERHEAD	\$ 2,182,835	\$ 1,741,559	\$ 1,741,559	\$ 1,739,924	\$ 1,716,294	\$ 25,265	1.5%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 876,748	\$ 896,783	\$ 865,295	\$ 940,032	\$ 1,031,174	\$ (165,879)	-19.2%
99IT - INFORMATION TECHNOLOGY	\$ 876,748	\$ 896,783	\$ 865,295	\$ 940,032	\$ 1,031,174	\$ (165,879)	-19.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 65,645,528</b>	<b>\$ 66,919,824</b>	<b>\$ 66,951,287</b>	<b>\$ 66,214,969</b>	<b>\$ 68,002,772</b>	<b>\$ (1,051,485)</b>	<b>-1.6%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 12,059	\$ 7,000	\$ 7,000	\$ 9,834	\$ 7,000	\$ -	0.0%
<b>SUBTOTAL</b>	\$ 12,059	\$ 7,000	\$ 7,000	\$ 9,834	\$ 7,000	\$ -	0.0%
<b>MISCELLANEOUS</b>							
0650 - MISCELLANEOUS REVENUE	\$ -	\$ -	\$ -	\$ 5,049	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	\$ -	\$ -	\$ -	\$ 5,049	\$ -	\$ -	N/A
<b>ALL REVENUES</b>	\$ 12,059	\$ 7,000	\$ 7,000	\$ 14,883	\$ 7,000	\$ -	0.0%
<b>TOTAL SOURCES</b>	\$ 12,059	\$ 7,000	\$ 7,000	\$ 14,883	\$ 7,000	\$ -	0.0%
CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 28,159,659	\$ 29,283,538	\$ 29,065,002	\$ 28,254,299	\$ 28,686,990	\$ 378,012	1.3%
0705 - TEMPORARY PAY	-	46,470	-	-	-	-	N/A
0710 - OVERTIME	1,555,766	1,055,006	1,055,006	1,431,048	1,530,000	(474,994)	-45.0%
0750 - FRINGE BENEFITS	9,646,432	10,600,907	10,385,293	10,024,803	10,778,133	(392,840)	-3.8%
0790 - OTHER PERSONNEL SERVICES	794,867	914,241	917,981	813,363	969,417	(51,436)	-5.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	(486,633)	(309,859)	(290,928)	(333,963)	(326,868)	35,940	12.4%
0796 - PERSONNEL SERVICES ALLOC-IN	954,530	1,784,816	2,200,997	1,823,519	1,542,772	658,225	29.9%
<b>SUBTOTAL</b>	\$ 40,624,621	\$ 43,375,119	\$ 43,333,351	\$ 42,013,069	\$ 43,180,444	\$ 152,907	0.4%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 74,201	\$ 54,895	\$ 56,922	\$ 55,791	\$ 104,729	\$ (47,807)	-84.0%
0802 - MEDICAL SUPPLIES	7,933,061	7,476,650	7,476,825	6,875,760	7,360,892	115,933	1.6%
0803 - FUEL	7,915	10,437	10,437	6,296	6,300	4,137	39.6%
0804 - NON-CAPITAL EQUIPMENT	10,007	30,000	30,000	13,060	13,000	17,000	56.7%
0806 - SUPPLIES-ALLOCATION IN	44	-	-	14	-	-	N/A
<b>SUBTOTAL</b>	\$ 8,025,228	\$ 7,571,982	\$ 7,574,184	\$ 6,950,921	\$ 7,484,921	\$ 89,263	1.2%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 1,498,585	\$ 1,441,594	\$ 1,425,314	\$ 1,382,309	\$ 1,596,598	\$ (171,284)	-12.0%
0811 - HEALTH CARE SERVICES	12,254,671	11,848,618	11,935,927	13,002,837	12,810,658	(874,731)	-7.3%
0812 - OTHER SERVICES	149,665	44,669	44,669	99,404	212,033	(167,364)	-374.7%
0820 - RENT & OPERATING LEASES	918,393	937,074	937,074	1,066,659	1,040,414	(103,340)	-11.0%
0825 - REPAIRS AND MAINTENANCE	31,492	28,486	28,486	38,066	38,000	(9,514)	-33.4%
0839 - INTERNAL SERVICE CHARGES	2,113,289	1,634,311	1,634,311	1,630,540	1,598,509	35,802	2.2%
0841 - TRAVEL	10,775	13,017	13,017	10,206	11,652	1,365	10.5%
0842 - EDUCATION AND TRAINING	2,692	12,336	12,336	9,731	13,903	(1,567)	-12.7%
0843 - POSTAGE/FREIGHT/SHIPPING	9,349	7,500	7,500	8,459	8,500	(1,000)	-13.3%
0850 - UTILITIES	6,282	5,118	5,118	6,211	7,140	(2,022)	-39.5%
0872 - SERVICES-ALLOCATION OUT	-	-	-	(3,665)	-	-	N/A
0873 - SERVICES-ALLOCATION IN	486	-	-	222	-	-	N/A
<b>SUBTOTAL</b>	\$ 16,995,679	\$ 15,972,723	\$ 16,043,752	\$ 17,250,979	\$ 17,337,407	\$ (1,293,655)	-8.1%
<b>ALL EXPENDITURES</b>	\$ 65,645,528	\$ 66,919,824	\$ 66,951,287	\$ 66,214,969	\$ 68,002,772	\$ (1,051,485)	-1.6%
<b>TOTAL USES</b>	\$ 65,645,528	\$ 66,919,824	\$ 66,951,287	\$ 66,214,969	\$ 68,002,772	\$ (1,051,485)	-1.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED	
						VAR	%
255 DETENTION OPERATIONS							
OPERATING	\$ 12,059	\$ 7,000	\$ 7,000	\$ 14,883	\$ 7,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 12,059</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>	<b>\$ 14,883</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 12,059</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>	<b>\$ 14,883</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 12,059</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>	<b>\$ 14,883</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>0.0%</b>
100 GENERAL							
OPERATING	\$ 3,200,766	\$ 3,289,967	\$ 3,307,802	\$ 3,158,551	\$ 3,522,248	\$ (214,446)	-6.5%
NON RECURRING NON PROJECT	25,000	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 3,225,766</b>	<b>\$ 3,289,967</b>	<b>\$ 3,307,802</b>	<b>\$ 3,158,551</b>	<b>\$ 3,522,248</b>	<b>\$ (214,446)</b>	<b>-6.5%</b>
255 DETENTION OPERATIONS							
CHS GRAVES JUDGMENT OPERATING	\$ -	\$ 2,332,585	\$ 3,632,585	\$ 3,302,121	\$ 3,780,639	\$ (148,054)	-4.1%
OPERATING	58,461,223	61,297,272	60,010,900	59,754,297	60,587,412	(576,512)	-1.0%
CHS GRAVES JUDGMENT NON RECURRING	1,033,539	-	-	-	-	-	N/A
IRON MOUNTAIN RECORDS PROJECTS	-	-	-	-	112,473	(112,473)	N/A
NON RECURRING NON PROJECT	2,925,000	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 62,419,762</b>	<b>\$ 63,629,857</b>	<b>\$ 63,643,485</b>	<b>\$ 63,056,418</b>	<b>\$ 64,480,524</b>	<b>\$ (837,039)</b>	<b>-1.3%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 61,661,989</b>	<b>\$ 66,919,824</b>	<b>\$ 66,951,287</b>	<b>\$ 66,214,969</b>	<b>\$ 67,890,299</b>	<b>\$ (939,012)</b>	<b>-1.4%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 3,983,539</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 112,473</b>	<b>\$ (112,473)</b>	<b>N/A</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 65,645,528</b>	<b>\$ 66,919,824</b>	<b>\$ 66,951,287</b>	<b>\$ 66,214,969</b>	<b>\$ 68,002,772</b>	<b>\$ (1,051,485)</b>	<b>-1.6%</b>

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED	
						VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	5.90	6.00	7.00	7.00	7.00	-	0.0%
EXECUTIVE MANAGEMENT	3.10	2.00	1.00	1.00	1.00	-	0.0%
HUMAN RESOURCES	5.00	5.00	5.00	-	5.00	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
RISK MANAGEMENT	-	1.00	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>10.00</b>	<b>15.00</b>	<b>-</b>	<b>0.0%</b>
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	5.00	4.00	4.00	3.00	3.00	(1.00)	(25.0%)
<b>PROGRAM TOTAL</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>(1.00)</b>	<b>(25.0%)</b>
INPATIENT							
INPATIENT MEDICAL	16.05	16.43	16.20	16.20	17.20	1.00	6.2%
INPATIENT MENTAL HEALTH	55.85	50.73	49.50	49.50	48.50	(1.00)	(2.0%)
<b>PROGRAM TOTAL</b>	<b>71.90</b>	<b>67.15</b>	<b>65.70</b>	<b>65.70</b>	<b>65.70</b>	<b>-</b>	<b>0.0%</b>
OUTPATIENT							
INITIAL HEALTH ASSESSMENT	28.90	33.40	36.20	35.20	35.20	(1.00)	(2.8%)
OUTPATIENT TREATMENT AND EVAL	226.50	228.75	232.35	228.35	235.85	3.50	1.5%
PRE BOOKING HEALTH SCREENING	28.00	37.00	37.00	36.00	36.00	(1.00)	(2.7%)
<b>PROGRAM TOTAL</b>	<b>283.40</b>	<b>299.15</b>	<b>305.55</b>	<b>299.55</b>	<b>307.05</b>	<b>1.50</b>	<b>0.5%</b>
RESTORATION TO COMPETENCY							
ADULT COMPETENCY EVALUATIONS	5.00	4.50	5.00	5.00	5.00	-	0.0%
CUSTODY RESTORATION AND EVAL	11.00	11.00	11.00	11.00	11.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>16.00</b>	<b>15.50</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>-</b>	<b>0.0%</b>
SUPPORT SERVICES							
CLINICAL SUPPORT	72.20	74.20	76.00	76.00	75.00	(1.00)	(1.3%)
<b>PROGRAM TOTAL</b>	<b>72.20</b>	<b>74.20</b>	<b>76.00</b>	<b>76.00</b>	<b>75.00</b>	<b>(1.00)</b>	<b>(1.3%)</b>
DEPARTMENT TOTAL	463.50	475.00	482.25	470.25	481.75	(.50)	(0.1%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Accounting Specialist	-	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	9.00	8.00	9.00	8.00	8.00	(1.00)	(11.1%)
Assistant Medical Director	-	-	1.00	-	1.00	-	0.0%
Business Systems Analyst	2.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst-Sr/Ld	-	1.00	1.00	1.00	1.00	-	0.0%
CHS Legal Services Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Correctional Health Legal Liaison	1.00	-	-	-	-	-	N/A
Dental Assistant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Dental Hygienist	-	-	-	-	.50	.50	N/A
Dentist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Director - Correctional Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	-	-	-	-	N/A
Finance Manager - Large	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	2.00	2.00	1.00	-	1.00	-	0.0%
Human Resources Associate	-	-	1.00	-	1.00	-	0.0%
Human Resources Manager	1.00	1.00	1.00	-	1.00	-	0.0%
Human Resources Specialist	2.00	2.00	2.00	-	2.00	-	0.0%
IT Project Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Legal Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Legal Support Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Licensed Practical Nurse	70.50	70.50	68.00	68.00	70.00	2.00	2.9%
Licensed Practical Nurse(Pool)	-	-	1.25	1.25	1.25	-	0.0%
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Assistant	-	-	1.00	1.00	1.00	-	0.0%
Medical Assistant	68.25	68.25	67.00	67.00	67.00	-	0.0%
Medical Assistant (Pool)	-	-	1.25	1.25	1.25	-	0.0%
Medical Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Medical Records Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Medication Admin Coordinator	-	1.00	1.00	1.00	1.00	-	0.0%
Mental Health Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Mental Health Professional	40.00	41.00	40.00	39.00	41.00	1.00	2.5%
Mental Health Professional - Trainee	-	-	2.00	-	-	(2.00)	(100.0%)
Mental Health Professional Supervisor	6.00	6.00	6.00	6.00	6.00	-	0.0%
Nurse	105.75	115.75	114.00	113.00	116.00	2.00	1.8%
Nurse (Pool)	-	-	2.25	2.25	2.25	-	0.0%
Nurse Practitioner	16.00	6.00	6.00	6.00	6.00	-	0.0%
Nurse Practitioner - Psychiatric	4.00	3.00	3.00	3.00	3.00	-	0.0%
Nursing Administrator	4.00	2.00	2.00	2.00	2.00	-	0.0%
Nursing Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nursing Manager	8.00	6.00	7.00	8.00	7.00	-	0.0%
Nursing Supervisor - Public Health	-	-	2.00	-	2.00	-	0.0%
Office Assistant	41.00	39.00	39.00	39.00	38.00	(1.00)	(2.6%)
Office Assistant Specialized	7.00	7.00	7.00	7.00	7.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Physical Therapist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Physician	10.00	8.00	8.00	8.00	7.00	(1.00)	(12.5%)
Physician Assistant	-	13.00	11.00	11.00	11.00	-	0.0%
Physician Assistant - Psychiatric	-	1.00	3.00	3.00	3.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Project Manager	2.00	-	-	-	-	-	N/A
Psychiatrist	12.50	11.50	11.50	11.50	11.50	-	0.0%
Psychologist	10.00	9.50	10.00	10.00	10.00	-	0.0%
Psychometrist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Radiologic Technologist	1.50	1.50	2.00	2.00	2.00	-	0.0%
Social Worker	11.00	17.00	18.00	18.00	17.00	(1.00)	(5.6%)
Special Projects Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Training Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Specialist	5.00	4.00	4.00	4.00	4.00	-	0.0%
Warehouse/Inventory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>463.50</b>	<b>475.00</b>	<b>482.25</b>	<b>470.25</b>	<b>481.75</b>	<b>(.50)</b>	<b>(0.1%)</b>

## Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	16.00	15.50	16.00	16.00	16.00	-	0.0%
255 DETENTION OPERATIONS	447.50	459.50	466.25	454.25	465.75	(.50)	(0.1%)
<b>Department Total</b>	<b>463.50</b>	<b>475.00</b>	<b>482.25</b>	<b>470.25</b>	<b>481.75</b>	<b>(.50)</b>	<b>(0.1%)</b>

## General Adjustments

### **Base Adjustments:**

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

- Increase Regular Benefits by \$22,299 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$105 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by \$139 for the impact of the changes in risk management charges.
- Decrease Vacancy Savings by \$30,187 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 2.08% in FY 2016 to 0.00% in FY 2017.
- Increase Personal Services by \$26,016 for FY 2016 market study adjustments for psychologists' salary adjustments.
- Decrease Other Supplies and Services by \$30,187 to realign budget expenditures with trend data for FY 2016.
- Increase Expenditures by \$184,000 for contract services for court-requested evaluations.

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

- Increase Regular Benefits by \$602,228 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$3,005 for the impact of the changes in retirement contribution rates.
- Increase Personnel Benefits Savings by \$56,226 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Personal Services by \$25,570 for FY 2016 market study adjustments for psychologists' salary adjustments.
- Increase Medical Services by \$1,229,739 for nursing registry services.
- Decrease Other Personal Services by \$161,726 for shift differential adjustments.
- Decrease Non-Capital Equipment by \$17,000 for the change in non-capital expenditures.
- Decrease Fuel by \$4,137 for the decline in fuel prices.
- Increase Personal Services by \$29,782 for the Psychiatrist Market Adjustment.
- Decrease Expenditures by \$690 for the net change in supplies and services.
- Increase Internal Service Charges by \$1,431 for the impact of the changes in the radio charges.
- Decrease Internal Service Charges by \$38,327 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$14,716 for the impact of the changes in the base level telecommunication charges.
- Increase Vacancy Savings by \$1,046,186 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 9.44% in FY 2016 to 12.00% in FY 2017.

- Increase Medical Supplies by \$44,191 for increased pharmacy costs through a reallocation from Non-Departmental contingency funding.
- Reallocated \$1,336,230 for pharmacy costs from the Detention Fund to Graves Operating.

**Detention Fund (255) Graves Operating**

- Increase Regular Benefits by \$11,752 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$72 for the impact of the changes in retirement contribution rates.
- Increase Medical Supplies by \$1,336,230 for pharmacy costs reallocated from Fund 100, Operating.
- Increase Medical Supplies by \$100,000 for increased pharmacy costs through a reallocation from Non-Departmental contingency funding.

**Detention Fund (255) Iron Mountain Project**

- Increase Other Services by \$112,473 for the storage and destruction of scanned paper medical records.

**Programs and Activities**

**Inpatient Program**

The purpose of the Inpatient Program is to provide medically necessary mental health and medical services to patients housed in the inpatient units so they can return to lower levels of treatment.

**Mandates:** Mandated. The U.S. Supreme Court in 1976, Estelle v. Gamble, 429 U.S. 97, 97 S. Ct 285 (1976), established that prisoners have a right to be free from “deliberate indifference to their serious health care needs”, setting the basic standard for the county to provide ‘medically necessary’ health care for serious medical needs. One Arizona class action also mandates provision of specific health and mental health services to inmates: Hart v. Hill (U.S. District Court of Arizona, CIV1977-00479 PHX EHC).

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of patients discharged within 16 calendar days	86.0%	88.2%	86.0%	86.0%	(2.2%)	-2.5%
Percent of patients referred to the Mental Health Unit to account for appropriate levels of service	93.8%	98.8%	95.9%	100.0%	1.2%	1.2%

Activities that comprise this program include:

- Inpatient Medical
- Inpatient Mental Health

**Inpatient Medical Activity**

The purpose of the Inpatient Medical Activity is to provide medically necessary services to patients admitted to an inpatient setting so they can return to lower levels of treatment.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of patients discharged within 16 calendar days	86.0%	88.2%	86.0%	86.0%	(2.2%)	-2.5%
Output	Number of bed days received	17,069	17,400	17,185	17,196	(204)	-1.2%
Output	Number of patients discharged	1,296	1,428	1,549	1,548	120	8.4%
Demand	Number of patients referred to an inpatient medical setting	1,219	1,428	1,548	1,548	120	8.4%
Expenditure Ratio	Expenditure per bed day received	\$ 286.30	\$ 260.26	\$ 235.24	\$ 304.14	\$ (43.89)	-16.9%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 4,886,904	\$ 4,528,459	\$ 4,042,543	\$ 5,230,070	\$ (701,611)	-15.5%
	TOTAL USES	\$ 4,886,904	\$ 4,528,459	\$ 4,042,543	\$ 5,230,070	\$ (701,611)	-15.5%

**Activity Narrative:** Although the jail population has been decreasing, the number of patients being referred to the infirmary and admitted to the hospital has been increasing. The increase in expenditures for this activity is associated with the surge in outside hospital expenditures.

### Inpatient Mental Health Activity

The purpose of the Inpatient Mental Health Activity is to provide medically necessary mental health services to patients with mental illness housed in the psychiatric units so they can return to lower levels of treatment.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of patients referred to the Mental Health Unit to account for appropriate levels of service	93.8%	98.8%	95.9%	100.0%	1.2%	1.2%
Output	Number of mental health bed days received	43,147	47,292	36,481	36,598	(10,694)	-22.6%
Output	Number of patients discharged	4,505	4,344	4,440	4,440	96	2.2%
Demand	Number of patients referred to an inpatient mental health setting	4,506	4,028	4,440	4,440	412	10.2%
Demand	Number of patients booked	N/A	98,400	96,911	96,912	(1,488)	-1.5%
Expenditure Ratio	Expenditure per mental health patient	\$ 160.32	\$ 1,573.81	\$ 1,550.20	\$ 1,466.27	\$ 107.54	6.8%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 6,917,469	\$ 6,836,615	\$ 6,882,908	\$ 6,510,232	\$ 326,383	4.8%
	TOTAL USES	\$ 6,917,469	\$ 6,836,615	\$ 6,882,908	\$ 6,510,232	\$ 326,383	4.8%

**Activity Narrative:** The demand for the number of patients referred to an inpatient mental health setting considerably increased leading up to FY2015 and into FY2016 due to service reductions by the transition of the State mental health provider from Magellan to Maricopa Mercy Care. This significantly impacted CHS, as these patients are not able to receive proper mental health evaluations and treatment in the community and are subsequently more likely to commit an offense.

Nearly all mental health requests are triaged within 24 hours of their submission, leading to patient stabilization earlier in the process. This has led to fewer admits into the mental health unit with a correlating reduction in the number of mental health bed days. Additionally, patients admitted with a chronic uncontrolled mental health illness are staying longer than patients admitted due to an acute short-term drug-induced episode.

### Outpatient Program

The purpose of the Outpatient Program is to provide medical, mental health, and dental services to patients booked into county jails so they can maintain their health.

**Mandates:** Mandated. The U.S. Supreme Court in 1976, Estelle v. Gamble, 429 U.S. 97, 97 S. Ct 285 (1976), established that prisoners have a right to be free from “deliberate indifference to their serious health care needs”, setting the basic standard for the county to provide ‘medically necessary’ health care for serious medical needs. One Arizona class action also mandates provision of specific health and mental health services to inmates: Hart v. Hill (U.S. District Court of Arizona, CIV1977-00479 PHX EHC).

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of patients triaged within 24 hours	98.4%	100.0%	97.6%	98.2%	(1.8%)	-1.8%
Percent of scheduled appointments kept	100.0%	97.5%	97.0%	98.5%	1.0%	1.0%
Percent of prescriptions written that are given within three days	97.4%	97.0%	97.1%	98.7%	1.7%	1.7%
Percent of initial health assessments completed at central intake vs. the general population post housing determinations to ensure timely health assessment completions	100.0%	100.0%	95.0%	96.0%	(4.0%)	-4.0%
Percent of screened inmates booked	99.5%	100.0%	99.4%	99.3%	(0.7%)	-0.7%
Percent of receiving screenings resulting in a health assessment	N/A	100.0%	70.3%	71.6%	(28.4%)	-28.4%

Activities that comprise this program include:

- Outpatient Treatment and Evaluation
- Pre-Booking Health Screening
- Initial Health Assessment

### Outpatient Treatment and Evaluation Activity

The purpose of the Outpatient Treatment and Evaluation Activity is to provide medically necessary medical, mental health, and dental services to patients booked into county jails so they can maintain their health.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of patients triaged within 24 hours	98.4%	100.0%	97.6%	98.2%	(1.8%)	-1.8%
Result	Percent of scheduled appointments kept	100.0%	97.0%	97.0%	98.5%	1.5%	1.5%
Result	Percent of prescriptions written that are given within three days	97.4%	97.0%	97.1%	98.7%	1.7%	1.7%
Output	Number of health service requests triaged	107,698	118,032	115,006	105,000	(13,032)	-11.0%
Output	Number of health service requests triaged within 24 hours	105,993	116,040	112,260	103,104	(12,936)	-11.1%
Output	Number of appointments kept	546,442	244,440	282,525	226,560	(17,880)	-7.3%
Output	Number of prescription orders written	235,751	274,437	226,178	215,004	(59,433)	-21.7%
Demand	Number of health service requests	107,698	118,032	115,006	105,000	(13,032)	-11.0%
Demand	Number of scheduled appointments	233,950	252,000	245,172	230,004	(21,996)	-8.7%
Demand	Number of outpatient prescription orders written	235,751	274,437	226,178	215,004	(59,433)	-21.7%
Expenditure Ratio	Expenditure per appointment kept	\$ 63.83	\$ 146.39	\$ 128.93	\$ 160.64	\$ (14.25)	-9.7%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 34,880,881	\$ 35,784,152	\$ 36,425,060	\$ 36,395,318	\$ (611,166)	-1.7%
	TOTAL USES	\$ 34,880,881	\$ 35,784,152	\$ 36,425,060	\$ 36,395,318	\$ (611,166)	-1.7%

**Activity Narrative:** The decreasing jail population is the primary driver for further declines in appointments, health service requests and prescriptions needed and provided. Expenditures are decreasing due to discounts as a result of 340 B pricing agreements.

### Pre-Booking Health Screening Activity

The purpose of the Pre-Booking Health Screening activity is to provide health screening services to arrestees brought to county jails or remote sites so they can have their emergent and urgent health care needs identified before booking.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of screened inmates booked	99.5%	100.0%	99.4%	99.3%	(0.7%)	-0.7%
Result	Percent of receiving screenings resulting in a health assessment	N/A	100.0%	70.3%	71.6%	(28.4%)	-28.4%
Output	Number screenings completed and inmate subsequently booked	99,098	98,264	90,415	88,775	(9,489)	-9.7%
Demand	Number of inmates presented at booking sites	99,593	99,060	90,948	90,330	(8,730)	-8.8%
Expenditure Ratio	Expenditure of screenings completed and inmate subsequently booked	\$ 35.82	\$ 38.38	\$ 40.74	\$ 42.80	\$ (4.41)	-11.5%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 3,549,387	\$ 3,771,638	\$ 3,683,394	\$ 3,799,148	\$ (27,510)	-0.7%
	TOTAL USES	\$ 3,549,387	\$ 3,771,638	\$ 3,683,394	\$ 3,799,148	\$ (27,510)	-0.7%

**Activity Narrative:** The intake health screening process was streamlined in FY 2015 in order to allow law enforcement officers to return to patrol activities more quickly and assist Sheriff's staff compliance with time-sensitive booking requirements. The number of individuals booked into Maricopa County jails has been decreasing since FY 2015 and is expected to continue this downward trend as local jurisdictions are diverting sending arrestees to County jail by instituting modified processing options and detention alternatives.

### Initial Health Assessment Activity

The purpose of the Initial Health Assessment Activity is to provide medical, dental, and mental health needs assessments to patients booked into county jails so they can receive necessary care.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of initial health assessments completed at central intake vs. the general population post housing determinations to ensure timely health assessment completions	100.0%	100.0%	95.0%	96.0%	(4.0%)	-4.0%
Output	Number of initial health assessments completed within 14 days	68,046	80,180	63,564	60,000	(20,180)	-25.2%
Output	Number of initial health assessments completed	68,046	80,180	63,564	60,000	(20,180)	-25.2%
Output	Number of IHA completed at central intake	N/A	80,180	60,386	57,600	(22,580)	-28.2%
Demand	Number of initial health assessments required	68,046	80,180	63,564	60,000	(20,180)	-25.2%
Expenditure Ratio	Expenditure per initial health assessment completed	\$ 54.79	\$ 41.33	\$ 59.89	\$ 56.48	\$ (15.15)	-36.7%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 3,728,405	\$ 3,313,496	\$ 3,806,667	\$ 3,388,533	\$ (75,037)	-2.3%
	TOTAL USES	\$ 3,728,405	\$ 3,313,496	\$ 3,806,667	\$ 3,388,533	\$ (75,037)	-2.3%

**Activity Narrative:** Initial health assessments are performed on all booked defendants. Based on FY 2016 Forecast, the demand for the number of initial health assessments required is expected to decrease in FY 2016 due to a decrease in bookings in County jails.

### Support Services Program

The purpose of the Support Services Program is to provide support and useful data to providers and patients so they can provide/receive information to help provide quality and continuous care.

## Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of complete medical records provided to external requestors	83.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of filed grievances resolved within CHS/MCSO	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Clinical Support

### Clinical Support Activity

The purpose of the Clinical Support Activity is to provide support and useful data to providers and patients so they can provide/receive quality and continuous patient care.

**Mandates:** Mandated. The U.S. Supreme Court in 1976, *Estelle v. Gamble*, 429 U.S. 97, 97 S. Ct 285 (1976), established that prisoners have a right to be free from “deliberate indifference to their serious health care needs”, setting the basic standard for the county to provide ‘medically necessary’ health care for serious medical needs. One Arizona class action also mandates provision of specific health and mental health services to inmates: *Hart v. Hill* (U.S. District Court of Arizona, CIV1977-00479 PHX EHC).

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED	
						VAR	%
Result	Percent of complete medical records provided to external requestors	83.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of filed grievances resolved within CHS/MCSO	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of complete medical records provided to external requestors	2,906	3,224	3,254	3,252	28	0.9%
Output	Number of grievances resolved internally	2,449	2,692	2,197	2,196	(496)	-18.4%
Demand	Number of external medical records requested	3,155	3,244	3,430	3,432	188	5.8%
Demand	Number of grievances filed	2,449	2,292	2,197	2,196	(96)	-4.2%
Expenditure Ratio	Expenditure per external medical record provided	\$ 1,301.43	\$ 1,495.97	\$ 1,431.39	\$ 1,500.59	\$ (4.62)	-0.3%
<i>Revenue</i>							
	255 - DETENTION OPERATIONS	\$ 12,059	\$ 7,000	\$ 14,883	\$ 7,000	\$ -	0.0%
	TOTAL SOURCES	\$ 12,059	\$ 7,000	\$ 14,883	\$ 7,000	\$ -	0.0%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 3,781,954	\$ 4,823,004	\$ 4,657,739	\$ 4,879,913	\$ (56,909)	-1.2%
	TOTAL USES	\$ 3,781,954	\$ 4,823,004	\$ 4,657,739	\$ 4,879,913	\$ (56,909)	-1.2%

### Restoration to Competency and Evaluation Program

The purpose of the Rule 11 Custody Restoration Program is to provide timely treatment to incompetent criminal defendants so they become able to understand the nature and object of the criminal proceedings against them or to assist in their legal defense or are found not restorable.

**Mandates:** Mandated. A.R.S § 13-4512 gives the County Board of Supervisors the authority to designate a treatment program for court ordered competency restoration treatment. A County treatment program can provide competency restoration treatment to a defendant in the county jail, including inpatient and obtain court orders to transport the defendant to other providers, including the Arizona State Hospital.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of inpatient defendants found not restorable within 15 months of the determination of incompetency	N/A	N/A	N/A	30.0%	N/A	N/A
Percent of internal Rule 11 evaluations performed within 30 days	21.0%	23.7%	20.4%	30.0%	6.3%	26.6%
Percent of rule 11 juvenile evaluations performed	82.2%	84.2%	96.0%	97.5%	13.4%	15.9%

Activities that comprise this program include:

- Custody Restoration and Evaluation
- Adult Competency Evaluations
- Juvenile Competency Evaluation

### Custody Restoration and Evaluation Activity

The purpose of the Rule 11 Custody Restoration Activity is to provide timely treatment to incompetent criminal defendants so they become able to understand the nature and object of the criminal proceedings against them or to assist in their legal defense or are found not restorable.

**Mandates:** Mandated. A.R.S § 13-4512 F and G state that if the court finds the defendant is unable to pay all or a portion on the costs of inpatient, in custody treatment, the state shall pay the costs of inpatient, in custody competency restoration treatment at the Arizona State Hospital that are incurred until seven days after the hospital submits a report to the court stating that the defendant has regained competency or there is no substantial probability that the defendant will regain competency within twenty-one months after the date of the original finding of incompetency, the treatment order expires, or seven days after the charges are dismissed. The County shall pay the hospital costs that are incurred after the period and time designated above and shall also pay for the costs of inpatient, in custody restoration treatment in court approved programs that are not programs at the Arizona State Hospital.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of inpatient defendants found not restorable within 15 months of the determination of incompetency	N/A	N/A	N/A	30.0%	N/A	N/A
Output	Average length of stay for all restoration cases	N/A	N/A	N/A	51	N/A	N/A
Output	Number of defendants determined to be Competent (including CIMD, or "Competency is Medication Dependent")	N/A	N/A	N/A	389	N/A	N/A
Output	Number of defendants determined to be Incompetent Not Restorable ("IC/NR")	N/A	N/A	N/A	166	N/A	N/A
Output	Number of defendants evaluated	N/A	N/A	N/A	555	N/A	N/A
Demand	Total number of restoration cases ordered by the Court into the RTC program	N/A	N/A	N/A	570	N/A	N/A
Expenditure Ratio	Expenditure per inmate evaluated	N/A	N/A	N/A	\$ 2,915.48	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,559,924	\$ 1,602,275	\$ 1,481,761	\$ 1,618,093	\$ (15,818)	-1.0%
	TOTAL USES	\$ 1,559,924	\$ 1,602,275	\$ 1,481,761	\$ 1,618,093	\$ (15,818)	-1.0%

**Activity Narrative:** Measures in this activity are new in FY 2017 and historical comparison is not available.

### Adult Competency Evaluations Activity

The purpose of the Rule 11 Evaluation Activity is to provide testing for criminal defendants so they can be evaluated for mental competency.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of internal Rule 11 evaluations performed within 30 days	21.0%	23.7%	20.4%	30.0%	6.3%	26.6%
Output	Number of defendants determined to be Incompetent but Restorable ("IC/R")	171	156	164	159	3	1.9%
Output	Number of Rule 11 competency evaluations completed	743	612	715	480	(132)	-21.6%
Output	Number of defendants determined to be Competent (including CIMD, or "Competency is Medication dependent"	346	320	329	312	(8)	-2.5%
Output	Number of defendants determined to be Incompetent Not Restorable ("IC/NR")	3	4	3	3	(1)	-25.0%
Demand	Number of Rule 11 competency evaluations ordered	744	800	921	924	124	15.5%
Expenditure Ratio	Expenditure per inmate competency evaluation	\$ 1,855.52	\$ 2,318.25	\$ 2,084.76	\$ 3,298.69	\$ (980.44)	-42.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,378,650	\$ 1,418,769	\$ 1,490,603	\$ 1,583,373	\$ (164,604)	-11.6%
	TOTAL USES	\$ 1,378,650	\$ 1,418,769	\$ 1,490,603	\$ 1,583,373	\$ (164,604)	-11.6%

**Activity Narrative:** Expenditures are increasing for this activity as a result of rate increases for evaluation services. Prior year Result and Output data cannot be verified and the department is reassessing their data collection and analysis procedures for this activity.

### Juvenile Competency Evaluations Activity

The purpose of the Rule 11 Juvenile Evaluation Activity is to provide testing for Juvenile criminal defendants so they can be evaluated for mental competency.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of rule 11 juvenile evaluations performed	82.2%	84.2%	96.0%	97.5%	13.4%	15.9%
Output	Number of juveniles found competent or incompetent	354	335	300	324	(11)	-3.3%
Output	Number of incompetent juveniles found not restorable	33	25	21	20	(5)	-20.0%
Output	Number of juvenile evaluations completed	354	335	300	324	(11)	-3.3%
Demand	Number of Rule 11 juvenile competency evaluations ordered	411	358	334	340	(18)	-5.0%
Expenditure Ratio	Expenditure per juvenile competency evaluation	\$ 792.79	\$ 837.62	\$ 600.12	\$ 971.50	\$ (133.88)	-16.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 280,647	\$ 280,603	\$ 180,036	\$ 314,766	\$ (34,163)	-12.2%
	TOTAL USES	\$ 280,647	\$ 280,603	\$ 180,036	\$ 314,766	\$ (34,163)	-12.2%

**Activity Narrative:** In FY 2017, the cost per evaluation is expected to increase significantly due to rate increases for evaluation services.

## Appropriated Budget Reconciliations

### General Fund (100)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 3,289,967</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 17,835</b>	<b>\$ -</b>
<i>FY 16 Market Study Adjustments</i>	<i>C-49-16-019-2-00</i>	<i>17,835</i>	<i>-</i>
<b>FY 2016 Revised Budget</b>		<b>\$ 3,307,802</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ (17,835)</b>	<b>\$ -</b>
<i>FY 16 Market Study Adjustments</i>	<i>C-49-16-019-2-00</i>	<i>(17,835)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>		<b>\$ 3,289,967</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Employee Compensation and Benefits</b>			
<b>Employee Retirement and Benefits</b>		<b>\$ 22,404</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>		<i>22,299</i>	<i>-</i>
<i>Retirement Contributions</i>		<i>105</i>	<i>-</i>
<b>Employee Salary Adjustments</b>		<b>\$ 26,016</b>	<b>\$ -</b>
<i>FY 16 Market Study Adjustments</i>	<i>C-49-16-019-2-00</i>	<i>26,016</i>	<i>-</i>
<b>Base Adjustments</b>		<b>\$ 183,861</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>		<i>(30,187)</i>	<i>-</i>
<i>Decrease Other Supplies and Services</i>		<i>\$ (30,187)</i>	<i>-</i>
<i>Base Adjustment Increases</i>		<i>184,000</i>	<i>-</i>
<i>Increase Contract for Court Ordered Evaluations</i>		<i>\$ 184,000</i>	<i>-</i>
<i>Risk Management Adjustment</i>		<i>(139)</i>	<i>-</i>
<i>Personnel Savings</i>		<i>30,187</i>	<i>-</i>
<i>Decrease Vacancy Savings from 2.06% to 0.00%</i>		<i>\$ 30,187</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>		<b>\$ 3,522,248</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>			<i>7.1%</i>

Detention Fund (255)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 61,297,272</b>	<b>\$ 7,000</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 13,628</b>	<b>\$ -</b>
<i>FY 16 Market Study Adjustments</i>	<i>C-49-16-019-2-00</i>	<i>13,628</i>	<i>-</i>
<b>Base Adjustments</b>		<b>\$ (1,300,000)</b>	<b>\$ -</b>
<i>Graves v Arpaio Budget Adjustment</i>	<i>C-26-16-006-2-00</i>	<i>(1,300,000)</i>	<i>-</i>
<b>FY 2016 Revised Budget</b>		<b>\$ 60,010,900</b>	<b>\$ 7,000</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ (13,628)</b>	<b>\$ -</b>
<i>FY 16 Market Study Adjustments</i>	<i>C-49-16-019-2-00</i>	<i>(13,628)</i>	<i>-</i>
<b>Base Adjustments</b>		<b>\$ 1,300,000</b>	<b>\$ -</b>
<i>Graves v Arpaio Budget Adjustment</i>	<i>C-26-16-006-2-00</i>	<i>1,300,000</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>		<b>\$ 61,297,272</b>	<b>\$ 7,000</b>
Adjustments:	Agenda Item:		
<b>Employee Compensation and Benefits</b>			
<b>Employee Retirement and Benefits</b>		<b>\$ 549,007</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>		<i>602,228</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>		<i>(56,226)</i>	<i>-</i>
<i>Retirement Contributions</i>		<i>3,005</i>	<i>-</i>
<b>Employee Salary Adjustments</b>		<b>\$ 25,570</b>	<b>\$ -</b>
<i>FY 16 Market Study Adjustments</i>	<i>C-49-16-019-2-00</i>	<i>25,570</i>	<i>-</i>
<b>Base Adjustments</b>		<b>\$ (22,180)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>		<i>1,046,186</i>	<i>-</i>
<i>Increase Medical Services</i>	<i>\$ 1,229,739</i>		
<i>Decrease Other Personal Services</i>	<i>(161,726)</i>		
<i>Decrease Non-Capital Equipment</i>	<i>(17,000)</i>		
<i>Decrease Fuel</i>	<i>(4,137)</i>		
<i>Net Change in Other Supplies and Services</i>	<i>(690)</i>		
<i>Radio Charges Adjustment</i>		<i>1,431</i>	<i>-</i>
<i>Risk Management Adjustment</i>		<i>(38,327)</i>	<i>-</i>
<i>Base Telecom Adjustment</i>		<i>14,716</i>	<i>-</i>
<i>Personnel Savings</i>		<i>(1,046,186)</i>	<i>-</i>
<i>Increase Vacancy Savings from 9.44% to 12.00%</i>	<i>\$ (1,046,186)</i>		
<b>Reallocations</b>		<b>\$ (1,292,039)</b>	<b>\$ -</b>
<i>Reallocation Between Functions</i>		<i>(1,336,230)</i>	<i>-</i>
<i>Reallocation to Graves Appropriation from Detention Operating</i>	<i>\$ (1,336,230)</i>		
<i>Reallocation Between Depts</i>		<i>44,191</i>	<i>-</i>
<i>Reallocation from Contingency for Increased Pharmacy Costs</i>	<i>\$ 44,191</i>		
<b>FY 2017 Tentative Budget</b>		<b>\$ 60,557,630</b>	<b>\$ 7,000</b>
<i>Percent Change from Baseline Amount</i>		<i>-1.2%</i>	<i>0.0%</i>
Adjustments:			
<b>Employee Salary Adjustments</b>		<b>\$ 29,782</b>	<b>\$ -</b>
<i>FY 16 Market Study Adjustments</i>		<i>29,782</i>	<i>-</i>
<i>Psychiatrist Market Adjustment</i>	<i>\$ 29,782</i>		
<b>FY 2017 Adopted Budget</b>		<b>\$ 60,587,412</b>	<b>\$ 7,000</b>
<i>Percent Change from Baseline Amount</i>		<i>-1.2%</i>	<i>0.0%</i>

Detention Fund (255) (continued)

		Expenditures	Revenue
<b>CHS GRAVES JUDGMENT OPERATING</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 2,332,585</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Base Adjustments</b>		<b>\$ 1,300,000</b>	<b>\$ -</b>
<i>Graves v Arpaio Budget Adjustment</i>	C-26-16-006-2-00	1,300,000	-
<b>FY 2016 Revised Budget</b>		<b>\$ 3,632,585</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Base Adjustments</b>		<b>\$ (1,300,000)</b>	<b>\$ -</b>
<i>Graves v Arpaio Budget Adjustment</i>	C-26-16-006-2-00	(1,300,000)	-
<b>FY 2017 Baseline Budget</b>		<b>\$ 2,332,585</b>	<b>\$ -</b>
Adjustments:			
<b>Employee Compensation and Benefits</b>		<b>\$ 11,824</b>	<b>\$ -</b>
<b>Employee Retirement and Benefits</b>		11,752	-
<i>Employee Health/Dental Premiums</i>		72	-
<i>Retirement Contributions</i>		<b>\$ 1,436,230</b>	<b>\$ -</b>
<b>Reallocations</b>		1,336,230	-
<i>Reallocation Between Functions</i>			
<i>Reallocation to Graves Appropriation from Detention Operating</i>	\$ 1,336,230		
<i>Reallocation Between Depts</i>		100,000	-
<i>Reallocation from Contingency for Increased Pharmacy Costs</i>	\$ 100,000		
<b>FY 2017 Adopted Budget</b>		<b>\$ 3,780,639</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		62.1%	
		Expenditures	Revenue
<b>IRON MOUNTAIN RECORDS PROJECTS</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ -</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>		<b>\$ -</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 112,473</b>	<b>\$ -</b>
<i>Other Non Recurring</i>		112,473	-
<i>Storage and Destruction of Scanned Paper Medical Records</i>	\$ 112,473		
<b>FY 2017 Adopted Budget</b>		<b>\$ 112,473</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>			

## County Attorney

*Analysis by Idamarie C. Flaherty, Senior Management and Budget Analyst*

### Summary

#### Mission

The mission of the Maricopa County Attorney's Office is to provide quality prosecution, victim services, crime prevention and legal counsel for county government on behalf of the people of Maricopa County so that they can live in a safe and well-governed community.

#### Vision

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

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
LAAC - CIVIL SERVICES DIVISION	\$ -	\$ 55,579	\$ 55,579	\$ 55,578	\$ 55,579	\$ -	0.0%
19CL - CIVIL SERVICES DIVISION	\$ -	\$ 55,579	\$ 55,579	\$ 55,578	\$ 55,579	\$ -	0.0%
COUT - COMMUNITY AND VICTIM OUTREACH	\$ 4,443,711	\$ 4,010,563	\$ 4,010,563	\$ 4,199,115	\$ 3,966,985	\$ (43,578)	-1.1%
19CO - COMMUNITY AND VICTIM OUTREACH	\$ 4,443,711	\$ 4,010,563	\$ 4,010,563	\$ 4,199,115	\$ 3,966,985	\$ (43,578)	-1.1%
CHAC - CHARGING ACTIVITY	\$ 1,616,223	\$ 1,527,206	\$ 1,527,206	\$ 1,551,799	\$ 1,682,491	\$ 155,285	10.2%
GANG - DRUG AND GANG PROSECUTION	2,706,266	1,439,860	1,439,860	2,039,876	2,312,472	872,612	60.6%
IVAC - COUNTY ATTORNEY INITIATED INV	45,101	44,404	44,404	28,269	27,375	(17,029)	-38.4%
PROP - PROPERTY CRIME PROSECUTION	255,028	261,943	261,943	343,644	264,785	2,842	1.1%
PROS - COMMUNITY BASED PROSECUTION	3,178,703	4,179,089	4,696,458	4,185,772	4,707,124	10,666	0.2%
SPCP - SPECIALIZED CRIME PROSECUTION	-	749,345	749,345	374,672	113,523	(635,822)	-84.9%
19PP - PROSECUTION	\$ 7,801,321	\$ 8,201,847	\$ 8,719,216	\$ 8,524,032	\$ 9,107,770	\$ 388,554	4.5%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 17,479	\$ 28,980	\$ 28,980	\$ 15,578	\$ 6,500	\$ (22,480)	-77.6%
99AS - INDIRECT SUPPORT	\$ 17,479	\$ 28,980	\$ 28,980	\$ 15,578	\$ 6,500	\$ (22,480)	-77.6%
GGOV - GENERAL GOVERNMENT	\$ 604,418	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ 604,418	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 12,866,929</b>	<b>\$ 12,296,969</b>	<b>\$ 12,814,338</b>	<b>\$ 12,794,303</b>	<b>\$ 13,136,834</b>	<b>\$ 322,496</b>	<b>2.5%</b>

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
LAAC - CIVIL SERVICES DIVISION	\$ 8,358,393	\$ 8,733,161	\$ 8,707,001	\$ 8,558,078	\$ 8,774,240	\$ (67,239)	-0.8%
19CL - CIVIL SERVICES DIVISION	\$ 8,358,393	\$ 8,733,161	\$ 8,707,001	\$ 8,558,078	\$ 8,774,240	\$ (67,239)	-0.8%
COUT - COMMUNITY AND VICTIM OUTREACH	\$ 3,157,453	\$ 3,294,328	\$ 3,557,796	\$ 3,291,472	\$ 3,783,760	\$ (225,964)	-6.4%
19CO - COMMUNITY AND VICTIM OUTREACH	\$ 3,157,453	\$ 3,294,328	\$ 3,557,796	\$ 3,291,472	\$ 3,783,760	\$ (225,964)	-6.4%
JUVI - JUVENILE	\$ 4,061,435	\$ 4,108,289	\$ 4,086,729	\$ 3,968,776	\$ 3,833,589	\$ 253,140	6.2%
19JU - JUVENILE	\$ 4,061,435	\$ 4,108,289	\$ 4,086,729	\$ 3,968,776	\$ 3,833,589	\$ 253,140	6.2%
CHAC - CHARGING ACTIVITY	\$ 13,085,981	\$ 13,429,152	\$ 13,759,139	\$ 13,060,262	\$ 13,640,004	\$ 119,135	0.9%
CPTL - CAPITAL PROSECUTION	3,202,024	3,320,027	3,171,960	3,071,937	3,049,772	122,188	3.9%
GANG - DRUG AND GANG PROSECUTION	4,592,614	5,012,621	4,894,137	5,077,026	5,136,558	(242,421)	-5.0%
IVAC - COUNTY ATTORNEY INITIATED INV	6,995,263	7,072,240	6,953,647	7,270,498	7,286,274	(332,627)	-4.8%
PROP - PROPERTY CRIME PROSECUTION	4,643,893	4,778,639	4,477,265	4,354,700	4,374,426	102,839	2.3%
PROS - COMMUNITY BASED PROSECUTION	33,451,055	33,516,929	36,673,192	36,409,342	36,233,676	439,516	1.2%
SPCP - SPECIALIZED CRIME PROSECUTION	1,320,769	1,176,748	1,053,428	1,213,912	1,519,130	(465,702)	-44.2%
19PP - PROSECUTION	\$ 67,291,599	\$ 68,306,356	\$ 70,982,768	\$ 70,457,677	\$ 71,239,840	\$ (257,072)	-0.4%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 626,103	\$ 624,962	\$ 572,575	\$ 637,252	\$ 554,607	\$ 17,968	3.1%
FACI - FACILITIES MANAGEMENT	160,259	156,694	156,694	157,785	160,339	(3,645)	-2.3%
HRAC - HUMAN RESOURCES	326,392	408,196	408,790	392,902	416,519	(7,729)	-1.9%
ODIR - EXECUTIVE MANAGEMENT	1,161,586	227,611	195,295	214,251	125,526	69,769	35.7%
POOL - POOLED COSTS	-	450,962	-	-	152,753	(152,753)	N/A
PROC - PROCUREMENT	62,706	63,973	63,973	64,077	65,305	(1,332)	-2.1%
RECO - RECORDS MANAGEMENT	360,743	465,564	429,522	411,923	435,530	(6,008)	-1.4%
SPPT - OPERATIONS SUPPORT	3,504,225	4,536,236	4,555,593	4,900,630	5,585,541	(1,029,948)	-22.6%
99AS - INDIRECT SUPPORT	\$ 6,202,014	\$ 6,934,198	\$ 6,382,442	\$ 6,778,820	\$ 7,496,120	\$ (1,113,678)	-17.4%
INFR - INFRASTRUCTURE	\$ 287,804	\$ 631,101	\$ 631,101	\$ -	\$ 1,113,559	\$ (482,458)	-76.4%
MPOS - ELECTED OR STATUTORY OFFICIALS	175,760	172,620	172,620	173,542	173,877	(1,257)	-0.7%
RISK - RISK PREMIUMS	2,128,980	2,138,441	2,138,441	2,132,909	1,027,076	1,111,365	52.0%
99GV - GENERAL OVERHEAD	\$ 2,592,544	\$ 2,942,162	\$ 2,942,162	\$ 2,306,451	\$ 2,314,512	\$ 627,650	21.3%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 602,486	\$ 936,917	\$ 1,004,922	\$ 783,570	\$ 788,895	\$ 216,027	21.5%
DACR - DATA CENTER	2,944,788	1,916,614	1,848,447	2,689,727	2,052,173	(203,726)	-11.0%
TSPT - TECHNOLOGY SUPPORT	457,967	588,004	561,727	412,069	549,315	12,412	2.2%
VANS - INFRASTRUCTURE NETWORK SVCS	917,727	972,231	925,635	896,896	956,106	(30,471)	-3.3%
99IT - INFORMATION TECHNOLOGY	\$ 4,922,968	\$ 4,413,766	\$ 4,340,731	\$ 4,782,262	\$ 4,346,489	\$ (5,758)	-0.1%
<b>TOTAL PROGRAMS</b>	<b>\$ 96,586,406</b>	<b>\$ 98,732,260</b>	<b>\$ 100,999,629</b>	<b>\$ 100,143,536</b>	<b>\$ 101,788,550</b>	<b>\$ (788,921)</b>	<b>-0.8%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 5,353,170	\$ 5,301,002	\$ 5,818,371	\$ 5,837,704	\$ 6,463,567	\$ 645,196	11.1%
0620 - OTHER INTERGOVERNMENTAL	1,854,810	1,419,404	1,419,404	1,403,600	1,265,824	(153,580)	-10.8%
<b>SUBTOTAL</b>	<b>\$ 7,207,980</b>	<b>\$ 6,720,406</b>	<b>\$ 7,237,775</b>	<b>\$ 7,241,304</b>	<b>\$ 7,729,391</b>	<b>\$ 491,616</b>	<b>6.8%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 608,072	\$ 608,072	\$ 608,072	\$ 608,072	\$ 608,072	\$ -	0.0%
0635 - OTHER CHARGES FOR SERVICES	918,134	973,713	973,713	942,292	942,293	(31,420)	-3.2%
<b>SUBTOTAL</b>	<b>\$ 1,526,206</b>	<b>\$ 1,581,785</b>	<b>\$ 1,581,785</b>	<b>\$ 1,550,364</b>	<b>\$ 1,550,365</b>	<b>\$ (31,420)</b>	<b>-2.0%</b>
<b>FINES &amp; FOREFEITS</b>							
0637 - FINES & FORFEITS	\$ 4,023,637	\$ 3,905,112	\$ 3,905,112	\$ 3,934,671	\$ 3,803,517	\$ (101,595)	-2.6%
<b>SUBTOTAL</b>	<b>\$ 4,023,637</b>	<b>\$ 3,905,112</b>	<b>\$ 3,905,112</b>	<b>\$ 3,934,671</b>	<b>\$ 3,803,517</b>	<b>\$ (101,595)</b>	<b>-2.6%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 77,769	\$ 49,670	\$ 49,670	\$ 41,370	\$ 36,045	\$ (13,625)	-27.4%
0650 - MISCELLANEOUS REVENUE	31,337	39,996	39,996	26,594	17,516	(22,480)	-56.2%
<b>SUBTOTAL</b>	<b>\$ 109,106</b>	<b>\$ 89,666</b>	<b>\$ 89,666</b>	<b>\$ 67,964</b>	<b>\$ 53,561</b>	<b>\$ (36,105)</b>	<b>-40.3%</b>
<b>ALL REVENUES</b>	<b>\$ 12,866,929</b>	<b>\$ 12,296,969</b>	<b>\$ 12,814,338</b>	<b>\$ 12,794,303</b>	<b>\$ 13,136,834</b>	<b>\$ 322,496</b>	<b>2.5%</b>
<b>TOTAL SOURCES</b>	<b>\$ 12,866,929</b>	<b>\$ 12,296,969</b>	<b>\$ 12,814,338</b>	<b>\$ 12,794,303</b>	<b>\$ 13,136,834</b>	<b>\$ 322,496</b>	<b>2.5%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 57,237,492	\$ 59,932,300	\$ 60,347,422	\$ 59,454,092	\$ 58,670,778	\$ 1,676,644	2.8%
0705 - TEMPORARY PAY	17,803	65,025	42,513	21,969	26,622	15,891	37.4%
0710 - OVERTIME	708,643	616,973	616,973	537,131	606,953	10,020	1.6%
0750 - FRINGE BENEFITS	19,916,540	22,211,826	22,046,133	22,197,505	23,364,528	(1,318,395)	-6.0%
0790 - OTHER PERSONNEL SERVICES	844,555	811,100	850,983	814,289	856,000	(5,017)	-0.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,187,619)	(1,861,201)	(1,920,613)	(1,712,395)	(1,915,844)	(4,769)	-0.2%
0796 - PERSONNEL SERVICES ALLOC-IN	1,045,411	1,458,346	1,376,514	888,550	1,915,844	(539,330)	-39.2%
<b>SUBTOTAL</b>	<b>\$ 78,582,825</b>	<b>\$ 83,234,369</b>	<b>\$ 83,359,925</b>	<b>\$ 82,201,141</b>	<b>\$ 83,524,881</b>	<b>\$ (164,956)</b>	<b>-0.2%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 2,707,168	\$ 1,493,601	\$ 1,491,601	\$ 1,536,194	\$ 1,139,420	\$ 352,181	23.6%
0802 - MEDICAL SUPPLIES	4,231	4,000	4,000	3,334	1,000	3,000	75.0%
0803 - FUEL	88,897	110,000	110,000	78,686	73,000	37,000	33.6%
0804 - NON-CAPITAL EQUIPMENT	118,256	465,654	465,654	415,775	668,980	(203,326)	-43.7%
0806 - SUPPLIES-ALLOCATION IN	-	-	-	-	2,355	(2,355)	N/A
<b>SUBTOTAL</b>	<b>\$ 2,918,552</b>	<b>\$ 2,073,255</b>	<b>\$ 2,071,255</b>	<b>\$ 2,033,989</b>	<b>\$ 1,884,755</b>	<b>\$ 186,500</b>	<b>9.0%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 860,235	\$ 859,000	\$ 859,000	\$ 776,337	\$ 2,005,381	\$ (1,146,381)	-133.5%
0811 - HEALTH CARE SERVICES	3,298,789	3,242,836	3,716,358	3,406,843	4,294,264	(577,906)	-15.6%
0812 - OTHER SERVICES	2,116,103	1,253,716	2,794,927	2,921,564	1,794,696	1,000,231	35.8%
0820 - RENT & OPERATING LEASES	1,719,440	1,903,658	1,898,652	1,928,778	1,941,458	(42,806)	-2.3%
0825 - REPAIRS AND MAINTENANCE	851,333	1,277,421	1,279,921	1,407,108	1,518,000	(238,079)	-18.6%
0830 - INTERGOVERNMENTAL PAYMENTS	251,323	278,141	278,141	369,490	310,000	(31,859)	-11.5%
0839 - INTERNAL SERVICE CHARGES	3,154,259	3,191,705	3,190,705	3,213,041	2,671,676	519,029	16.3%
0841 - TRAVEL	335,109	347,803	350,532	508,329	548,848	(198,316)	-56.6%
0842 - EDUCATION AND TRAINING	304,677	273,684	234,000	253,136	205,500	28,500	12.2%
0843 - POSTAGE/FREIGHT/SHIPPING	209,749	185,000	183,463	173,795	265,389	(81,926)	-44.7%
0845 - SUPPORT AND CARE OF PERSONS	583,881	406,672	577,750	614,387	583,940	(6,190)	-1.1%
0850 - UTILITIES	190,854	205,000	205,000	242,660	239,762	(34,762)	-17.0%
<b>SUBTOTAL</b>	<b>\$ 13,875,752</b>	<b>\$ 13,424,636</b>	<b>\$ 15,568,449</b>	<b>\$ 15,815,468</b>	<b>\$ 16,378,914</b>	<b>\$ (810,465)</b>	<b>-5.2%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 1,075,071	\$ -	\$ -	\$ 92,938	\$ -	\$ -	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	134,206	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 1,209,277</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 92,938</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ALL EXPENDITURES</b>	<b>\$ 96,586,406</b>	<b>\$ 98,732,260</b>	<b>\$ 100,999,629</b>	<b>\$ 100,143,536</b>	<b>\$ 101,788,550</b>	<b>\$ (788,921)</b>	<b>-0.8%</b>
<b>TOTAL USES</b>	<b>\$ 96,586,406</b>	<b>\$ 98,732,260</b>	<b>\$ 100,999,629</b>	<b>\$ 100,143,536</b>	<b>\$ 101,788,550</b>	<b>\$ (788,921)</b>	<b>-0.8%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	\$ 17,479	\$ 84,559	\$ 84,559	\$ 71,156	\$ 62,079	\$ (22,480)	-26.6%
<b>FUND TOTAL SOURCES</b>	<b>\$ 17,479</b>	<b>\$ 84,559</b>	<b>\$ 84,559</b>	<b>\$ 71,156</b>	<b>\$ 62,079</b>	<b>\$ (22,480)</b>	<b>-26.6%</b>
219 COUNTY ATTORNEY GRANTS OPERATING	\$ 5,400,783	\$ 5,351,226	\$ 5,868,595	\$ 5,868,595	\$ 6,490,942	\$ 622,347	10.6%
<b>FUND TOTAL SOURCES</b>	<b>\$ 5,400,783</b>	<b>\$ 5,351,226</b>	<b>\$ 5,868,595</b>	<b>\$ 5,868,595</b>	<b>\$ 6,490,942</b>	<b>\$ 622,347</b>	<b>10.6%</b>
213 COUNTY ATTORNEY RICO OPERATING	\$ 2,000,213	\$ 1,910,940	\$ 1,910,940	\$ 1,866,503	\$ 1,879,086	\$ (31,854)	-1.7%
<b>FUND TOTAL SOURCES</b>	<b>\$ 2,000,213</b>	<b>\$ 1,910,940</b>	<b>\$ 1,910,940</b>	<b>\$ 1,866,503</b>	<b>\$ 1,879,086</b>	<b>\$ (31,854)</b>	<b>-1.7%</b>
220 DIVERSION OPERATING	\$ 1,867,783	\$ 1,792,874	\$ 1,792,874	\$ 1,864,096	\$ 1,713,350	\$ (79,524)	-4.4%
<b>FUND TOTAL SOURCES</b>	<b>\$ 1,867,783</b>	<b>\$ 1,792,874</b>	<b>\$ 1,792,874</b>	<b>\$ 1,864,096</b>	<b>\$ 1,713,350</b>	<b>\$ (79,524)</b>	<b>-4.4%</b>
221 COUNTY ATTORNEY FILL THE GAP OPERATING	\$ 1,526,333	\$ 1,527,206	\$ 1,527,206	\$ 1,495,533	\$ 1,494,911	\$ (32,295)	-2.1%
<b>FUND TOTAL SOURCES</b>	<b>\$ 1,526,333</b>	<b>\$ 1,527,206</b>	<b>\$ 1,527,206</b>	<b>\$ 1,495,533</b>	<b>\$ 1,494,911</b>	<b>\$ (32,295)</b>	<b>-2.1%</b>
266 CHECK ENFORCEMENT PROGRAM OPERATING	\$ 97,455	\$ 125,048	\$ 125,048	\$ 101,390	\$ 72,302	\$ (52,746)	-42.2%
<b>FUND TOTAL SOURCES</b>	<b>\$ 97,455</b>	<b>\$ 125,048</b>	<b>\$ 125,048</b>	<b>\$ 101,390</b>	<b>\$ 72,302</b>	<b>\$ (52,746)</b>	<b>-42.2%</b>
267 CRIM JUSTICE ENHANCEMENT OPERATING	\$ 1,808,732	\$ 1,377,000	\$ 1,377,000	\$ 1,377,000	\$ 1,239,649	\$ (137,351)	-10.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 1,808,732</b>	<b>\$ 1,377,000</b>	<b>\$ 1,377,000</b>	<b>\$ 1,377,000</b>	<b>\$ 1,239,649</b>	<b>\$ (137,351)</b>	<b>-10.0%</b>
268 VICTIM COMP RESTITUTION OPERATING	\$ 127,442	\$ 111,600	\$ 111,600	\$ 131,894	\$ 164,759	\$ 53,159	47.6%
<b>FUND TOTAL SOURCES</b>	<b>\$ 127,442</b>	<b>\$ 111,600</b>	<b>\$ 111,600</b>	<b>\$ 131,894</b>	<b>\$ 164,759</b>	<b>\$ 53,159</b>	<b>47.6%</b>
269 VICTIM COMPENSATION INTEREST OPERATING	\$ 20,709	\$ 16,516	\$ 16,516	\$ 18,136	\$ 19,756	\$ 3,240	19.6%
<b>FUND TOTAL SOURCES</b>	<b>\$ 20,709</b>	<b>\$ 16,516</b>	<b>\$ 16,516</b>	<b>\$ 18,136</b>	<b>\$ 19,756</b>	<b>\$ 3,240</b>	<b>19.6%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 12,866,929</b>	<b>\$ 12,296,969</b>	<b>\$ 12,814,338</b>	<b>\$ 12,794,303</b>	<b>\$ 13,136,834</b>	<b>\$ 322,496</b>	<b>2.5%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 12,866,929</b>	<b>\$ 12,296,969</b>	<b>\$ 12,814,338</b>	<b>\$ 12,794,303</b>	<b>\$ 13,136,834</b>	<b>\$ 322,496</b>	<b>2.5%</b>

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 83,266,039	\$ 85,548,461	\$ 85,548,461	\$ 85,340,944	\$ 87,639,468	\$ (2,091,007)	-2.4%
MCAO CASE MANAGEMENT SYSTEM	495,504	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 83,761,543</b>	<b>\$ 85,548,461</b>	<b>\$ 85,548,461</b>	<b>\$ 85,340,944</b>	<b>\$ 87,639,468</b>	<b>\$ (2,091,007)</b>	<b>-2.4%</b>
219 COUNTY ATTORNEY GRANTS							
OPERATING	\$ 5,555,618	\$ 5,351,226	\$ 5,868,595	\$ 5,868,595	\$ 6,490,942	\$ (622,347)	-10.6%
<b>FUND TOTAL USES</b>	<b>\$ 5,555,618</b>	<b>\$ 5,351,226</b>	<b>\$ 5,868,595</b>	<b>\$ 5,868,595</b>	<b>\$ 6,490,942</b>	<b>\$ (622,347)</b>	<b>-10.6%</b>
213 COUNTY ATTORNEY RICO							
OPERATING	\$ 602,795	\$ 1,910,940	\$ 1,910,940	\$ 1,814,916	\$ 1,879,086	\$ 31,854	1.7%
NON RECURRING NON PROJECT	-	-	1,500,000	1,500,000	-	1,500,000	100.0%
MCAO CASE MANAGEMENT SYSTEM	1,252,658	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 1,855,453</b>	<b>\$ 1,910,940</b>	<b>\$ 3,410,940</b>	<b>\$ 3,314,916</b>	<b>\$ 1,879,086</b>	<b>\$ 1,531,854</b>	<b>44.9%</b>
220 DIVERSION							
OPERATING	\$ 1,354,934	\$ 1,792,874	\$ 1,792,874	\$ 1,782,617	\$ 1,713,350	\$ 79,524	4.4%
NON RECURRING NON PROJECT	991,868	774,662	774,662	612,795	758,656	16,006	2.1%
<b>FUND TOTAL USES</b>	<b>\$ 2,346,802</b>	<b>\$ 2,567,536</b>	<b>\$ 2,567,536</b>	<b>\$ 2,395,412</b>	<b>\$ 2,472,006</b>	<b>\$ 95,530</b>	<b>3.7%</b>
221 COUNTY ATTORNEY FILL THE GAP							
OPERATING	\$ 1,386,950	\$ 1,527,206	\$ 1,527,206	\$ 1,495,316	\$ 1,494,911	\$ 32,295	2.1%
<b>FUND TOTAL USES</b>	<b>\$ 1,386,950</b>	<b>\$ 1,527,206</b>	<b>\$ 1,527,206</b>	<b>\$ 1,495,316</b>	<b>\$ 1,494,911</b>	<b>\$ 32,295</b>	<b>2.1%</b>
266 CHECK ENFORCEMENT PROGRAM							
OPERATING	\$ 128,896	\$ 125,048	\$ 125,048	\$ 119,559	\$ 72,302	\$ 52,746	42.2%
NON RECURRING NON PROJECT	-	-	-	-	53,038	(53,038)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 128,896</b>	<b>\$ 125,048</b>	<b>\$ 125,048</b>	<b>\$ 119,559</b>	<b>\$ 125,340</b>	<b>\$ (292)</b>	<b>-0.2%</b>
267 CRIM JUSTICE ENHANCEMENT							
OPERATING	\$ 1,382,704	\$ 1,377,000	\$ 1,377,000	\$ 1,316,970	\$ 1,239,649	\$ 137,351	10.0%
NON RECURRING NON PROJECT	123,295	196,727	196,727	182,316	262,633	(65,906)	-33.5%
<b>FUND TOTAL USES</b>	<b>\$ 1,505,999</b>	<b>\$ 1,573,727</b>	<b>\$ 1,573,727</b>	<b>\$ 1,499,286</b>	<b>\$ 1,502,282</b>	<b>\$ 71,445</b>	<b>4.5%</b>
268 VICTIM COMP RESTITUTION							
OPERATING	\$ -	\$ 111,600	\$ 111,600	\$ 93,000	\$ 164,759	\$ (53,159)	-47.6%
NON RECURRING NON PROJECT	33,714	-	250,000	-	-	250,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 33,714</b>	<b>\$ 111,600</b>	<b>\$ 361,600</b>	<b>\$ 93,000</b>	<b>\$ 164,759</b>	<b>\$ 196,841</b>	<b>54.4%</b>
269 VICTIM COMPENSATION INTEREST							
OPERATING	\$ 11,431	\$ 16,516	\$ 16,516	\$ 16,508	\$ 19,756	\$ (3,240)	-19.6%
<b>FUND TOTAL USES</b>	<b>\$ 11,431</b>	<b>\$ 16,516</b>	<b>\$ 16,516</b>	<b>\$ 16,508</b>	<b>\$ 19,756</b>	<b>\$ (3,240)</b>	<b>-19.6%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 93,689,367</b>	<b>\$ 97,760,871</b>	<b>\$ 98,278,240</b>	<b>\$ 97,848,425</b>	<b>\$ 100,714,223</b>	<b>\$ (2,435,983)</b>	<b>-2.5%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 2,897,039</b>	<b>\$ 971,389</b>	<b>\$ 2,721,389</b>	<b>\$ 2,295,111</b>	<b>\$ 1,074,327</b>	<b>\$ 1,647,062</b>	<b>60.5%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 96,586,406</b>	<b>\$ 98,732,260</b>	<b>\$ 100,999,629</b>	<b>\$ 100,143,536</b>	<b>\$ 101,788,550</b>	<b>\$ (788,921)</b>	<b>-0.8%</b>

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CIVIL SERVICES DIVISION							
CIVIL SERVICES DIVISION	86.50	88.00	85.00	87.00	87.00	2.00	2.4%
PROGRAM TOTAL	86.50	88.00	85.00	87.00	87.00	2.00	2.4%
COMMUNITY AND VICTIM OUTREACH							
COMMUNITY AND VICTIM OUTREACH	19.00	18.00	20.00	16.00	16.00	(4.00)	(20.0%)
PROGRAM TOTAL	19.00	18.00	20.00	16.00	16.00	(4.00)	(20.0%)
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	8.00	8.00	8.00	8.00	8.00	-	0.0%
EXECUTIVE MANAGEMENT	7.00	1.00	1.00	1.00	1.00	-	0.0%
FACILITIES MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	6.00	6.00	6.00	6.00	6.00	-	0.0%
OPERATIONS SUPPORT	39.00	46.00	47.00	53.00	52.00	5.00	10.6%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
RECORDS MANAGEMENT	8.00	9.00	8.00	8.00	8.00	-	0.0%
PROGRAM TOTAL	71.00	73.00	73.00	79.00	78.00	5.00	6.8%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	9.00	8.00	7.00	7.00	7.00	-	0.0%
DATA CENTER	2.00	2.00	2.00	2.00	2.00	-	0.0%
INFRASTRUCTURE NETWORK SVCS	8.00	8.00	8.00	8.00	8.00	-	0.0%
TECHNOLOGY SUPPORT	8.00	8.00	8.00	8.00	8.00	-	0.0%
PROGRAM TOTAL	27.00	26.00	25.00	25.00	25.00	-	0.0%
JUVENILE							
JUVENILE	44.50	44.00	41.00	41.00	41.00	-	0.0%
PROGRAM TOTAL	44.50	44.00	41.00	41.00	41.00	-	0.0%
PROSECUTION							
CAPITAL PROSECUTION	30.00	30.00	29.00	28.00	28.00	(1.00)	(3.4%)
CHARGING ACTIVITY	165.50	162.00	166.00	164.00	164.00	(2.00)	(1.2%)
COMMUNITY BASED PROSECUTION	302.00	339.48	366.00	357.00	360.00	(6.00)	(1.6%)
COUNTY ATTORNEY INITIATED INV	63.00	68.00	69.00	69.00	69.00	-	0.0%
DRUG AND GANG PROSECUTION	61.00	59.00	58.00	59.00	59.00	1.00	1.7%
PROPERTY CRIME PROSECUTION	54.50	58.00	51.00	53.00	53.00	2.00	3.9%
SPECIALIZED CRIME PROSECUTION	21.00	18.00	17.00	19.00	18.00	1.00	5.9%
PROGRAM TOTAL	697.00	734.48	756.00	749.00	751.00	(5.00)	(0.7%)
DEPARTMENT TOTAL	946.00	984.48	1,001.00	998.00	999.00	(2.00)	(0.2%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Accounting Specialist	1.00	1.00	5.00	1.00	1.00	(4.00)	(80.0%)
Admin/Operations Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Administrative Staff Supv	2.00	2.00	1.00	1.00	1.00	-	0.0%
Attorney	345.50	359.98	367.50	367.50	367.50	-	0.0%
Attorney - Civil Practice Mgr	5.00	5.00	5.00	5.00	5.00	-	0.0%
Attorney - Senior Counsel	13.00	14.00	14.00	14.00	14.00	-	0.0%
Business Systems Analyst	2.00	2.00	3.00	3.00	3.00	-	0.0%
Chief Deputy - County Attorney	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	2.00	2.00	2.00	-	0.0%
Communicatn Officer Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatns Mgr-Crim Justice	1.00	1.00	1.00	1.00	1.00	-	0.0%
County Attorney Special Assistant	4.00	4.00	3.00	3.00	4.00	1.00	33.3%
Criminal Intelligence Analyst	-	-	1.00	1.00	1.00	-	0.0%
Data Architect	1.00	-	-	-	-	-	N/A
Database Administrator	1.00	-	-	-	-	-	N/A
Database Administrator - Senior/Lead	-	1.00	-	-	-	-	N/A
Department Facilities Planner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	3.00	4.00	4.00	4.00	4.00	-	0.0%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Manager	1.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Intern	.50	.50	.50	.50	.50	-	0.0%
Investigations Supervisor - MCAO	6.00	5.00	5.00	5.00	5.00	-	0.0%
Investigations Task Force Commander - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
Investigator - MCAO	47.00	47.00	47.00	47.00	47.00	-	0.0%
Investigator Chief - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Security Analyst - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Senior Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk	-	26.00	30.00	30.00	30.00	-	0.0%
Justice System Clerk Associate	-	-	74.00	74.00	75.00	1.00	1.4%
Justice System Clerk Associate	-	78.00	-	-	-	-	N/A
Justice System Clerk Senior	-	-	10.00	10.00	10.00	-	0.0%
Justice System Clerk Senior	-	10.00	-	-	-	-	N/A
Legal Assistant	97.00	102.00	99.00	99.00	99.00	-	0.0%
Legal Assistant Supv	13.00	12.00	17.00	18.00	17.00	-	0.0%
Legal Management Assistant	6.00	7.00	7.00	7.00	7.00	-	0.0%
Legal Order Server	2.00	2.00	2.00	2.00	2.00	-	0.0%
Legal Services Manager	3.00	3.00	2.00	2.00	2.00	-	0.0%
Legal Support Specialist	104.00	104.00	104.00	104.00	104.00	-	0.0%
Legal Support Supervisor	35.00	35.00	35.00	35.00	35.00	-	0.0%
Management Analyst	3.00	5.00	4.00	4.00	4.00	-	0.0%
Media Specialist	2.00	4.00	4.00	4.00	4.00	-	0.0%
Network Engineer	-	1.00	1.00	1.00	1.00	-	0.0%
Network Engineer Senior/Lead	-	3.00	3.00	3.00	3.00	-	0.0%
Nurse Legal Consultant	1.00	-	-	1.00	1.00	1.00	N/A
Office Assistant	116.00	12.00	9.00	9.00	8.00	(1.00)	(11.1%)
Office Assistant Specialized	18.00	22.00	23.00	23.00	23.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Technician	5.00	5.00	5.00	5.00	5.00	-	0.0%
Procurement Specialist	1.00	1.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	2.00	1.00	5.00	5.00	5.00	-	0.0%
Programmer/Analyst	1.00	-	-	-	-	-	N/A
Programmer/Analyst - Senior/Lead	3.00	3.00	2.00	2.00	2.00	-	0.0%
Research Director	-	-	1.00	2.00	-	(1.00)	(100.0%)

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Social Worker	48.00	50.00	53.00	50.00	53.00	-	0.0%
Social Worker Supervisor	8.00	8.00	8.00	8.00	8.00	-	0.0%
Software Architect	-	1.00	1.00	1.00	1.00	-	0.0%
Software Sys Engineer - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Administrator	3.00	2.00	2.00	2.00	2.00	-	0.0%
Systems Administrator - Senior/Lead	4.00	1.00	1.00	1.00	1.00	-	0.0%
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	2.00	2.00	1.00	2.00	2.00	1.00	100.0%
Web Designer/Developer	2.00	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>946.00</b>	<b>984.48</b>	<b>1,001.00</b>	<b>998.00</b>	<b>999.00</b>	<b>(2.00)</b>	<b>(0.2%)</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	804.00	849.48	860.00	861.00	872.00	12.00	1.4%
219 COUNTY ATTORNEY GRANTS	58.00	59.00	63.00	59.00	54.00	(9.00)	(14.3%)
220 DIVERSION	35.00	29.00	31.00	31.00	28.00	(3.00)	(9.7%)
221 COUNTY ATTORNEY FILL THE GAP	26.00	25.00	25.00	25.00	24.00	(1.00)	(4.0%)
266 CHECK ENFORCEMENT PROGRAM	3.00	2.00	2.00	2.00	2.00	-	0.0%
267 CRIM JUSTICE ENHANCEMENT	20.00	20.00	20.00	20.00	19.00	(1.00)	(5.0%)
<b>Department Total</b>	<b>946.00</b>	<b>984.48</b>	<b>1,001.00</b>	<b>998.00</b>	<b>999.00</b>	<b>(2.00)</b>	<b>(0.2%)</b>

Staffing Variance Analysis

**General Fund (100) Operating:** Staffing increased by twelve (12) FTEs from FY 2016 Revised to FY 2017 Adopted, there were no new positions, one (1) inactivation and thirteen (13) existing positions shifting from other funds as follows:

- Eight (8) FTEs shifted from The Grant Fund (219): Five (5) Attorneys, one (1) Administrative Staff Supervisor, one (1) Legal Assistant, and one (1) Social Worker.
- Three (3) FTEs shifted from The Diversion Fund (220): One (1) Attorney and Two (2) Legal Support Specialists.
- One (1) FTE shifted from The Fill the Gap Fund (221): One (1) Legal Support Specialist.
- One (1) FTE shifted from The Criminal Justice Enhancement Fund (267): One (1) Attorney.

**MCAO Grants Fund (219) Operating:** The MCAO Grants Fund has a net decrease of nine (9) FTEs.

- Decrease of eight (8) FTEs shifted to the General Fund (100).
- Decrease of four (4) FTEs inactivated.
- Increase of three (3) new Social Workers in response to new Courtroom Advocate and Field Response Advocate grants received in FY 2017.

**MCAO Diversion Fund (220) Non Recurring Non Project:** The MCAO Diversion Fund has a decrease of three (3) FTEs, which is comprised of:

- One (1) Attorney to General Fund (100).
- Two (2) Legal Support Specialists to General Fund (100).

**MCAO Fill the Gap Fund (221) Operating:** The MCAO Fill the Gap Fund has a decrease of one (1) Legal Support Specialist.

**MCAO Criminal Justice Enhancement Fund (267) Operating:** The MCAO Criminal Justice Enhancement Fund has a decrease of one (1) Attorney.

## General Adjustments

### **Base Adjustments:**

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

- Decrease revenue by \$22,480 based on current trends.
- Increase Regular Benefits by \$1,159,821 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$71,906 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$5,592 for the impact of the changes in retirement contribution rates.
- Increase Other Services by \$119,401 for the impact of the changes in personnel savings.
- Increase Services by \$2,044,329 for the following:
  - Multi-Disciplinary Response of \$1,019,907;
  - Law Clerk Program of \$501,422;
  - Victim and Witness Travel of \$288,000; and
  - Annual IT Software Licensing Maintenance of \$235,000.
- Decrease Internal Service Charges by \$1,111,365 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$482,458 for the impact of the changes in the base level telecommunication charges.
- Increase salary and benefits savings by \$537,323 from 6.8% to 7.54%.

#### **County Attorney RICO Fund (213) Operating**

- Reduce RICO Fund revenue by \$31,854 based on current revenue trends.
- Reduce RICO Fund General Supplies expenditures by \$31,854 to maintain structural balance.

#### **County Attorney Grants Fund (219) Operating**

- Increase Grant Fund revenues by \$987,098 based on increase in grant sources.
- Increase Regular Benefits by \$71,091 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$308 for the impact of the changes in retirement contribution rates.
- Increase Grant Fund expenditures by \$915,699 to maintain structural balance.

#### **Diversion Fund (220) Operating**

- Decrease Diversion Fund revenues by \$79,524 based on current trends.
- Increase Regular Benefits by \$27,756 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$157 for the impact of the changes in retirement contribution rates.
- Decrease expenditures in Supplies and Outside Services by \$107,437 to maintain structural balance.

#### **Diversion Fund (220) Non Recurring Non Project**

- Increase Regular Benefits by \$9,117 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$107 for the impact of the changes in retirement contribution rates.

- Increase expenditures in Personal Services by \$749,432 for use of fund balance to fund seven (7) positions.

**County Attorney Fill the Gap Fund (221) Operating**

- Decrease Fill the Gap Fund revenues by \$32,295 based on current trends.
- Increase Regular Benefits by \$31,959 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$94 for the impact of the changes in retirement contribution rates.
- Decrease expenditures in Other Services by \$64,348 to maintain structural balance.

**Check Enforcement Program Fund (266) Operating**

- Decrease Check Enforcement Fund revenues by \$52,746 based on current trends.
- Increase Regular Benefits by \$2,666 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$8 for the impact of the changes in retirement contribution rates.
- Increase Personal Services Allocations Out to Non Recurring Non Project by \$53,038.
- Decrease Other Services by \$2,382 to maintain structural balance.

**Check Enforcement Program Fund (266) Non Recurring Non Project**

- Increase Personal Services Allocation in by \$53,038.

**Criminal Justice Enhancement Fund (267) Operating**

- Decrease Criminal Justice Enhancement Fund revenues by \$137,351 based on current trends.
- Increase Regular Benefits by \$22,471 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$85 for the impact of the changes in retirement contribution rates.
- Decrease Criminal Justice Enhancement Fund expenditures by \$159,907 to maintain structural balance.

**Criminal Justice Enhancement Fund (267) Non Recurring Non Project**

- Increase Regular Benefits by \$2,600 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$16 for the impact of the changes in retirement contribution rates.
- Increase expenditures in Personal Services by \$260,017 for use of fund balance to fund two (2) positions.

**Victim Compensation and Assistance Fund (268) Operating**

- Increase Victim Compensation and Assistance Fund revenues by \$53,159 based on current trends.
- Increase Victim Compensation and Assistance Fund expenditures by \$53,159 to maintain structural balance.

**Victim Compensation Restitution Interest Fund (269) Operating**

- Increase Victim Compensation Restitution Interest Fund revenues by \$3,240 based on current trends.
- Increase Victim Compensation Restitution Interest Fund expenditures by \$3,240 to maintain structural balance.

## Programs and Activities

The Maricopa County Attorney's Office had a new strategic plan beginning in FY 2015. There is no performance measure data to report at this time.

### Civil Services Program

The purpose of the Civil Services Program is to provide legal advice and representation to the Maricopa County Board of Supervisors, elected and appointed officials, departments, employees, and certain agents of the County so they can manage the business of the County with the benefit of timely and responsive legal advice and representation.

### Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of all civil claims resolved in favor of Maricopa County.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of civil clients who were satisfied or very satisfied.	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Civil Services Activity

### Civil Services Activity

The purpose of the Civil Services Activity is to provide legal advice and representation to the Maricopa County Board of Supervisors, elected and appointed officials, departments, employees and certain agents of the County so they can manage the business of the County with the benefit of timely and responsive legal advice and representation.

**Mandates:** A.R.S. §11-532 which states that the County Attorney's Office will provide written opinions to County officers regarding the duties of their offices. Further, the County Attorney's Office will act as legal advisor to the Board of Supervisors and represent the County in legal affairs.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of all civil claims resolved in favor of Maricopa County.	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of civil clients who were satisfied or very satisfied.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of civil claims represented.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of civil claims against Maricopa County defended.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of civil claims by Maricopa County represented.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of civil claims filed against Maricopa County.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per civil claim represented.	N/A	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>							
	100 - GENERAL	\$ -	\$ 55,579	\$ 55,578	\$ 55,579	\$ -	0.0%
	TOTAL SOURCES	\$ -	\$ 55,579	\$ 55,578	\$ 55,579	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 8,358,393	\$ 8,707,001	\$ 8,558,078	\$ 8,774,240	\$ (67,239)	-0.8%
	TOTAL USES	\$ 8,358,393	\$ 8,707,001	\$ 8,558,078	\$ 8,774,240	\$ (67,239)	-0.8%

### Community/Victim Outreach Program

The purpose of the Community/Victim Outreach Program is to provide legal support and information to victims and their families, law enforcement agencies, civic organizations, schools, and residents of Maricopa County so they can work in partnership with MCAO to provide a safe community.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of victims satisfied as determined by a satisfaction survey.	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Community/Victim Outreach

### Community/Victim Outreach Activity

The purpose of the Community/Victim Outreach Activity is to provide legal support and information to victims and their families, law enforcement agencies, civic organizations, schools and residents of Maricopa County so they can work in partnership with the MCAO to provide a safe community.

**Mandates:** A.R.S. §11-538 which states that the County Attorney’s Office shall, if a victim compensation fund has been established, use such funds to assist “eligible victims of crime” with medical, counseling, funeral expenses and lost wages according to the eligibility rules established by the Arizona Criminal Justice Commission.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of victims satisfied as determined by a satisfaction survey.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of victims receiving services.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Dollars of victim financial reimbursements (dollars).	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of K-9 child victim sessions.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of participants in classes and presentations.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of requests for classes and presentations.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per class or presentation participant.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Expenditure per victim who received services.	N/A	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>							
	219 - COUNTY ATTORNEY GRANTS	\$ 2,341,338	\$ 1,964,525	\$ 2,083,599	\$ 1,996,818	\$ 32,293	1.6%
	220 - DIVERSION	1,867,783	1,792,874	1,864,096	1,713,350	(79,524)	-4.4%
	266 - CHECK ENFORCEMENT PROGRAM	97,455	125,048	101,390	72,302	(52,746)	-42.2%
	268 - VICTIM COMP RESTITUTION	127,442	111,600	131,894	164,759	53,159	47.6%
	269 - VICTIM COMPENSATION INTEREST	9,693	16,516	18,136	19,756	3,240	19.6%
	TOTAL SOURCES	\$ 4,443,711	\$ 4,010,563	\$ 4,199,115	\$ 3,966,985	\$ (43,578)	-1.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 474,990	\$ 509,133	\$ 481,903	\$ 1,181,256	\$ (672,123)	-132.0%
	219 - COUNTY ATTORNEY GRANTS	2,093,905	2,009,567	2,063,018	1,944,978	64,589	3.2%
	220 - DIVERSION	415,480	535,932	517,484	349,594	186,338	34.8%
	266 - CHECK ENFORCEMENT PROGRAM	128,896	125,048	119,559	123,417	1,631	1.3%
	268 - VICTIM COMP RESTITUTION	33,714	361,600	93,000	164,759	196,841	54.4%
	269 - VICTIM COMPENSATION INTEREST	10,468	16,516	16,508	19,756	(3,240)	-19.6%
	TOTAL USES	\$ 3,157,453	\$ 3,557,796	\$ 3,291,472	\$ 3,783,760	\$ (225,964)	-6.4%

## Juvenile Program

The purpose of the Juvenile Program is to provide juvenile adjudication and other legal support to the residents of Maricopa County and to youthful offenders so they can be rehabilitated in a manner that ensures public safety.

## Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of juvenile adjudications that result in a disposition.	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Juvenile Activity

## Juvenile Activity

The purpose of the Juvenile Activity is to provide juvenile adjudication and other legal support to residents of Maricopa County and youthful offenders so they can be rehabilitated in a manner that ensures public safety and reduces recidivism.

**Mandates:** A.R.S. §11-532 which states that the County Attorney’s Office shall conduct all prosecutions in the Superior Court for public offenses committed within the County on behalf of the state.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of juvenile adjudications that result in a disposition.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of juvenile adjudications completed.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of juvenile diversion referrals.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of adoptions.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of juveniles adjudicated with prior adjudications.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of juvenile referrals.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per juvenile adjudication completed.	N/A	N/A	N/A	N/A	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 4,061,435	\$ 4,086,729	\$ 3,968,776	\$ 3,833,589	\$ 253,140	6.2%
	TOTAL USES	\$ 4,061,435	\$ 4,086,729	\$ 3,968,776	\$ 3,833,589	\$ 253,140	6.2%

## Prosecution Program

The purpose of the Prosecution Program is to provide comprehensive felony, misdemeanor, delinquency and incorrigibility prosecution in the adult and juvenile courts to the people of Maricopa County so they can be assured that justice has been served and offenders are held accountable for their criminal or delinquent acts.

Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of vehicle theft prosecutions completed within 180 days of arraignment.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of vehicle theft case resolutions.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of Fraud and Identity Theft (FITE) victims receiving restitution.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of initial felony screenings resulting in charges being filed (filing rate).	N/A	N/A	N/A	N/A	N/A	N/A
Percent of initial felony screenings resulting in diversion from criminal prosecution.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of new felony convictions within 3 years of prior Maricopa County conviction and/or release from the Arizona Department of Corrections commitment from a Maricopa County conviction.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of criminal investigations resulting in a submittal.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of capital cases resulting in a death sentence.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of capital cases resulting in a life sentence.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of capital cases resulting in a sentence of at least 15 years.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of the total number of felonies resulting in a disposition of probation, jail and probation, Department of Corrections commitment, or Department of Correction commitment with probation.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of the total number of gang-related prosecutions reaching a conviction disposition.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of the total number of drug-related prosecutions reaching a conviction disposition.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of dangerous crimes filings resulting in convictions (arsons, home invasions, weapons misconduct).	N/A	N/A	N/A	N/A	N/A	N/A
Percent of specialized crime victims receiving restitution.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of strangulation filings that result in a conviction.	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Capital Prosecution Activity
- Drug and Gang Prosecutions Activity
- Investigations Activity
- Pretrial/Charging Activity
- Property Crime Activity
- Prosecution Activity
- Specialized Crime Prosecution Activity

**Capital Prosecution Activity**

The purpose of the Capital Prosecution Activity is to provide criminal prosecution of capital defendants to victims, their families and residents of Maricopa County so they can achieve a sense of justice, live in a safe community and hold offenders accountable.

**Mandates:** A.R.S. §11-532 which states that the County Attorney’s Office shall conduct all prosecutions in the Superior Court for public offenses committed within the County on behalf of the state.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of capital cases resulting in a death sentence.	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of capital cases resulting in a life sentence.	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of capital cases resulting in a sentence of at least 15 years.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of capital cases reaching disposition.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of post-conviction relief representations.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of capital cases.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of capital reviewed within 60 days.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of capital cases tried within 5 years.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of capital cases filed.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per capital case reaching disposition.	N/A	N/A	N/A	N/A	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,000,484	\$ 2,919,075	\$ 2,869,967	\$ 2,794,880	\$ 124,195	4.3%
	220 - DIVERSION	30,647	83,610	33,591	84,928	(1,318)	-1.6%
	267 - CRIM JUSTICE ENHANCEMENT	170,893	169,275	168,379	169,964	(689)	-0.4%
	TOTAL USES	\$ 3,202,024	\$ 3,171,960	\$ 3,071,937	\$ 3,049,772	\$ 122,188	3.9%

**Drug and Gang Prosecutions Activity**

The purpose of the Drug and Gang Prosecutions Activity is to provide criminal prosecution of drug traffickers, gang members and gang related crimes to victims, their families and residents of Maricopa County so they can live in a safe community and hold offenders accountable.

**Mandates:** A.R.S. §11-532 which states that the County Attorney’s Office shall conduct all prosecutions in the Superior Court for public offenses committed within the County on behalf of the state.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of the total number of gang-related prosecutions reaching a conviction disposition.	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of the total number of drug-related prosecutions reaching a conviction disposition.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of drug-related filings reaching disposition.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of gang-related filings reaching disposition.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of drug and gang-related prosecutions reaching disposition.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Total number of drug-related prosecutions required.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Total number of gang-related prosecutions required.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per drug-related and gang-related prosecutions reaching disposition.	N/A	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>							
	219 - COUNTY ATTORNEY GRANTS	\$ 1,567,437	\$ 62,860	\$ 662,876	\$ 1,072,823	\$ 1,009,963	1606.7%
	267 - CRIM JUSTICE ENHANCEMENT	1,138,829	1,377,000	1,377,000	1,239,649	(137,351)	-10.0%
	TOTAL SOURCES	\$ 2,706,266	\$ 1,439,860	\$ 2,039,876	\$ 2,312,472	\$ 872,612	60.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,026,019	\$ 2,919,408	\$ 3,369,841	\$ 3,762,053	\$ (842,645)	-28.9%
	219 - COUNTY ATTORNEY GRANTS	1,543,406	1,915,612	1,664,164	1,374,505	541,107	28.2%
	220 - DIVERSION	14,024	59,117	43,021	-	59,117	100.0%
	267 - CRIM JUSTICE ENHANCEMENT	9,165	-	-	-	-	N/A
	TOTAL USES	\$ 4,592,614	\$ 4,894,137	\$ 5,077,026	\$ 5,136,558	\$ (242,421)	-5.0%

### Investigations Activity

The purpose of the Investigations Activity is to provide investigations to prosecutors representing victims and law enforcement agencies and residents of Maricopa County so they can live in a safe community and hold offenders accountable.

**Mandates:** A.R.S. §11-532 which states that the County Attorney's Office shall conduct all prosecutions in the Superior Court for public offenses committed within the County on behalf of the state.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of criminal investigations resulting in a submittal.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of completed criminal investigations initiated by the MCAO.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of subpoenas served.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of search warrants served.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of completed criminal investigations.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of completed criminal investigations initiated by other law enforcement agencies with MCAO investigations support.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of Special Detail Requests (SDRs) completed by Deputy County Attorneys to assist during trials.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of misdemeanor cases submitted to Justice Courts.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of criminal investigations requested by other law enforcement agencies.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per completed criminal investigation.	N/A	N/A	N/A	N/A	N/A	N/A
<b>Revenue</b>							
	219 - COUNTY ATTORNEY GRANTS	\$ 45,101	\$ 44,404	\$ 28,269	\$ 27,375	\$ (17,029)	-38.4%
	TOTAL SOURCES	\$ 45,101	\$ 44,404	\$ 28,269	\$ 27,375	\$ (17,029)	-38.4%
<b>Expenditure</b>							
	100 - GENERAL	\$ 6,206,525	\$ 6,559,711	\$ 6,890,845	\$ 6,660,882	\$ (101,171)	-1.5%
	219 - COUNTY ATTORNEY GRANTS	165,698	165,473	119,282	108,053	57,420	34.7%
	220 - DIVERSION	623,040	143,876	189,046	375,949	(232,073)	-161.3%
	267 - CRIM JUSTICE ENHANCEMENT	-	84,587	71,325	141,390	(56,803)	-67.2%
	TOTAL USES	\$ 6,995,263	\$ 6,953,647	\$ 7,270,498	\$ 7,286,274	\$ (332,627)	-4.8%

**Pretrial/Charging Activity**

The purpose of the Pretrial/Charging Activity is to provide felony case reviews and charging decisions to prosecutors representing victims and law enforcement agencies so they can successfully prosecute criminals, hold offenders accountable and provide a safe community.

**Mandates:** A.R.S. §11-532 which states that the County Attorney’s Office shall conduct all prosecutions in the Superior Court for public offenses committed within the County on behalf of the state.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of initial felony screenings resulting in charges being filed (filing rate).	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of initial felony screenings resulting in diversion from criminal prosecution.	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of new felony convictions within 3 years of prior Maricopa County conviction and/or release from the Arizona Department of Corrections commitment from a Maricopa County conviction.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of felony screenings submitted.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of offenders released within last 3 years from Maricopa County conviction and/or release from the Arizona Department of Corrections commitment from a Maricopa County conviction.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of criminal cases filed.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of felony submittals charged within 30 days.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of in-jail submittals charged within 48 hours.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Dollars of check enforcement restitutions.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of criminal cases submitted by law enforcement agencies.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total activity expenditure per felony screening.	N/A	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>							
	219 - COUNTY ATTORNEY GRANTS	\$ 89,890	\$ -	\$ 56,266	\$ 187,580	\$ 187,580	N/A
	221 - COUNTY ATTORNEY FILL THE GAP	1,526,333	1,527,206	1,495,533	1,494,911	(32,295)	-2.1%
	TOTAL SOURCES	\$ 1,616,223	\$ 1,527,206	\$ 1,551,799	\$ 1,682,491	\$ 155,285	10.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 10,904,734	\$ 11,551,406	\$ 10,878,691	\$ 10,964,154	\$ 587,252	5.1%
	219 - COUNTY ATTORNEY GRANTS	146,826	163	16,292	488,058	(487,895)	-299322.1%
	220 - DIVERSION	674,983	944,263	949,655	993,768	(49,505)	-5.2%
	221 - COUNTY ATTORNEY FILL THE GAP	1,066,672	1,219,247	1,187,434	1,149,293	69,954	5.7%
	267 - CRIM JUSTICE ENHANCEMENT	292,766	44,060	28,190	44,731	(671)	-1.5%
	TOTAL USES	\$ 13,085,981	\$ 13,759,139	\$ 13,060,262	\$ 13,640,004	\$ 119,135	0.9%

**Property Crime Activity**

The purpose of the Property Crime Activity is to provide criminal prosecution of property crimes and identity theft crimes to victims and residents of Maricopa County so they can have their personal property and identities protected and hold offenders accountable.

**Mandates:** A.R.S. §11-532 which states that the County Attorney’s Office shall conduct all prosecutions in the Superior Court for public offenses committed within the County on behalf of the state.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of vehicle theft prosecutions completed within 180 days of arraignment.	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of vehicle theft case resolutions.	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of Fraud and Identity Theft (FITE) victims receiving restitution.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of vehicle thefts prosecuted.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of identity thefts prosecuted.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Dollars of recovered assets.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of vehicle thefts submitted by law enforcement.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per vehicle theft prosecuted.	N/A	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>							
	219 - COUNTY ATTORNEY GRANTS	\$ 255,028	\$ 261,943	\$ 343,644	\$ 264,785	\$ 2,842	1.1%
	TOTAL SOURCES	\$ 255,028	\$ 261,943	\$ 343,644	\$ 264,785	\$ 2,842	1.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 4,361,689	\$ 4,113,865	\$ 4,008,829	\$ 4,032,984	\$ 80,881	2.0%
	219 - COUNTY ATTORNEY GRANTS	274,234	283,478	265,691	260,202	23,276	8.2%
	267 - CRIM JUSTICE ENHANCEMENT	7,970	79,922	80,180	81,240	(1,318)	-1.6%
	TOTAL USES	\$ 4,643,893	\$ 4,477,265	\$ 4,354,700	\$ 4,374,426	\$ 102,839	2.3%

### Prosecution Activity

The purpose of the Prosecution Activity is to provide effective trial presentations and post-conviction follow-up to victims, their families and residents of Maricopa County so they can live in a safe community and hold offenders accountable.

**Mandates:** A.R.S. §11-532 which states that the County Attorney’s Office shall conduct all prosecutions in the Superior Court for public offenses committed within the County on behalf of the state.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of the total number of felonies resulting in a disposition of probation, jail and probation, Department of Corrections commitment, or Department of Correction commitment with probation.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of felony prosecutions reaching disposition.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of warrants issued.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of probation revocations.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of Department of Correction eligible offenders sent to prison.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of misdemeanor convictions.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of felony prosecutions required.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per felony prosecution reaching disposition.	N/A	N/A	N/A	N/A	N/A	N/A
<b>Revenue</b>							
	219 - COUNTY ATTORNEY GRANTS	\$ 497,571	\$ 2,785,518	\$ 2,319,269	\$ 2,828,038	\$ 42,520	1.5%
	213 - COUNTY ATTORNEY RICO	2,000,213	1,910,940	1,866,503	1,879,086	(31,854)	-1.7%
	267 - CRIM JUSTICE ENHANCEMENT	669,903	-	-	-	-	N/A
	269 - VICTIM COMPENSATION INTEREST	11,016	-	-	-	-	N/A
	TOTAL SOURCES	\$ 3,178,703	\$ 4,696,458	\$ 4,185,772	\$ 4,707,124	\$ 10,666	0.2%
<b>Expenditure</b>							
	100 - GENERAL	\$ 28,845,701	\$ 29,849,013	\$ 29,679,257	\$ 30,551,132	\$ (702,119)	-2.4%
	219 - COUNTY ATTORNEY GRANTS	1,047,662	1,429,013	1,610,739	2,149,669	(720,656)	-50.4%
	213 - COUNTY ATTORNEY RICO	1,855,453	3,410,940	3,314,916	1,879,086	1,531,854	44.9%
	220 - DIVERSION	566,556	744,928	606,699	547,936	196,992	26.4%
	221 - COUNTY ATTORNEY FILL THE GAP	320,278	307,959	307,882	320,615	(12,656)	-4.1%
	267 - CRIM JUSTICE ENHANCEMENT	814,442	931,339	889,849	785,238	146,101	15.7%
	269 - VICTIM COMPENSATION INTEREST	963	-	-	-	-	N/A
	TOTAL USES	\$ 33,451,055	\$ 36,673,192	\$ 36,409,342	\$ 36,233,676	\$ 439,516	1.2%

### Specialized Crime Prosecution Activity

The purpose of the Specialized Crime Prosecution Activity is to provide criminal prosecution of dangerous offenders to victims, their families and residents of Maricopa County so they can live in a safe community and hold offenders accountable.

**Mandates:** A.R.S. §11-532 which states that the County Attorney’s Office shall conduct all prosecutions in the Superior Court for public offenses committed within the County on behalf of the state.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of dangerous crimes filings resulting in convictions (arsons, home invasions, weapons misconduct).	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of specialized crime victims receiving restitution.	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of strangulation filings that result in a conviction.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of dangerous crime prosecutions (arsons, home invasions, weapons misconduct) resulting in dispositions.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of dangerous driver prosecutions.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of physical child abuse filings.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of strangulation prosecutions.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of dangerous crime (arsons, home invasions, weapons misconduct) charges filed.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per number of dangerous crimes (arsons, home invasions, weapons misconduct) filings resulting in dispositions.	N/A	N/A	N/A	N/A	N/A	N/A
<b>Revenue</b>							
	219 - COUNTY ATTORNEY GRANTS	\$ -	\$ 749,345	\$ 374,672	\$ 113,523	\$ (635,822)	-84.9%
	TOTAL SOURCES	\$ -	\$ 749,345	\$ 374,672	\$ 113,523	\$ (635,822)	-84.9%
<b>Expenditure</b>							
	100 - GENERAL	\$ 1,104,421	\$ 1,123,137	\$ 1,097,762	\$ 1,348,460	\$ (225,323)	-20.1%
	219 - COUNTY ATTORNEY GRANTS	194,276	(125,519)	60,234	113,523	(239,042)	190.4%
	220 - DIVERSION	22,072	55,810	55,916	57,147	(1,337)	-2.4%
	TOTAL USES	\$ 1,320,769	\$ 1,053,428	\$ 1,213,912	\$ 1,519,130	\$ (465,702)	-44.2%

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 85,548,461</b>	<b>\$ 84,559</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 85,548,461</b>	<b>\$ 84,559</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 85,548,461</b>	<b>\$ 84,559</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 1,093,507</b>	<b>\$ -</b>
Employee Health/Dental Premiums	1,159,821	-
Vacancy Savings Assoc with Benefit Adjustments	(71,906)	-
Retirement Contributions	5,592	-
<b>Base Adjustments</b>	<b>\$ 997,500</b>	<b>\$ -</b>
Other Base Adjustments	119,401	-
Increase to Other Services	\$ 119,401	-
Base Adjustment Increases	2,044,329	-
Multi-Disciplinary Response (Child Abuse, Sex Assault & Strangulation Exams)	\$ 1,019,907	-
Law Clerk Program to Assist Prosecutors in Cost Effective Legal Research	501,422	-
Victim & Witness Travel	288,000	-
Annual IT Software Licensing Maintenance	235,000	-
Risk Management Adjustment	(1,111,365)	-
Base Telecom Adjustment	482,458	-
Personnel Savings	(537,323)	-
From 6.8% to 7.54%	\$ (537,323)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (22,480)</b>
ProgRevenue Volume Inc/Dec	-	(22,480)
<b>FY 2017 Adopted Budget</b>	<b>\$ 87,639,468</b>	<b>\$ 62,079</b>
Percent Change from Baseline Amount	2.4%	-26.6%

County Attorney RICO Fund (213)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,910,940</b>	<b>\$ 1,910,940</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,910,940</b>	<b>\$ 1,910,940</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 1,910,940</b>	<b>\$ 1,910,940</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ (31,854)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(31,854)</i>	<i>-</i>
<i>Decrease General Supplies</i>	<i>\$ (31,854)</i>	
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (31,854)</b>
<i>ProgRevenue Volume Inc/Dec</i>		<i>(31,854)</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,879,086</b>	<b>\$ 1,879,086</b>
<i>Percent Change from Baseline Amount</i>	<i>-1.7%</i>	<i>-1.7%</i>

County Attorney RICO Fund (213) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 3,430,606	\$ 2,524,646	\$ 2,524,646	\$ 3,575,366	\$ 2,126,953
Sources:					
Operating	\$ 2,000,213	\$ 1,910,940	\$ 1,910,940	\$ 1,866,503	\$ 1,879,086
Total Sources:	\$ 2,000,213	\$ 1,910,940	\$ 1,910,940	\$ 1,866,503	\$ 1,879,086
Uses:					
Operating	\$ 602,795	\$ 1,910,940	\$ 1,910,940	\$ 1,814,916	\$ 1,879,086
Non-Recurring	1,252,658	-	1,500,000	1,500,000	-
Total Uses:	\$ 1,855,453	\$ 1,910,940	\$ 3,410,940	\$ 3,314,916	\$ 1,879,086
Structural Balance	\$ 1,397,418	\$ -	\$ -	\$ 51,587	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 3,575,366	\$ 2,524,646	\$ 1,024,646	\$ 2,126,953	\$ 2,126,953
Total Ending Spendable Fund Balance	\$ 3,575,366	\$ 2,524,646	\$ 1,024,646	\$ 2,126,953	\$ 2,126,953

County Attorney Grants Fund (219)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 5,351,226</b>	<b>\$ 5,351,226</b>
Adjustments:	Agenda Item:		
<b>Grants</b>		<b>\$ 517,369</b>	<b>\$ 517,369</b>
<i>Grant-Sex Assault Kit Backlog</i>	C-19-16-011-G-00	364,751	364,751
<i>Field Response Advocacy Grant</i>	C-19-16-024-G-00	41,089	41,089
<i>Courtroom Advocacy Grant</i>	C-19-16-026-G-00	111,529	111,529
<b>FY 2016 Revised Budget</b>		<b>\$ 5,868,595</b>	<b>\$ 5,868,595</b>
Adjustments:	Agenda Item:		
<b>Grants</b>		<b>\$ (364,751)</b>	<b>\$ (364,751)</b>
<i>Grant-Sex Assault Kit Backlog</i>	C-19-16-011-G-00	(364,751)	(364,751)
<b>FY 2017 Baseline Budget</b>		<b>\$ 5,503,844</b>	<b>\$ 5,503,844</b>
Adjustments:			
<b>Employee Retirement and Benefits</b>		<b>\$ 71,399</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>		71,091	-
<i>Retirement Contributions</i>		308	-
<b>Grants</b>		<b>\$ 915,699</b>	<b>\$ 987,098</b>
<i>Grant Reconciliation</i>		915,699	987,098
<b>FY 2017 Adopted Budget</b>		<b>\$ 6,490,942</b>	<b>\$ 6,490,942</b>
<i>Percent Change from Baseline Amount</i>		<i>17.9%</i>	<i>17.9%</i>

County Attorney Grants Fund (219) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ (99,450)	\$ (98,096)	\$ (98,096)	\$ (254,287)	\$ (254,287)
Sources:					
Operating	\$ 5,400,783	\$ 5,351,226	\$ 5,868,595	\$ 5,868,595	\$ 6,490,942
Total Sources:	\$ 5,400,783	\$ 5,351,226	\$ 5,868,595	\$ 5,868,595	\$ 6,490,942
Uses:					
Operating	\$ 5,555,618	\$ 5,351,226	\$ 5,868,595	\$ 5,868,595	\$ 6,490,942
Total Uses:	\$ 5,555,618	\$ 5,351,226	\$ 5,868,595	\$ 5,868,595	\$ 6,490,942
Structural Balance	\$ (154,835)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ -	\$ -	\$ -	\$ -
Total Ending Spendable Fund Balance	\$ (254,287)	\$ (98,096)	\$ (98,096)	\$ (254,287)	\$ (254,287)

Diversion Fund (220)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,792,874</b>	<b>\$ 1,792,874</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,792,874</b>	<b>\$ 1,792,874</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 1,792,874</b>	<b>\$ 1,792,874</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 27,913</b>	<b>\$ -</b>
Employee Health/Dental Premiums	27,756	-
Retirement Contributions	157	-
<b>Base Adjustments</b>	<b>\$ (107,437)</b>	<b>\$ -</b>
Other Base Adjustments	(107,437)	-
Decrease Supplies and Outside Services	\$ (107,437)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (79,524)</b>
ProgRevenue Volume Inc/Dec	-	(79,524)
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,713,350</b>	<b>\$ 1,713,350</b>
Percent Change from Baseline Amount	-4.4%	-4.4%
	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 774,662</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 774,662</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 9,224</b>	<b>\$ -</b>
Employee Health/Dental Premiums	9,117	-
Retirement Contributions	107	-
<b>Non Recurring</b>	<b>\$ 749,432</b>	<b>\$ -</b>
Other Non Recurring	749,432	-
Seven (7) Diversion FTEs and Services	\$ 749,432	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 758,656</b>	<b>\$ -</b>

Diversion Fund (220) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 1,782,553	\$ 860,725	\$ 860,725	\$ 1,303,546	\$ 772,230
Sources:					
Operating	\$ 1,867,783	\$ 1,792,874	\$ 1,792,874	\$ 1,864,096	\$ 1,713,350
Total Sources:	\$ 1,867,783	\$ 1,792,874	\$ 1,792,874	\$ 1,864,096	\$ 1,713,350
Uses:					
Operating	\$ 1,354,934	\$ 1,792,874	\$ 1,792,874	\$ 1,782,617	\$ 1,713,350
Non-Recurring	991,868	774,662	774,662	612,795	758,656
Total Uses:	\$ 2,346,802	\$ 2,567,536	\$ 2,567,536	\$ 2,395,412	\$ 2,472,006
Structural Balance	\$ 512,849	\$ -	\$ -	\$ 81,479	\$ -
Accounting Adjustments	\$ 12	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,303,546	\$ 86,063	\$ 86,063	\$ 772,230	\$ 13,574
Total Ending Spendable Fund Balance	\$ 1,303,546	\$ 86,063	\$ 86,063	\$ 772,230	\$ 13,574

County Attorney Fill the Gap Fund (221)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,527,206</b>	<b>\$ 1,527,206</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,527,206</b>	<b>\$ 1,527,206</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 1,527,206</b>	<b>\$ 1,527,206</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 32,053</b>	<b>\$ -</b>
Employee Health/Dental Premiums	31,959	-
Retirement Contributions	94	-
<b>Base Adjustments</b>	<b>\$ (64,348)</b>	<b>\$ -</b>
Other Base Adjustments	(64,348)	-
Decrease Other Services	\$ (64,348)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (32,295)</b>
ProgRevenue Volume Inc/Dec	-	(32,295)
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,494,911</b>	<b>\$ 1,494,911</b>
Percent Change from Baseline Amount	-2.1%	-2.1%

County Attorney Fill the Gap Fund (221) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 108,636	\$ 166,043	\$ 166,043	\$ 248,025	\$ 248,242
Sources:					
Operating	\$ 1,526,333	\$ 1,527,206	\$ 1,527,206	\$ 1,495,533	\$ 1,494,911
Total Sources:	\$ 1,526,333	\$ 1,527,206	\$ 1,527,206	\$ 1,495,533	\$ 1,494,911
Uses:					
Operating	\$ 1,386,950	\$ 1,527,206	\$ 1,527,206	\$ 1,495,316	\$ 1,494,911
Total Uses:	\$ 1,386,950	\$ 1,527,206	\$ 1,527,206	\$ 1,495,316	\$ 1,494,911
Structural Balance	\$ 139,383	\$ -	\$ -	\$ 217	\$ -
Accounting Adjustments	\$ 6	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 248,025	\$ 166,043	\$ 166,043	\$ 248,242	\$ 248,242
Total Ending Spendable Fund Balance	\$ 248,025	\$ 166,043	\$ 166,043	\$ 248,242	\$ 248,242

Check Enforcement Fund (266)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 125,048</b>	<b>\$ 125,048</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 125,048</b>	<b>\$ 125,048</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 125,048</b>	<b>\$ 125,048</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 2,674</b>	<b>\$ -</b>
Employee Health/Dental Premiums	2,666	-
Retirement Contributions	8	-
<b>Base Adjustments</b>	<b>\$ (55,420)</b>	<b>\$ -</b>
Other Base Adjustments	(55,420)	-
Increase Personal Services Allocations Out to Non Recurring Non Project	\$ (53,038)	-
Decrease Other Services	(2,382)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (52,746)</b>
ProgRevenue Volume Inc/Dec	-	(52,746)
<b>FY 2017 Adopted Budget</b>	<b>\$ 72,302</b>	<b>\$ 72,302</b>
Percent Change from Baseline Amount	-42.2%	-42.2%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
Other Non Recurring		53,038
Increase Personal Services Allocations In from Operating	\$ 53,038	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 53,038</b>	<b>\$ -</b>

Check Enforcement Program Fund (266) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 141,165	\$ 108,486	\$ 108,486	\$ 109,723	\$ 91,554
Sources:					
Operating	\$ 97,455	\$ 125,048	\$ 125,048	\$ 101,390	\$ 72,302
Total Sources:	\$ 97,455	\$ 125,048	\$ 125,048	\$ 101,390	\$ 72,302
Uses:					
Operating	\$ 128,896	\$ 125,048	\$ 125,048	\$ 119,559	\$ 72,302
Non-Recurring	-	-	-	-	53,038
Total Uses:	\$ 128,896	\$ 125,048	\$ 125,048	\$ 119,559	\$ 125,340
Structural Balance	\$ (31,441)	\$ -	\$ -	\$ (18,169)	\$ -
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 109,723	\$ 108,486	\$ 108,486	\$ 91,554	\$ 38,516
Total Ending Spendable Fund Balance	\$ 109,723	\$ 108,486	\$ 108,486	\$ 91,554	\$ 38,516

Criminal Justice Enhancement Fund (267)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,377,000</b>	<b>\$ 1,377,000</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,377,000</b>	<b>\$ 1,377,000</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 1,377,000</b>	<b>\$ 1,377,000</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 22,556</b>	<b>\$ -</b>
Employee Health/Dental Premiums	22,471	-
Retirement Contributions	85	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (137,351)</b>
ProgRevenue Volume Inc/Dec	-	(137,351)
<b>Structural Balance</b>	<b>\$ (159,907)</b>	<b>\$ -</b>
Structural Balance	(159,907)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,239,649</b>	<b>\$ 1,239,649</b>
Percent Change from Baseline Amount	-10.0%	-10.0%
	<b>Expenditures</b>	<b>Revenue</b>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 196,727</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 196,727</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (196,727)</b>	<b>\$ -</b>
Other Non Recurring	(196,727)	-
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 2,616</b>	<b>\$ -</b>
Employee Health/Dental Premiums	2,600	-
Retirement Contributions	16	-
<b>Non Recurring</b>	<b>\$ 260,017</b>	<b>\$ -</b>
Other Non Recurring	260,017	-
Two (2) Criminal Justice FTEs and Services	\$ 260,017	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 262,633</b>	<b>\$ -</b>

**Criminal Justice Enhancement Fund (267) Fund Balance Summary**

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 306,626	\$ 235,747	\$ 235,747	\$ 609,367	\$ 487,081
Sources:					
Operating	\$ 1,808,732	\$ 1,377,000	\$ 1,377,000	\$ 1,377,000	\$ 1,239,649
Total Sources:	\$ 1,808,732	\$ 1,377,000	\$ 1,377,000	\$ 1,377,000	\$ 1,239,649
Uses:					
Operating	\$ 1,382,704	\$ 1,377,000	\$ 1,377,000	\$ 1,316,970	\$ 1,239,649
Non-Recurring	123,295	196,727	196,727	182,316	262,633
Total Uses:	\$ 1,505,999	\$ 1,573,727	\$ 1,573,727	\$ 1,499,286	\$ 1,502,282
Structural Balance	\$ 426,028	\$ -	\$ -	\$ 60,030	\$ -
Accounting Adjustments	\$ 8	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 609,367	\$ 39,020	\$ 39,020	\$ 487,081	\$ 224,448
Total Ending Spendable Fund Balance	\$ 609,367	\$ 39,020	\$ 39,020	\$ 487,081	\$ 224,448

**Victim Compensation and Assistance Fund (268)**

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 111,600	\$ 111,600
<b>FY 2016 Revised Budget</b>	\$ 111,600	\$ 111,600
<b>FY 2017 Baseline Budget</b>	\$ 111,600	\$ 111,600
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ 53,159
<i>ProgRevenue Volume Inc/Dec</i>	-	53,159
<b>Structural Balance</b>	\$ 53,159	\$ -
<i>Structural Balance</i>	53,159	-
<b>FY 2017 Adopted Budget</b>	\$ 164,759	\$ 164,759
<i>Percent Change from Baseline Amount</i>	47.6%	47.6%

Victim Compensation and Assistance Fund (268) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 1,369,101	\$ 1,302,483	\$ 1,302,483	\$ 1,462,830	\$ 1,501,724
Sources:					
Operating	\$ 127,442	\$ 111,600	\$ 111,600	\$ 131,894	\$ 164,759
Total Sources:	\$ 127,442	\$ 111,600	\$ 111,600	\$ 131,894	\$ 164,759
Uses:					
Operating	\$ -	\$ 111,600	\$ 111,600	\$ 93,000	\$ 164,759
Non-Recurring	\$ 33,714	\$ -	\$ 250,000	\$ -	\$ -
Total Uses:	\$ 33,714	\$ 111,600	\$ 361,600	\$ 93,000	\$ 164,759
Structural Balance	\$ 127,442	\$ -	\$ -	\$ 38,894	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,462,830	\$ 1,302,483	\$ 1,052,483	\$ 1,501,724	\$ 1,501,724
Total Ending Spendable Fund Balance	\$ 1,462,830	\$ 1,302,483	\$ 1,052,483	\$ 1,501,724	\$ 1,501,724

Victim Compensation Restitution Interest Fund (269)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 16,516	\$ 16,516
<b>FY 2016 Revised Budget</b>	\$ 16,516	\$ 16,516
<b>FY 2017 Baseline Budget</b>	\$ 16,516	\$ 16,516
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ 3,240
<i>ProgRevenue Volume Inc/Dec</i>	-	3,240
<b>Structural Balance</b>	\$ 3,240	\$ -
<i>Structural Balance</i>	3,240	-
<b>FY 2017 Adopted Budget</b>	\$ 19,756	\$ 19,756
<i>Percent Change from Baseline Amount</i>	19.6%	19.6%

Victim Compensation Restitution Interest Fund (269) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 792,722	\$ 766,702	\$ 766,702	\$ 802,002	\$ 803,630
Sources:					
Operating	\$ 20,709	\$ 16,516	\$ 16,516	\$ 18,136	\$ 19,756
Total Sources:	\$ 20,709	\$ 16,516	\$ 16,516	\$ 18,136	\$ 19,756
Uses:					
Operating	\$ 11,431	\$ 16,516	\$ 16,516	\$ 16,508	\$ 19,756
Non-Recurring	-	-	-	-	-
Total Uses:	\$ 11,431	\$ 16,516	\$ 16,516	\$ 16,508	\$ 19,756
Structural Balance	\$ 9,278	\$ -	\$ -	\$ 1,628	\$ -
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 802,002	\$ 766,702	\$ 766,702	\$ 803,630	\$ 803,630
Total Ending Spendable Fund Balance	\$ 802,002	\$ 766,702	\$ 766,702	\$ 803,630	\$ 803,630

## County Manager

*Analysis by Angie Flick, Strategic Business Planning Administrator*

### Summary

#### Mission

The mission of the County Manager's Office is to provide leadership and direction to County departments and agencies so that they can deliver quality services countywide.

#### Vision

To manage, lead, and direct Countywide services. This includes managing the continued financial stabilization plan, responding to citizenry and meeting public needs, providing leadership for County initiatives, initiating program development and implementation in response to policy direction set by the Board of Supervisors, coordinating County issues which have regional impact, providing leadership related to county legislative initiatives and intergovernmental issues, and providing information to employees and the public concerning County activities. To assist the Board of Supervisors in every way possible in meeting the challenges facing the County in the years ahead. These include the efficient responsive provision of services, sound financial planning, growth management, and insightful policy recommendations.

#### Strategic Goals

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

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
GOVR - GOVERNMENT RELATIONS	\$ -	\$ -	\$ 456,288	\$ -	\$ -	\$ (456,288)	-100.0%
20GC - GOVT RELATIONS AND COMM	\$ -	\$ -	\$ 456,288	\$ -	\$ -	\$ (456,288)	-100.0%
COMM - COMMUTE OPTIONS	\$ 860	\$ 600	\$ 600	\$ 720	\$ -	\$ (600)	-100.0%
71CT - COMMUTE OPTIONS	\$ 860	\$ 600	\$ 600	\$ 720	\$ -	\$ (600)	-100.0%
RCOM - REGULATION COMPLIANCE	\$ -	\$ -	\$ -	\$ -	\$ 600	\$ 600	N/A
99AS - INDIRECT SUPPORT	\$ -	\$ -	\$ -	\$ -	\$ 600	\$ 600	N/A
GGOV - GENERAL GOVERNMENT	\$ 3,045,650	\$ 5,000	\$ 1,167,288	\$ 1,350,243	\$ 326,455	\$ (840,833)	-72.0%
99GV - GENERAL OVERHEAD	\$ 3,045,650	\$ 5,000	\$ 1,167,288	\$ 1,350,243	\$ 326,455	\$ (840,833)	-72.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 3,046,510</b>	<b>\$ 5,600</b>	<b>\$ 1,624,176</b>	<b>\$ 1,350,963</b>	<b>\$ 327,055</b>	<b>\$ (1,297,121)</b>	<b>-79.9%</b>
<b>USES</b>							
CMSV - COMMUNICATION SERVICES	\$ 618,395	\$ 671,331	\$ 693,340	\$ 699,820	\$ 963,664	\$ (270,324)	-39.0%
GOVR - GOVERNMENT RELATIONS	918,702	1,002,492	1,474,371	967,191	986,288	488,083	33.1%
20GC - GOVT RELATIONS AND COMM	\$ 1,537,097	\$ 1,673,823	\$ 2,167,711	\$ 1,667,011	\$ 1,949,952	\$ 217,759	10.0%
COMM - COMMUTE OPTIONS	\$ 34,273	\$ 53,425	\$ 56,889	\$ 61,392	\$ -	\$ 56,889	100.0%
71CT - COMMUTE OPTIONS	\$ 34,273	\$ 53,425	\$ 56,889	\$ 61,392	\$ -	\$ 56,889	100.0%
ODIR - EXECUTIVE MANAGEMENT	\$ 456,133	\$ 477,241	\$ 520,661	\$ 554,589	\$ 492,060	\$ 28,601	5.5%
RCOM - REGULATION COMPLIANCE	-	-	-	-	\$ 8,200	\$ (8,200)	N/A
SPPT - OPERATIONS SUPPORT	363,076	344,165	259,681	264,822	156,725	102,956	39.6%
99AS - INDIRECT SUPPORT	\$ 819,209	\$ 821,406	\$ 780,342	\$ 819,411	\$ 656,985	\$ 123,357	15.8%
GGOV - GENERAL GOVERNMENT	\$ 2,777,317	\$ 5,000	\$ 1,167,288	\$ 1,618,576	\$ 326,455	\$ 840,833	72.0%
INFR - INFRASTRUCTURE	-	12,944	12,944	12,468	18,941	(5,997)	-46.3%
RISK - RISK PREMIUMS	16,128	16,321	16,321	16,320	22,555	(6,234)	-38.2%
99GV - GENERAL OVERHEAD	\$ 2,793,445	\$ 34,265	\$ 1,196,553	\$ 1,647,364	\$ 367,951	\$ 828,602	69.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 5,184,024</b>	<b>\$ 2,582,919</b>	<b>\$ 4,201,495</b>	<b>\$ 4,195,178</b>	<b>\$ 2,974,888</b>	<b>\$ 1,226,607</b>	<b>29.2%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 3,045,650	\$ 5,000	\$ 1,623,576	\$ 1,350,243	\$ 326,455	\$ (1,297,121)	-79.9%
<b>SUBTOTAL</b>	\$ 3,045,650	\$ 5,000	\$ 1,623,576	\$ 1,350,243	\$ 326,455	\$ (1,297,121)	-79.9%
<b>MISCELLANEOUS</b>							
0650 - MISCELLANEOUS REVENUE	\$ 860	\$ 600	\$ 600	\$ 720	\$ 600	\$ -	0.0%
<b>SUBTOTAL</b>	\$ 860	\$ 600	\$ 600	\$ 720	\$ 600	\$ -	0.0%
<b>ALL REVENUES</b>	\$ 3,046,510	\$ 5,600	\$ 1,624,176	\$ 1,350,963	\$ 327,055	\$ (1,297,121)	-79.9%
<b>TOTAL SOURCES</b>	\$ 3,046,510	\$ 5,600	\$ 1,624,176	\$ 1,350,963	\$ 327,055	\$ (1,297,121)	-79.9%

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,415,364	\$ 1,444,486	\$ 1,435,344	\$ 1,500,306	\$ 1,417,256	\$ 18,088	1.3%
0710 - OVERTIME	9	-	-	-	-	-	N/A
0750 - FRINGE BENEFITS	421,983	451,900	434,064	434,333	457,930	(23,866)	-5.5%
0790 - OTHER PERSONNEL SERVICES	-	-	26,978	10,000	-	26,978	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(14,228)	-	-	(143)	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	7,162	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	\$ 1,830,290	\$ 1,896,386	\$ 1,896,386	\$ 1,944,496	\$ 1,875,186	\$ 21,200	1.1%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 12,131	\$ 19,711	\$ 19,711	\$ 26,354	\$ 38,932	\$ (19,221)	-97.5%
0803 - FUEL	296	480	480	403	300	180	37.5%
0804 - NON-CAPITAL EQUIPMENT	7,556	-	-	-	6,000	(6,000)	N/A
<b>SUBTOTAL</b>	\$ 19,983	\$ 20,191	\$ 20,191	\$ 26,757	\$ 45,232	\$ (25,041)	-124.0%
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 3,283,331	\$ 597,945	\$ 2,216,521	\$ 2,170,081	\$ 974,243	\$ 1,242,278	56.0%
0820 - RENT & OPERATING LEASES	7,009	5,304	5,304	2,210	7,500	(2,196)	-41.4%
0825 - REPAIRS AND MAINTENANCE	1,049	6,000	6,000	2,500	1,000	5,000	83.3%
0839 - INTERNAL SERVICE CHARGES	31,819	36,058	36,058	38,827	50,457	(14,399)	-39.9%
0841 - TRAVEL	9,722	19,000	19,000	8,317	15,970	3,030	15.9%
0842 - EDUCATION AND TRAINING	240	1,375	1,375	1,530	4,650	(3,275)	-238.2%
0843 - POSTAGE/FREIGHT/SHIPPING	251	660	660	340	290	370	56.1%
0850 - UTILITIES	330	-	-	120	360	(360)	N/A
<b>SUBTOTAL</b>	\$ 3,333,751	\$ 666,342	\$ 2,284,918	\$ 2,223,925	\$ 1,054,470	\$ 1,230,448	53.9%
<b>ALL EXPENDITURES</b>	\$ 5,184,024	\$ 2,582,919	\$ 4,201,495	\$ 4,195,178	\$ 2,974,888	\$ 1,226,607	29.2%
<b>TOTAL USES</b>	\$ 5,184,024	\$ 2,582,919	\$ 4,201,495	\$ 4,195,178	\$ 2,974,888	\$ 1,226,607	29.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 860	\$ 600	\$ 600	\$ 720	\$ 600	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 860	\$ 600	\$ 600	\$ 720	\$ 600	\$ -	0.0%
249 NON DEPARTMENTAL GRANTS							
OPERATING	\$ 213,832	\$ -	\$ -	\$ 221,000	\$ -	\$ -	N/A
NON RECURRING NON PROJECT	2,831,818	5,000	1,623,576	1,129,243	326,455	(1,297,121)	-79.9%
<b>FUND TOTAL SOURCES</b>	\$ 3,045,650	\$ 5,000	\$ 1,623,576	\$ 1,350,243	\$ 326,455	\$ (1,297,121)	-79.9%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 214,692	\$ 600	\$ 600	\$ 221,720	\$ 600	\$ -	0.0%
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	\$ 2,831,818	\$ 5,000	\$ 1,623,576	\$ 1,129,243	\$ 326,455	\$ (1,297,121)	-79.9%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 3,046,510	\$ 5,600	\$ 1,624,176	\$ 1,350,963	\$ 327,055	\$ (1,297,121)	-79.9%

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 2,406,707	\$ 2,577,919	\$ 2,577,919	\$ 2,576,602	\$ 2,648,433	\$ (70,514)	-2.7%
<b>FUND TOTAL USES</b>	\$ 2,406,707	\$ 2,577,919	\$ 2,577,919	\$ 2,576,602	\$ 2,648,433	\$ (70,514)	-2.7%
249 NON DEPARTMENTAL GRANTS							
NON RECURRING NON PROJECT	\$ 2,777,317	\$ 5,000	\$ 1,623,576	\$ 1,618,576	\$ 326,455	\$ 1,297,121	79.9%
<b>FUND TOTAL USES</b>	\$ 2,777,317	\$ 5,000	\$ 1,623,576	\$ 1,618,576	\$ 326,455	\$ 1,297,121	79.9%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 2,406,707	\$ 2,577,919	\$ 2,577,919	\$ 2,576,602	\$ 2,648,433	\$ (70,514)	-2.7%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 2,777,317	\$ 5,000	\$ 1,623,576	\$ 1,618,576	\$ 326,455	\$ 1,297,121	79.9%
<b>DEPARTMENT TOTAL USES</b>	\$ 5,184,024	\$ 2,582,919	\$ 4,201,495	\$ 4,195,178	\$ 2,974,888	\$ 1,226,607	29.2%

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
COMMUTE OPTIONS							
COMMUTE OPTIONS	.50	.50	.00	.50	-	-	N/A
PROGRAM TOTAL	.50	.50	-	.50	-	-	N/A
GOVT RELATIONS AND COMM							
COMMUNICATION SERVICES	6.00	6.00	7.00	7.50	9.00	2.00	28.6%
GOVERNMENT RELATIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	10.00	10.00	11.00	11.50	13.00	2.00	18.2%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
OPERATIONS SUPPORT	5.50	5.50	4.00	4.00	2.00	(2.00)	(50.0%)
PROGRAM TOTAL	7.50	7.50	6.00	6.00	4.00	(2.00)	(33.3%)
DEPARTMENT TOTAL	18.00	18.00	17.00	18.00	17.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Communications Manager-County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communications Officer Sr-Cnty	-	-	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	2.00	1.00	1.00	1.00	1.00	-	0.0%
County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
County Mgr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Communications	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Govt Relations	1.00	1.00	1.00	1.00	1.00	-	0.0%
Exec Asst to Executive Officer	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Project Manager	-	1.00	-	1.00	1.00	1.00	N/A
Legislative Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legislative Analyst - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Assistant	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Media Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	1.00	1.00	-	-	-	-	N/A
Department Total	18.00	18.00	17.00	18.00	17.00	-	0.0%

### Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	18.00	18.00	17.00	18.00	17.00	-	0.0%
Department Total	18.00	18.00	17.00	18.00	17.00	-	0.0%

### General Adjustments

#### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$21,963 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$145 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$6,234 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$5,997 for the impact of the changes in the base level telecommunication charges.
- Increase the County Manager's Operating budget and decrease the Non Departmental Operating budget:
  - \$49,971 for increased activities in the area of Communications
  - \$7,600 for the employee information and communication monitors
  - \$50,804 for the annual maintenance of the Gov Delivery contract

- Decrease the County Manager's Operating budget and decrease the Other Operating budgets:
  - \$1,620 for bus pass administration
  - \$2,800 for employee service pin and award administration
  - \$67,780 for Constables Administrator position

**Non Departmental Grant Fund (249)**

- All grant revenues received in this fund are passed through to other County departments and local municipalities. The Department acted as the pass-through agency for \$2.7 million in grants in FY 2015 and anticipates \$1.6 million in grants during FY 2016. It is unknown at this time how much the department will receive year to year. Therefore, the Department budget is at \$326,455 based on multi-year awards and will go to the Board of Supervisors for an appropriation adjustment as grants are received that requires revenue and expenditure appropriation authority.

**Programs and Activities**

**Government Relations and Communications Program**

The purpose of the Government Relations and Communications Program is to provide communications and information services to Maricopa County employees, leadership, and the general public so they can be informed of and maximize the positive impact on County finances and operations.

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of videos provided within the agreed upon time	N/A	N/A	N/A	97.4%	N/A	N/A
Percent of state bills impacting the County whose outcome is favorable to the County	11.9%	100.0%	50.0%	52.6%	(47.4%)	-47.4%

Activities that comprise this program include:

- Communications Services
- Government Relations

**Communications Services Activity**

The purpose of the Communication Services Activity is to provide communication services to elected officials, the general public, and County employees so they can increase awareness of and be more informed about services and actions of Maricopa County government.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of videos provided within the agreed upon time	N/A	N/A	N/A	97.4%	N/A	N/A
Output	Number of videos provided	300	600	151	151	(449)	-74.8%
Output	Number of public records requests resolved	N/A	N/A	N/A	149	N/A	N/A
Output	Number of events provided	N/A	N/A	N/A	12	N/A	N/A
Output	Number of other media provided	N/A	N/A	N/A	2,770	N/A	N/A
Demand	Number of videos requested	300	600	151	151	(449)	-74.8%
Demand	Number of public records requests	N/A	N/A	N/A	153	N/A	N/A
Expenditure Ratio	Total expenditures per public record request resolved	N/A	N/A	N/A	\$ 6,467.54	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 618,395	\$ 693,340	\$ 699,820	\$ 963,664	\$ (270,324)	-39.0%
	TOTAL USES	\$ 618,395	\$ 693,340	\$ 699,820	\$ 963,664	\$ (270,324)	-39.0%

**Activity Narrative:** The Department overhauled their Strategic Business Plan for FY 2017 to align the measures with the direction of the new Communications Director. Expenditures have increased in this activity due to several factors including absorption of the internal advertising and tracking related to the Commute Options Activity. Direct costs for this program are now included in the Regulation Compliance Activity, however the staffing, advertising and general support of this program is now included in Communications. Additionally, budget associated with Gov Delivery (email subscription/communication service) and the employee information/communication monitors had been associated with Non Departmental and have been reallocated to the County Manager's budget. Finally, staff within the County Manager's office was redistributed in FY 2016 to better align with the functions they performed. Staff that were previously attributed to general support are now directly under the Communications area.

### Government Relations Activity

The purpose of the Government Relations Activity is to provide legislative and consulting services to the Board of Supervisors and County departments so they can maximize the positive impact and minimize the negative impact of federal, state, and tribal government actions affecting County finances and operations.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of state bills impacting the County whose outcome is favorable to the County	11.9%	100.0%	50.0%	52.6%	(47.4%)	-47.4%
Output	Number of state legislative bills with impact to Maricopa County	N/A	N/A	N/A	190	N/A	N/A
Demand	Number of state legislative bills introduced during Legislative session	N/A	N/A	N/A	1,400	N/A	N/A
Expenditure Ratio	Total expenditures per bill that impacts Maricopa County	N/A	N/A	N/A	\$ 5,190.99	N/A	N/A
<i>Revenue</i>							
	249 - NON DEPARTMENTAL GRANTS	\$ -	\$ 456,288	\$ -	\$ -	\$ (456,288)	-100.0%
	TOTAL SOURCES	\$ -	\$ 456,288	\$ -	\$ -	\$ (456,288)	-100.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 918,702	\$ 1,018,083	\$ 967,191	\$ 986,288	\$ 31,795	3.1%
	249 - NON DEPARTMENTAL GRANTS	-	456,288	-	-	456,288	100.0%
	TOTAL USES	\$ 918,702	\$ 1,474,371	\$ 967,191	\$ 986,288	\$ 488,083	33.1%

**Activity Narrative:** The Department overhauled their Strategic Business Plan for FY 2017 to better define the services provided by the Government Relations staff. The Government Relations team works on tracking all legislative bills with County impacts whose outcomes are either favorable or unfavorable. The number of bills to review varies from year to year. The activity has expenditure reductions due to

the cancellation of some subscription services and legislative services contracts. The Government Relations staff oversees the Tribal Gaming Grant program and acts as a pass-through organization for funds. In FY 2017, the budget for these pass-through grants is in the General Government activity to better describe the true expenditures associated with the legislative work of Government Relations.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 2,577,919</b>	<b>\$ 600</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 2,577,919</b>	<b>\$ 600</b>
Adjustments:		
<b>Reallocations</b>	<b>\$ (14,629)</b>	<b>\$ -</b>
<i>Reallocation Between Depts</i>	<i>(14,629)</i>	<i>-</i>
<i>Bus Cards to Non Departmental</i>	<i>\$ (1,620)</i>	
<i>Service Pins and Awards to Non Departmental</i>	<i>(2,800)</i>	
<i>Funding for Communications from Non Departmental</i>	<i>49,971</i>	
<i>Funding for Employee Communication Monitors from Non Departmental</i>	<i>7,600</i>	
<i>Constable Administrator position to Constables</i>	<i>(67,780)</i>	
<b>FY 2017 Baseline Budget</b>	<b>\$ 2,563,290</b>	<b>\$ 600</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 22,108</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>21,963</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>145</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 12,231</b>	<b>\$ -</b>
<i>Risk Management Adjustment</i>	<i>6,234</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>5,997</i>	<i>-</i>
<b>Reallocations</b>	<b>\$ 50,804</b>	<b>\$ -</b>
<i>Reallocation Between Depts</i>	<i>50,804</i>	<i>-</i>
<i>Gov Delivery from Non Departmental</i>	<i>\$ 50,804</i>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 2,648,433</b>	<b>\$ 600</b>
<i>Percent Change from Baseline Amount</i>	<i>3.3%</i>	<i>0.0%</i>

Non Departmental Grant Fund (249)

		Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 5,000</b>	<b>\$ 5,000</b>
Adjustments:	Agenda Item:		
<b>Grants</b>		<b>\$ 1,618,576</b>	<b>\$ 1,618,576</b>
<i>Gila River Indian Community Tribal Gaming Fund Grants</i>	<i>C-20-15-033-G-07</i>	<i>374,455</i>	<i>374,455</i>
<i>FY 2016 County Manager Grant Reconciliation</i>	<i>C-20-16-002-G-00</i>	<i>268,333</i>	<i>268,333</i>
<i>Salt River Pima Maricopa Grant for Fighter Country Prtnshp</i>	<i>C-20-16-008-G-00</i>	<i>35,000</i>	<i>35,000</i>
<i>Salt River Pima Maricopa Grant for AZ Diamondbacks</i>	<i>C-20-16-009-G-00</i>	<i>35,000</i>	<i>35,000</i>
<i>Salt River Pima Maricopa Grant for Friendly House</i>	<i>C-20-16-010-G-00</i>	<i>40,000</i>	<i>40,000</i>
<i>Salt River Pima Maricopa Grant for Heard Museum</i>	<i>C-20-16-011-G-00</i>	<i>30,000</i>	<i>30,000</i>
<i>Salt River Pima Maricopa Grant for Leukemia &amp; Lymphoma Sc</i>	<i>C-20-16-012-G-00</i>	<i>20,000</i>	<i>20,000</i>
<i>Salt River Pima Maricopa Grant for Maricopa Comm Cllges</i>	<i>C-20-16-013-G-00</i>	<i>112,000</i>	<i>112,000</i>
<i>Salt River Pima Maricopa Grant for Patina Wellness</i>	<i>C-20-16-014-G-00</i>	<i>25,000</i>	<i>25,000</i>
<i>Salt River Pima Maricopa Grant for Opportunity for Kids</i>	<i>C-20-16-015-G-00</i>	<i>35,000</i>	<i>35,000</i>
<i>Salt River Pima Maricopa Grant for Southwest Human Devlp</i>	<i>C-20-16-016-G-00</i>	<i>20,000</i>	<i>20,000</i>
<i>Salt River Pima Maricopa Grant for Vision Quest</i>	<i>C-20-16-017-G-00</i>	<i>25,000</i>	<i>25,000</i>
<i>Salt River Pima Maricopa Grant for TGen</i>	<i>C-20-16-018-G-00</i>	<i>100,000</i>	<i>100,000</i>
<i>Salt River Pima Maricopa Grant for Duet</i>	<i>C-20-16-019-G-00</i>	<i>7,500</i>	<i>7,500</i>
<i>Salt River Pima Maricopa Grant for AZ Town Hall</i>	<i>C-20-16-020-G-00</i>	<i>15,000</i>	<i>15,000</i>
<i>Salt River Pima Maricopa Grant for Girls Scouts</i>	<i>C-20-16-022-G-00</i>	<i>20,000</i>	<i>20,000</i>
<i>County Manager Grant Recon</i>	<i>C-20-16-025-G-00</i>	<i>456,288</i>	<i>456,288</i>
<b>FY 2016 Revised Budget</b>		<b>\$ 1,623,576</b>	<b>\$ 1,623,576</b>
Adjustments:			
<b>Grants</b>		<b>\$ (1,513,121)</b>	<b>\$ (1,513,121)</b>
<i>Gila River Indian Community Tribal Gaming Fund Grants</i>	<i>C-20-15-033-G-07</i>	<i>(269,000)</i>	<i>(269,000)</i>
<i>FY 2016 County Manager Grant Reconciliation</i>	<i>C-20-16-002-G-00</i>	<i>(268,333)</i>	<i>(268,333)</i>
<i>Salt River Pima Maricopa Grant for Fighter Country Prtnshp</i>	<i>C-20-16-008-G-00</i>	<i>(35,000)</i>	<i>(35,000)</i>
<i>Salt River Pima Maricopa Grant for AZ Diamondbacks</i>	<i>C-20-16-009-G-00</i>	<i>(35,000)</i>	<i>(35,000)</i>
<i>Salt River Pima Maricopa Grant for Friendly House</i>	<i>C-20-16-010-G-00</i>	<i>(40,000)</i>	<i>(40,000)</i>
<i>Salt River Pima Maricopa Grant for Heard Museum</i>	<i>C-20-16-011-G-00</i>	<i>(30,000)</i>	<i>(30,000)</i>
<i>Salt River Pima Maricopa Grant for Leukemia &amp; Lymphoma Sc</i>	<i>C-20-16-012-G-00</i>	<i>(20,000)</i>	<i>(20,000)</i>
<i>Salt River Pima Maricopa Grant for Maricopa Comm Cllges</i>	<i>C-20-16-013-G-00</i>	<i>(112,000)</i>	<i>(112,000)</i>
<i>Salt River Pima Maricopa Grant for Patina Wellness</i>	<i>C-20-16-014-G-00</i>	<i>(25,000)</i>	<i>(25,000)</i>
<i>Salt River Pima Maricopa Grant for Opportunity for Kids</i>	<i>C-20-16-015-G-00</i>	<i>(35,000)</i>	<i>(35,000)</i>
<i>Salt River Pima Maricopa Grant for Southwest Human Devlp</i>	<i>C-20-16-016-G-00</i>	<i>(20,000)</i>	<i>(20,000)</i>
<i>Salt River Pima Maricopa Grant for Vision Quest</i>	<i>C-20-16-017-G-00</i>	<i>(25,000)</i>	<i>(25,000)</i>
<i>Salt River Pima Maricopa Grant for TGen</i>	<i>C-20-16-018-G-00</i>	<i>(100,000)</i>	<i>(100,000)</i>
<i>Salt River Pima Maricopa Grant for Duet</i>	<i>C-20-16-019-G-00</i>	<i>(7,500)</i>	<i>(7,500)</i>
<i>Salt River Pima Maricopa Grant for AZ Town Hall</i>	<i>C-20-16-020-G-00</i>	<i>(15,000)</i>	<i>(15,000)</i>
<i>Salt River Pima Maricopa Grant for Girls Scouts</i>	<i>C-20-16-022-G-00</i>	<i>(20,000)</i>	<i>(20,000)</i>
<i>County Manager Grant Recon</i>	<i>C-20-16-025-G-00</i>	<i>(456,288)</i>	<i>(456,288)</i>
<b>FY 2017 Baseline Budget</b>		<b>\$ 110,455</b>	<b>\$ 110,455</b>
Adjustments:			
<b>Grants</b>		<b>\$ 216,000</b>	<b>\$ 216,000</b>
<i>Grant Reconciliation</i>		<i>216,000</i>	<i>216,000</i>
<b>FY 2017 Adopted Budget</b>		<b>\$ 326,455</b>	<b>\$ 326,455</b>
<i>Percent Change from Baseline Amount</i>		<i>195.6%</i>	<i>195.6%</i>

## Deputy County Manager - Department 920

*Analysis by Jack L. Patton, Principal Management and Budget Analyst*

### Summary

#### Mission

The Mission of Deputy County Manager 920 is to provide regional leadership and fiscally responsible, necessary public services to residents so they can enjoy living in a healthy and safe environment.

#### Vision

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

#### Strategic Goals

The Deputy County Manager Department provides leadership and oversight to the various departments under its purview. Program and service activities which are budgeted directly in Department 920 have performance measures included herein. The results of other strategic departmental efforts can be demonstrated in the performance measures of the various departments.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
PFMG - PERFORMANCE MANAGEMENT	\$ 218,683	\$ 220,737	\$ 199,750	\$ 227,486	\$ 151,488	\$ 48,262	24.2%
39PM - PERFORMANCE MANAGEMENT	\$ 218,683	\$ 220,737	\$ 199,750	\$ 227,486	\$ 151,488	\$ 48,262	24.2%
POCO - POLICY AND COMPLIANCE	\$ 506,995	\$ 518,767	\$ 537,383	\$ 493,921	\$ 529,045	\$ 8,338	1.6%
49PC - POLICY AND COMPLIANCE	\$ 506,995	\$ 518,767	\$ 537,383	\$ 493,921	\$ 529,045	\$ 8,338	1.6%
OPAD - OFFICE OF PROGRAM ADVOCACY	\$ 139,337	\$ 140,762	\$ 140,762	\$ 140,545	\$ 145,041	\$ (4,279)	-3.0%
92OP - PROGRAM ADVOCACY	\$ 139,337	\$ 140,762	\$ 140,762	\$ 140,545	\$ 145,041	\$ (4,279)	-3.0%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 76,563	\$ 76,710	\$ 76,854	\$ 75,579	\$ 77,071	\$ (217)	-0.3%
ODIR - EXECUTIVE MANAGEMENT	414,708	432,482	432,818	415,467	435,638	(2,820)	-0.7%
SPPT - OPERATIONS SUPPORT	12,083	77,795	79,686	28,081	125,785	(46,099)	-57.9%
99AS - INDIRECT SUPPORT	\$ 503,354	\$ 586,987	\$ 589,358	\$ 519,127	\$ 638,494	\$ (49,136)	-8.3%
INFR - INFRASTRUCTURE	\$ -	\$ 2,316	\$ 2,316	\$ 4,931	\$ 6,068	\$ (3,752)	-162.0%
RISK - RISK PREMIUMS	3,108	3,701	3,701	3,696	3,134	567	15.3%
99GV - GENERAL OVERHEAD	\$ 3,108	\$ 6,017	\$ 6,017	\$ 8,627	\$ 9,202	\$ (3,185)	-52.9%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,371,477</b>	<b>\$ 1,473,270</b>	<b>\$ 1,473,270</b>	<b>\$ 1,389,706</b>	<b>\$ 1,473,270</b>	<b>\$ -</b>	<b>0.0%</b>

### Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,041,977	\$ 1,067,550	\$ 1,065,994	\$ 1,040,550	\$ 1,023,461	\$ 42,533	4.0%
0710 - OVERTIME	566	2,837	2,837	1,317	504	2,333	82.2%
0750 - FRINGE BENEFITS	298,998	320,660	319,309	303,039	314,608	4,701	1.5%
<b>SUBTOTAL</b>	<b>\$ 1,341,541</b>	<b>\$ 1,391,047</b>	<b>\$ 1,388,140</b>	<b>\$ 1,344,906</b>	<b>\$ 1,338,573</b>	<b>\$ 49,567</b>	<b>3.6%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 6,015	\$ 13,924	\$ 10,639	\$ 7,323	\$ 14,807	\$ (4,168)	-39.2%
<b>SUBTOTAL</b>	<b>\$ 6,015</b>	<b>\$ 13,924</b>	<b>\$ 10,639</b>	<b>\$ 7,323</b>	<b>\$ 14,807</b>	<b>\$ (4,168)</b>	<b>-39.2%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 5,244	\$ 33,244	\$ 29,877	\$ 11,315	\$ 71,501	\$ (41,624)	-139.3%
0820 - RENT & OPERATING LEASES	7,245	7,075	7,075	6,778	7,075	-	0.0%
0825 - REPAIRS AND MAINTENANCE	-	500	500	500	500	-	0.0%
0839 - INTERNAL SERVICE CHARGES	8,422	5,880	6,231	8,861	9,836	(3,605)	-57.9%
0841 - TRAVEL	2,261	14,400	16,936	6,912	14,400	2,536	15.0%
0842 - EDUCATION AND TRAINING	598	6,000	12,192	2,605	15,378	(3,186)	-26.1%
0843 - POSTAGE/FREIGHT/SHIPPING	1	1,200	1,200	146	1,200	-	0.0%
0850 - UTILITIES	150	-	480	360	-	480	100.0%
<b>SUBTOTAL</b>	<b>\$ 23,921</b>	<b>\$ 68,299</b>	<b>\$ 74,491</b>	<b>\$ 37,477</b>	<b>\$ 119,890</b>	<b>\$ (45,399)</b>	<b>-60.9%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 1,371,477</b>	<b>\$ 1,473,270</b>	<b>\$ 1,473,270</b>	<b>\$ 1,389,706</b>	<b>\$ 1,473,270</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL USES</b>	<b>\$ 1,371,477</b>	<b>\$ 1,473,270</b>	<b>\$ 1,473,270</b>	<b>\$ 1,389,706</b>	<b>\$ 1,473,270</b>	<b>\$ -</b>	<b>0.0%</b>

### Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	\$ 1,371,477	\$ 1,473,270	\$ 1,473,270	\$ 1,389,706	\$ 1,473,270	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 1,371,477</b>	<b>\$ 1,473,270</b>	<b>\$ 1,473,270</b>	<b>\$ 1,389,706</b>	<b>\$ 1,473,270</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 1,371,477</b>	<b>\$ 1,473,270</b>	<b>\$ 1,473,270</b>	<b>\$ 1,389,706</b>	<b>\$ 1,473,270</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 1,371,477</b>	<b>\$ 1,473,270</b>	<b>\$ 1,473,270</b>	<b>\$ 1,389,706</b>	<b>\$ 1,473,270</b>	<b>\$ -</b>	<b>0.0%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	.30	.30	.30	.30	.30	-	0.0%
EXECUTIVE MANAGEMENT	3.70	3.70	3.70	3.70	3.70	-	0.0%
<b>PROGRAM TOTAL</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>0.0%</b>
PERFORMANCE MANAGEMENT							
PERFORMANCE MANAGEMENT	2.00	2.00	1.20	1.20	1.40	.20	16.7%
<b>PROGRAM TOTAL</b>	<b>2.00</b>	<b>2.00</b>	<b>1.20</b>	<b>1.20</b>	<b>1.40</b>	<b>.20</b>	<b>16.7%</b>
POLICY AND COMPLIANCE							
POLICY AND COMPLIANCE	5.00	5.00	4.80	4.80	4.60	(.20)	(4.2%)
<b>PROGRAM TOTAL</b>	<b>5.00</b>	<b>5.00</b>	<b>4.80</b>	<b>4.80</b>	<b>4.60</b>	<b>(.20)</b>	<b>(4.2%)</b>
PROGRAM ADVOCACY							
OFFICE OF PROGRAM ADVOCACY	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>12.00</b>	<b>12.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Co Pol/Compliance/PrgAdvoc Dir	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
County Privacy Officer	-	-	1.00	1.00	1.00	-	0.0%
Deputy County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Exec Asst to Executive Officer	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	3.00	3.00	1.00	1.00	1.00	-	0.0%
Managing for Results Facilitatr	1.00	1.00	-	-	-	-	N/A
Special Projects Manager	1.00	1.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>12.00</b>	<b>12.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>-</b>	<b>0.0%</b>

## Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	12.00	12.00	11.00	11.00	11.00	-	0.0%
<b>Department Total</b>	<b>12.00</b>	<b>12.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>-</b>	<b>0.0%</b>

## General Adjustments

### **Base Adjustments:**

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

- Increase Regular Benefits by \$14,105 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$482 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular benefits by \$105 for the impact of the changes in retirement contribution rates.
- Decrease Other Services by \$482 based on historical trends
- Decrease Internal Service Charges by \$567 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$3,759 for the impact of the changes in base level telecommunication charges.
- Increase Vacancy Savings by \$16,438 to take rate from 1.07% to 2.34%, consistent with vacancy trend.

## Programs and Activities

### Policy Compliance Program

The purpose of the Policy and Compliance Program is to provide research, legislative bill review, policy review and creation, and the streamlining of services to the Board of Supervisors, departments, and districts so they can benefit from standardized methodologies, sound policies, and financial economies of scale that minimize risk exposure and are understandable to all parts of the organization.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of approved policies available online within one business week.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Policy and Compliance

### **Policy and Compliance Activity**

The purpose of the Policy Compliance Activity is to provide research, legislative bill review, policy review and creation, and streamlining of services to the Board of Supervisors, departments, and districts so they can benefit from standardized methodologies, sound policies, and financial economies of scale that minimize risk exposure and are understandable to all parts of the organization.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of approved policies available online within one business week.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of policies reviewed.	N/A	45	45	22	(23)	-51.1%
Demand	Number of policy reviews requested.	N/A	45	45	22	(23)	-51.1%
Expenditure Ratio	Expenditure per policy reviewed.	N/A	\$ 11,941.84	\$ 10,976.02	\$ 24,047.50	\$ (12,105.66)	-101.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 506,995	\$ 537,383	\$ 493,921	\$ 529,045	\$ 8,338	1.6%
	TOTAL USES	\$ 506,995	\$ 537,383	\$ 493,921	\$ 529,045	\$ 8,338	1.6%

**Activity Narrative:** Policy and Compliance reviewed a major part of the County policies during FY 2016 so the number of policies to be reviewed in FY 2017 is expected to drop, causing the expenditure ratio to increase.

Policy and Compliance expects to continue placing 100% of approved policies online within one business week of approval in order to promote education of new policies and build awareness of their policy library which archives all Maricopa County Policies.

### Program Advocacy Program

The purpose of the Program Advocacy Program is to provide non-capital project management expertise and consulting services for requested projects to County departments so they can be familiar with project management best practices likely to lead to high-quality projects being completed on time and within budget.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of project management class participants who report they are familiar with project management best practices.	N/A	86.7%	86.7%	100.0%	13.3%	15.4%
Percent of project management class participants, who have completed a project, that report they used project management best practices.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of OPA-guided projects completed on time.	N/A	83.3%	83.3%	80.0%	(3.3%)	-4.0%
Percent of OPA-guided projects completed on or under budget.	N/A	83.3%	83.3%	100.0%	16.7%	20.0%
Percent of OPA-guided projects determined to be suitable for their intended purpose after one year in production.	N/A	80.0%	80.0%	100.0%	20.0%	25.0%

Activities that comprise this program include:

- Program Advocacy

### Program Advocacy Activity

The purpose of the Program Advocacy Activity is to provide non-capital project management expertise and consulting services for requested projects to County departments so they can increase County knowledge of project management best practices likely to lead to high-quality projects being completed on time and within budget.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of project management class participants who report they are familiar with project management best practices.	N/A	86.7%	86.7%	100.0%	13.3%	15.4%
Result	Percent of project management class participants, who have completed a project, that report they used project management best practices.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of OPA-guided projects completed on time.	N/A	83.3%	83.3%	80.0%	(3.3%)	-4.0%
Result	Percent of OPA-guided projects completed on or under budget.	N/A	83.3%	83.3%	100.0%	16.7%	20.0%
Result	Percent of OPA-guided projects determined to be suitable for their intended purpose after one year in production.	N/A	80.0%	80.0%	100.0%	20.0%	25.0%
Output	Number of employees who participated in project management classes.	N/A	60	60	20	(40)	-66.7%
Output	Number of mentored projects.	N/A	6	6	5	(1)	-16.7%
Output	Number of project management process/methodology consultations.	N/A	16	16	16	-	0.0%
Demand	Number of employees who signed up for project management classes.	N/A	60	60	20	(40)	-66.7%
Demand	Number of requests for project mentoring.	N/A	15	15	11	(4)	-26.7%
Demand	Number of requests for project management process/methodology consultations.	N/A	16	16	16	-	0.0%
Expenditure Ratio	Total activity expenditure per project management class participant.	N/A	\$ 2,346.03	\$ 2,342.42	\$ 7,252.05	\$ (4,906.02)	-209.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 139,337	\$ 140,762	\$ 140,545	\$ 145,041	\$ (4,279)	-3.0%
	TOTAL USES	\$ 139,337	\$ 140,762	\$ 140,545	\$ 145,041	\$ (4,279)	-3.0%

**Activity Narrative:** FY 2017 is the second year of Program Advocacy activities. In FY 2016, 60 staff members will have participated in project management classes with 86.7% reporting being familiar with project management best practices and 83.3% of these participants will complete their identified project on time. For FY 2017, the number of project management class participants is expected to decrease as projects are completed. The number of projects completed under budget using management best practices is expected to be at 100%.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,473,270</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,473,270</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 1,473,270</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 13,728</b>	<b>\$ -</b>
Employee Health/Dental Premiums	14,105	-
Vacancy Savings Assoc with Benefit Adjustments	(482)	-
Retirement Contributions	105	-
<b>Base Adjustments</b>	<b>\$ (13,728)</b>	<b>\$ -</b>
Other Base Adjustments	(482)	-
Risk Management Adjustment	(567)	-
Base Telecom Adjustment	3,759	-
Personnel Savings	(16,438)	-
Increase Vacancy Savings from 1.07% to 2.34%	\$ (16,438)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,473,270</b>	<b>\$ -</b>
Percent Change from Baseline Amount		0.0%

## Deputy County Manager - Department 930

*Analysis by Christine Jasinski, Management and Budget Analyst and  
 Carmine L. Davis, Management and Budget Supervisor*

### Summary

#### Mission

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

#### Vision

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

#### Strategic Goals

The Deputy 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.

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
HRAC - HUMAN RESOURCES	\$ (4,774)	\$ -	\$ -	\$ -	\$ -	-	N/A
ODIR - EXECUTIVE MANAGEMENT	4,515	-	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	(4,509)	-	-	-	-	-	N/A
99AS - INDIRECT SUPPORT	\$ (4,768)	\$ -	\$ -	\$ -	\$ -	-	N/A
RISK - RISK PREMIUMS	4,774	-	-	-	-	-	N/A
99GV - GENERAL OVERHEAD	\$ 4,774	\$ -	\$ -	\$ -	\$ -	-	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 6</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>

### Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 976,813	\$ 1,198,712	\$ 1,198,712	\$ 1,166,063	\$ 1,064,743	\$ 133,969	11.2%
0710 - OVERTIME	356	-	-	622	-	-	N/A
0750 - FRINGE BENEFITS	298,918	375,344	375,344	371,629	394,970	(19,626)	-5.2%
0790 - OTHER PERSONNEL SERVICES	-	1,003	1,003	2,308	809	194	19.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,276,539)	(1,575,059)	(1,575,059)	(1,540,622)	(1,460,522)	(114,537)	-7.3%
<b>SUBTOTAL</b>	<b>\$ (452)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
0801 - GENERAL SUPPLIES	\$ 1,152	\$ 2,500	\$ 2,500	\$ 1,278	\$ 2,300	\$ 200	8.0%
0804 - NON-CAPITAL EQUIPMENT	2,510	3,000	3,000	1,854	-	3,000	100.0%
0805 - SUPPLIES-ALLOCATION OUT	(3,662)	(5,500)	(5,500)	(3,132)	(2,300)	(3,200)	-58.2%
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 4,738	\$ 1,000	\$ 1,000	\$ 548	\$ 2,000	\$ (1,000)	-100.0%
0820 - RENT & OPERATING LEASES	-	-	-	-	2,750	(2,750)	N/A
0839 - INTERNAL SERVICE CHARGES	11,082	45,159	45,159	47,718	79,376	(34,217)	-75.8%
0841 - TRAVEL	185	2,500	2,500	1,911	2,000	500	20.0%
0842 - EDUCATION AND TRAINING	5,618	23,006	23,006	9,355	42,000	(18,994)	-82.6%
0843 - POSTAGE/FREIGHT/SHIPPING	4	200	200	84	160	40	20.0%
0850 - UTILITIES	30	-	-	-	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	(25,926)	(81,197)	(81,197)	(86,865)	(128,286)	47,089	58.0%
0873 - SERVICES-ALLOCATION IN	4,727	9,332	9,332	27,249	-	9,332	100.0%
<b>SUBTOTAL</b>	<b>\$ 458</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ALL EXPENDITURES</b>	<b>\$ 6</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>TOTAL USES</b>	<b>\$ 6</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>

### Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>226 PLANNING AND DEVELOPMENT FEES</b>							
OPERATING	\$ 6	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>FUND TOTAL USES</b>	<b>\$ 6</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 6</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 6</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	2.00	2.00	1.00	1.00	1.00	-	0.0%
HUMAN RESOURCES	11.00	10.00	12.00	16.00	10.00	(2.00)	(16.7%)
OPERATIONS SUPPORT	-	4.00	4.00	4.00	4.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>13.00</b>	<b>16.00</b>	<b>17.00</b>	<b>21.00</b>	<b>15.00</b>	<b>(2.00)</b>	<b>(11.8%)</b>
<b>DEPARTMENT TOTAL</b>	<b>13.00</b>	<b>16.00</b>	<b>17.00</b>	<b>21.00</b>	<b>15.00</b>	<b>(2.00)</b>	<b>(11.8%)</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Deputy County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	3.00	4.00	5.00	6.00	4.00	(1.00)	(20.0%)
Human Resources Associate	3.00	4.00	4.00	5.00	4.00	-	0.0%
Human Resources Manager – RDSA	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	3.00	1.00	1.00	3.00	1.00	-	0.0%
Human Resources Support Supv	-	-	1.00	1.00	-	(1.00)	(100.0%)
Office Assistant	1.00	-	-	-	-	-	N/A
RDSA Ombudsman	-	3.00	3.00	3.00	3.00	-	0.0%
Research Director	-	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	1.00	1.00	-	-	-	-	N/A
<b>Department Total</b>	<b>13.00</b>	<b>16.00</b>	<b>17.00</b>	<b>21.00</b>	<b>15.00</b>	<b>(2.00)</b>	<b>(11.8%)</b>

## Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
226 PLANNING AND DEVELOPMENT FEES	13.00	16.00	17.00	21.00	15.00	(2.00)	(11.8%)
<b>Department Total</b>	<b>13.00</b>	<b>16.00</b>	<b>17.00</b>	<b>21.00</b>	<b>15.00</b>	<b>(2.00)</b>	<b>(11.8%)</b>

## General Adjustments

### Base Adjustments:

#### Fund (226) Operating

- Increase Regular Benefits by \$24,992 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$125 for the impact of changes in retirement contribution rates.
- Decrease Supplies and Services by \$30,524 to maintain structural balance.
- Increase Internal Service Charges by \$1,189 for the impact of changes in risk management charges.
- Increase Internal Service Charges by \$4,218 for the impact of the changes in the base level telecommunication charges.

## Appropriated Budget Reconciliations

### Planning and Development Fees Fund (226)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ -	\$ -
<b>FY 2016 Revised Budget</b>	\$ -	\$ -
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 25,117	\$ -
Employee Health/Dental Premiums	24,992	-
Retirement Contributions	125	-
<b>Base Adjustments</b>	\$ (25,117)	\$ -
Other Base Adjustments	(30,524)	-
Decrease Supplies and Other Services	\$ (30,524)	-
Risk Management Adjustment	1,189	-
Base Telecom Adjustment	4,218	-
<b>FY 2017 Adopted Budget</b>	\$ -	\$ -

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 \$1,591,108.

## Education Service

*Analysis by Lauren M. Cochran, Management and Budget Supervisor*

### Summary

#### Mission

The mission of the Education Service Agency is to provide support for innovation and excellence in educational services through alliances to school districts and charter schools throughout Maricopa County so they can ensure that all children and youth will succeed.

#### Vision

Setting the standards of excellence in educational innovation, economic management and executive leadership with unparalleled competence and levels of service.

### Strategic Goals

#### **Fiscal Strength**

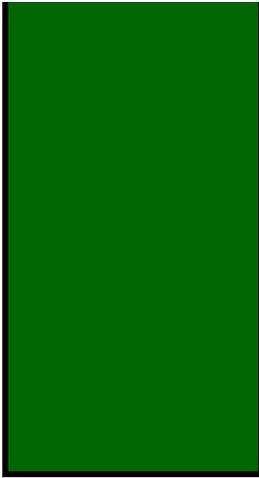
**By June 30, 2015, Maricopa County Education Service Agency will increase fiscal prudence for all County school districts by 10 percent as evidenced by having 60% of all districts in Maricopa County Schools rating “compliant” and 12% of districts rating “non-compliant” according to the Arizona Auditor General.**

Status: MCESA has met this goal by reducing the number of districts in *non-compliance* to zero and those in *marginal compliance* to four as of FY 2014. MCESA implemented two programs in order to make further progress on this goal measure: the School Business Resident program and the Itinerant Business Manager program. The School Business Resident program provides training for qualified individuals to increase their proficiency in school district finance in a school-district setting. This program provides rigorous training and expert coaching in conjunction with partner school districts, vested organizations, and State and County government. The Itinerant Business Manager program supports school districts by providing consulting as well as strategic and tactical support to school district financial staff. These programs have reduced audit findings for participating school districts while strengthening financial management processes and procedures.

The Department will update this goal during the FY 2018 Strategic Business Plan update process.

#### **Growth and Economic Development**

**By June 30, 2016, Maricopa County Education Service Agency (MCESA) will increase student academic progress, achievement, and success in Maricopa County Schools and Districts by 3%, as evidenced by an average Measure of Academic Progress (MAP) score of 53%.**



Status: With the Teacher Incentive Fund grant, Rewarding Excellence in Instruction and Leadership, the Next Generation (REIL-TNG), the agency is now into its third year of partnering with 7 additional school districts to improve student achievement by increasing teacher and principal effectiveness; reform teacher and principal compensation systems; increase the number of effective teachers teaching poor, minority, and disadvantaged students in hard to staff subjects; and create sustainable performance-based compensation systems.

Unfortunately, there is no current information on MCESA's MAP score and determine the effectiveness of the grant expenditures. Data is not expected to be available in FY 2017 for this measure from the *Expect More Arizona* Survey.

The Department will update this goal during the FY 2018 Strategic Business Plan update process.



**By June 30, 2015, Maricopa County Education Service Agency will increase satisfaction in education by 7%, as evidenced by 55% of Maricopa County residents surveyed in the *Expect More Arizona* survey rating education as “good” or “excellent.”**

Status: The *Expect More Arizona* survey baseline data was captured in FY 2009 and released in FY 2010. The Department will update this goal during the FY 2018 Strategic Business Plan update process.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
ELDR - EXECUTIVE LEADERSHIP	\$ 15,515	\$ 167,237	\$ 167,237	\$ 200,826	\$ 451,308	\$ 284,071	169.9%
37EL - EXECUTIVE LEADERSHIP	\$ 15,515	\$ 167,237	\$ 167,237	\$ 200,826	\$ 451,308	\$ 284,071	169.9%
EMGT - ECONOMIC MANAGEMENT	\$ 1,697,636	\$ 1,692,271	\$ 1,717,428	\$ 3,530,003	\$ 908,814	\$ (808,614)	-47.1%
37EM - ECONOMIC MANAGEMENT	\$ 1,697,636	\$ 1,692,271	\$ 1,717,428	\$ 3,530,003	\$ 908,814	\$ (808,614)	-47.1%
EINN - EDUCATIONAL INNOVATION	\$ 16,870,467	\$ 25,239,002	\$ 25,770,499	\$ 22,022,754	\$ 24,875,771	\$ (894,728)	-3.5%
37SC - EDUCATIONAL INNOVATION	\$ 16,870,467	\$ 25,239,002	\$ 25,770,499	\$ 22,022,754	\$ 24,875,771	\$ (894,728)	-3.5%
ODIR - EXECUTIVE MANAGEMENT	\$ -	\$ -	\$ -	\$ -	\$ 172,431	\$ 172,431	N/A
POOL - POOLED COSTS	\$ -	\$ 361,200	\$ 361,200	\$ 64,500	\$ -	\$ (361,200)	-100.0%
99AS - INDIRECT SUPPORT	\$ -	\$ 361,200	\$ 361,200	\$ 64,500	\$ 172,431	\$ (188,769)	-52.3%
GGOV - GENERAL GOVERNMENT	\$ 3,687,797	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ 3,687,797	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 22,271,415</b>	<b>\$ 27,459,710</b>	<b>\$ 28,016,364</b>	<b>\$ 25,818,083</b>	<b>\$ 26,408,324</b>	<b>\$ (1,608,040)</b>	<b>-5.7%</b>
<b>USES</b>							
ELDR - EXECUTIVE LEADERSHIP	\$ 898,084	\$ 1,365,266	\$ 1,434,938	\$ 1,762,573	\$ 1,462,580	\$ (27,642)	-1.9%
37EL - EXECUTIVE LEADERSHIP	\$ 898,084	\$ 1,365,266	\$ 1,434,938	\$ 1,762,573	\$ 1,462,580	\$ (27,642)	-1.9%
EMGT - ECONOMIC MANAGEMENT	\$ 7,030,128	\$ 3,514,502	\$ 3,544,072	\$ 4,869,221	\$ 3,133,639	\$ 410,433	11.6%
37EM - ECONOMIC MANAGEMENT	\$ 7,030,128	\$ 3,514,502	\$ 3,544,072	\$ 4,869,221	\$ 3,133,639	\$ 410,433	11.6%
EINN - EDUCATIONAL INNOVATION	\$ 15,705,888	\$ 25,794,544	\$ 27,296,575	\$ 21,935,197	\$ 25,911,664	\$ 1,384,911	5.1%
37SC - EDUCATIONAL INNOVATION	\$ 15,705,888	\$ 25,794,544	\$ 27,296,575	\$ 21,935,197	\$ 25,911,664	\$ 1,384,911	5.1%
HRAC - HUMAN RESOURCES	\$ 72,147	\$ -	\$ -	\$ (1,724)	\$ -	\$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	\$ 382,054	\$ -	\$ -	\$ (9,465)	\$ 190,602	\$ (190,602)	N/A
POOL - POOLED COSTS	\$ -	\$ 361,200	\$ 154,800	\$ 64,500	\$ -	\$ 154,800	100.0%
99AS - INDIRECT SUPPORT	\$ 454,201	\$ 361,200	\$ 154,800	\$ 53,311	\$ 190,602	\$ (35,802)	-23.1%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 83,649	\$ (83,649)	N/A
RISK - RISK PREMIUMS	\$ 54,288	\$ 43,364	\$ 43,364	\$ 25,291	\$ 64,604	\$ (21,240)	-49.0%
99GV - GENERAL OVERHEAD	\$ 54,288	\$ 43,364	\$ 43,364	\$ 25,291	\$ 148,253	\$ (104,889)	-241.9%
<b>TOTAL PROGRAMS</b>	<b>\$ 24,142,589</b>	<b>\$ 31,078,876</b>	<b>\$ 32,473,749</b>	<b>\$ 28,645,593</b>	<b>\$ 30,846,738</b>	<b>\$ 1,627,011</b>	<b>5.0%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 19,288,104	\$ 25,193,765	\$ 25,401,265	\$ 23,352,618	\$ 24,494,498	\$ (906,767)	-3.6%
0620 - OTHER INTERGOVERNMENTAL	1,183,366	1,940,826	1,940,826	1,438,934	1,496,434	(444,392)	-22.9%
<b>SUBTOTAL</b>	<b>\$ 20,471,470</b>	<b>\$ 27,134,591</b>	<b>\$ 27,342,091</b>	<b>\$ 24,791,552</b>	<b>\$ 25,990,932</b>	<b>\$ (1,351,159)</b>	<b>-4.9%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 349,316	\$ 12,000	\$ 361,154	\$ 557,560	\$ 312,392	\$ (48,762)	-13.5%
0635 - OTHER CHARGES FOR SERVICES	1,187,343	105,000	105,000	262,534	105,000	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 1,536,659</b>	<b>\$ 117,000</b>	<b>\$ 466,154</b>	<b>\$ 820,094</b>	<b>\$ 417,392</b>	<b>\$ (48,762)</b>	<b>-10.5%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 3,259	\$ -	\$ -	\$ (1,682)	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	<b>\$ 3,259</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,682)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ALL REVENUES</b>	<b>\$ 22,011,388</b>	<b>\$ 27,251,591</b>	<b>\$ 27,808,245</b>	<b>\$ 25,609,964</b>	<b>\$ 26,408,324</b>	<b>\$ (1,399,921)</b>	<b>-5.0%</b>
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 260,027	\$ 208,119	\$ 208,119	\$ 208,119	\$ -	\$ (208,119)	-100.0%
<b>ALL OTHER FINANCING SOURCES</b>	<b>\$ 260,027</b>	<b>\$ 208,119</b>	<b>\$ 208,119</b>	<b>\$ 208,119</b>	<b>\$ -</b>	<b>\$ (208,119)</b>	<b>-100.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 22,271,415</b>	<b>\$ 27,459,710</b>	<b>\$ 28,016,364</b>	<b>\$ 25,818,083</b>	<b>\$ 26,408,324</b>	<b>\$ (1,608,040)</b>	<b>-5.7%</b>
CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 8,762,518	\$ 9,846,254	\$ 10,127,334	\$ 8,638,515	\$ 6,729,654	\$ 3,397,680	33.5%
0705 - TEMPORARY PAY	-	-	4,245	9,090	14,654	(10,409)	-245.2%
0710 - OVERTIME	45,302	9,359	9,359	27,191	10,633	(1,274)	-13.6%
0750 - FRINGE BENEFITS	2,733,453	3,506,899	3,551,055	3,007,237	2,451,756	1,099,299	31.0%
0790 - OTHER PERSONNEL SERVICES	3,134	-	494,810	49,987	-	494,810	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(61,916)	(1,238,374)	(1,224,445)	(1,452,743)	(706,386)	(518,059)	-42.3%
0796 - PERSONNEL SERVICES ALLOC-IN	207,312	1,395,278	1,395,278	1,438,958	852,431	542,847	38.9%
<b>SUBTOTAL</b>	<b>\$ 11,689,803</b>	<b>\$ 13,519,416</b>	<b>\$ 14,357,636</b>	<b>\$ 11,718,235</b>	<b>\$ 9,352,742</b>	<b>\$ 5,004,894</b>	<b>34.9%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 669,598	\$ 616,560	\$ 647,359	\$ 479,851	\$ 534,695	\$ 112,664	17.4%
0803 - FUEL	6,401	2,100	2,100	3,104	2,100	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	33,220	25,800	25,800	-	-	25,800	100.0%
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	(526)	(5,504)	5,504	N/A
0806 - SUPPLIES-ALLOCATION IN	-	-	-	526	5,504	(5,504)	N/A
<b>SUBTOTAL</b>	<b>\$ 709,219</b>	<b>\$ 644,460</b>	<b>\$ 675,259</b>	<b>\$ 482,955</b>	<b>\$ 536,795</b>	<b>\$ 138,464</b>	<b>20.5%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 183	\$ -	\$ -	\$ -	\$ 190,602	\$ (190,602)	N/A
0811 - HEALTH CARE SERVICES	-	-	-	800	-	-	N/A
0812 - OTHER SERVICES	9,811,901	15,819,438	16,339,131	15,036,233	19,615,339	(3,276,208)	-20.1%
0820 - RENT & OPERATING LEASES	715,517	844,376	844,376	791,698	801,478	42,898	5.1%
0839 - INTERNAL SERVICE CHARGES	145,148	137,586	137,586	110,450	199,521	(61,935)	-45.0%
0841 - TRAVEL	808,634	78,400	78,400	374,205	93,400	(15,000)	-19.1%
0842 - EDUCATION AND TRAINING	125,519	34,000	34,000	39,245	49,500	(15,500)	-45.6%
0843 - POSTAGE/FREIGHT/SHIPPING	7,621	1,200	1,200	3,970	1,200	-	0.0%
0850 - UTILITIES	3,481	-	-	630	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	(535,720)	(544,403)	(544,403)	(385,184)	(817,952)	273,549	50.2%
0873 - SERVICES-ALLOCATION IN	535,720	544,403	544,403	466,195	817,952	(273,549)	-50.2%
<b>SUBTOTAL</b>	<b>\$ 11,618,004</b>	<b>\$ 16,915,000</b>	<b>\$ 17,434,693</b>	<b>\$ 16,438,242</b>	<b>\$ 20,951,040</b>	<b>\$ (3,516,347)</b>	<b>-20.2%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 82,208	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	<b>\$ 82,208</b>	<b>\$ -</b>	<b>N/A</b>				
<b>ALL EXPENDITURES</b>	<b>\$ 24,099,234</b>	<b>\$ 31,078,876</b>	<b>\$ 32,467,588</b>	<b>\$ 28,639,432</b>	<b>\$ 30,840,577</b>	<b>\$ 1,627,011</b>	<b>5.0%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 43,355	\$ -	\$ 6,161	\$ 6,161	\$ 6,161	\$ -	0.0%
<b>ALL OTHER FINANCING USES</b>	<b>\$ 43,355</b>	<b>\$ -</b>	<b>\$ 6,161</b>	<b>\$ 6,161</b>	<b>\$ 6,161</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL USES</b>	<b>\$ 24,142,589</b>	<b>\$ 31,078,876</b>	<b>\$ 32,473,749</b>	<b>\$ 28,645,593</b>	<b>\$ 30,846,738</b>	<b>\$ 1,627,011</b>	<b>5.0%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 843,754	\$ 117,000	\$ 117,000	\$ 124,333	\$ 117,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 843,754	\$ 117,000	\$ 117,000	\$ 124,333	\$ 117,000	\$ -	0.0%
715 SCHOOL GRANTS							
OPERATING	\$ 19,214,077	\$ 24,960,910	\$ 25,168,410	\$ 22,914,418	\$ 24,494,498	\$ (673,912)	-2.7%
NON RECURRING NON PROJECT	74,027	440,974	764,971	642,470	-	(764,971)	-100.0%
<b>FUND TOTAL SOURCES</b>	\$ 19,288,104	\$ 25,401,884	\$ 25,933,381	\$ 23,556,888	\$ 24,494,498	\$ (1,438,883)	-5.5%
255 DETENTION OPERATIONS							
NON RECURRING NON PROJECT	\$ 260,027	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>FUND TOTAL SOURCES</b>	\$ 260,027	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
669 SMALL SCHOOL SERVICE							
OPERATING	\$ 115,746	\$ 109,551	\$ 109,551	\$ 109,974	\$ 109,551	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 115,746	\$ 109,551	\$ 109,551	\$ 109,974	\$ 109,551	\$ -	0.0%
780 SCHOOL TRANSPORTATION							
OPERATING	\$ 534,959	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 534,959	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ -	0.0%
782 SCHOOL COMMUNICATION							
OPERATING	\$ 692,905	\$ 665,000	\$ 690,157	\$ 758,592	\$ 521,000	\$ (169,157)	-24.5%
<b>FUND TOTAL SOURCES</b>	\$ 692,905	\$ 665,000	\$ 690,157	\$ 758,592	\$ 521,000	\$ (169,157)	-24.5%
795 EDUCATIONAL SUPPLEMENTAL PROG							
OPERATING	\$ 535,920	\$ 566,275	\$ 566,275	\$ 668,296	\$ 566,275	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 535,920	\$ 566,275	\$ 566,275	\$ 668,296	\$ 566,275	\$ -	0.0%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 21,937,361	\$ 27,018,736	\$ 27,251,393	\$ 25,175,613	\$ 26,408,324	\$ (843,069)	-3.1%
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	\$ 334,054	\$ 440,974	\$ 764,971	\$ 642,470	\$ -	\$ (764,971)	-100.0%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 22,271,415	\$ 27,459,710	\$ 28,016,364	\$ 25,818,083	\$ 26,408,324	\$ (1,608,040)	-5.7%

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 2,614,431	\$ 2,630,770	\$ 2,630,770	\$ 2,594,052	\$ 2,722,933	\$ (92,163)	-3.5%
GARNISHMENT SYSTEM UPGRADE	-	280,000	280,000	20,000	260,000	20,000	7.1%
NON RECURRING NON PROJECT	72,962	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	\$ 2,687,393	\$ 2,910,770	\$ 2,910,770	\$ 2,614,052	\$ 2,982,933	\$ (72,163)	-2.5%
715 SCHOOL GRANTS							
OPERATING	\$ 19,203,403	\$ 24,960,910	\$ 25,168,410	\$ 22,914,418	\$ 24,494,498	\$ 673,912	2.7%
NON RECURRING NON PROJECT	-	440,974	764,971	642,470	-	764,971	100.0%
<b>FUND TOTAL USES</b>	\$ 19,203,403	\$ 25,401,884	\$ 25,933,381	\$ 23,556,888	\$ 24,494,498	\$ 1,438,883	5.5%
255 DETENTION OPERATIONS							
NON RECURRING NON PROJECT	\$ 1,117,217	\$ -	\$ 838,219	\$ 158,269	\$ 679,906	\$ 158,313	18.9%
<b>FUND TOTAL USES</b>	\$ 1,117,217	\$ -	\$ 838,219	\$ 158,269	\$ 679,906	\$ 158,313	18.9%
669 SMALL SCHOOL SERVICE							
OPERATING	\$ 64,082	\$ 109,551	\$ 109,551	\$ 104,435	\$ 109,551	\$ -	0.0%
NON RECURRING NON PROJECT	68,800	58,221	58,221	58,221	-	58,221	100.0%
<b>FUND TOTAL USES</b>	\$ 132,882	\$ 167,772	\$ 167,772	\$ 162,656	\$ 109,551	\$ 58,221	34.7%
780 SCHOOL TRANSPORTATION							
OPERATING	\$ 546,615	\$ 600,000	\$ 600,000	\$ 599,357	\$ 600,000	\$ -	0.0%
<b>FUND TOTAL USES</b>	\$ 546,615	\$ 600,000	\$ 600,000	\$ 599,357	\$ 600,000	\$ -	0.0%
782 SCHOOL COMMUNICATION							
OPERATING	\$ 265,927	\$ 665,000	\$ 690,157	\$ 637,437	\$ 521,000	\$ 169,157	24.5%
NON RECURRING NON PROJECT	-	204,575	204,575	49,946	582,065	(377,490)	-184.5%
<b>FUND TOTAL USES</b>	\$ 265,927	\$ 869,575	\$ 894,732	\$ 687,383	\$ 1,103,065	\$ (208,333)	-23.3%
795 EDUCATIONAL SUPPLEMENTAL PROG							
OPERATING	\$ 110,524	\$ 566,275	\$ 566,275	\$ 304,389	\$ 566,275	\$ -	0.0%
NON RECURRING NON PROJECT	78,628	562,600	562,600	562,599	310,510	252,090	44.8%
<b>FUND TOTAL USES</b>	\$ 189,152	\$ 1,128,875	\$ 1,128,875	\$ 866,988	\$ 876,785	\$ 252,090	22.3%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 22,804,982	\$ 29,532,506	\$ 29,765,163	\$ 27,154,088	\$ 29,014,257	\$ 750,906	2.5%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 1,337,607	\$ 1,546,370	\$ 2,708,586	\$ 1,491,505	\$ 1,832,481	\$ 876,105	32.3%
<b>DEPARTMENT TOTAL USES</b>	\$ 24,142,589	\$ 31,078,876	\$ 32,473,749	\$ 28,645,593	\$ 30,846,738	\$ 1,627,011	5.0%

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ECONOMIC MANAGEMENT							
ECONOMIC MANAGEMENT	21.50	20.00	19.00	20.00	20.00	1.00	5.3%
PROGRAM TOTAL	21.50	20.00	19.00	20.00	20.00	1.00	5.3%
EDUCATIONAL INNOVATION							
EDUCATIONAL INNOVATION	121.50	112.50	117.00	117.00	67.50	(49.50)	(42.3%)
PROGRAM TOTAL	121.50	112.50	117.00	117.00	67.50	(49.50)	(42.3%)
EXECUTIVE LEADERSHIP							
EXECUTIVE LEADERSHIP	5.00	12.00	13.00	13.00	14.00	1.00	7.7%
PROGRAM TOTAL	5.00	12.00	13.00	13.00	14.00	1.00	7.7%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	3.00	-	.00	-	-	-	N/A
HUMAN RESOURCES	1.00	-	.00	-	-	-	N/A
PROGRAM TOTAL	4.00	-	-	-	-	-	N/A
DEPARTMENT TOTAL	152.00	144.50	149.00	150.00	101.50	(47.50)	(31.9%)

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	1.00	-	-	-	-	-	N/A
Accounting Specialist	5.00	6.00	6.00	6.00	6.00	-	0.0%
Admin/Operations Specialist	6.00	6.00	6.00	6.00	5.00	(1.00)	(16.7%)
Chief Deputy - Schools	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	2.00	2.00	2.00	2.00	2.00	-	0.0%
Community Justice Coordinator	8.00	-	5.00	6.00	6.00	1.00	20.0%
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Education Service Assistant Superintendent	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
Education Service Finance Coordinator	-	1.00	1.00	1.00	1.00	-	0.0%
Education Service Peer Evaluator	44.00	44.00	44.00	44.00	17.00	(27.00)	(61.4%)
Education Svc Finance Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Education Svc Program Coord	12.00	16.50	16.00	16.00	10.50	(5.50)	(34.4%)
Education Svc Program Manager	32.00	28.00	30.00	30.00	22.00	(8.00)	(26.7%)
Educator - Detention	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	4.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Intern	1.00	-	-	-	-	-	N/A
IT Project Manager	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Assistant	6.00	6.00	6.00	6.00	4.00	(2.00)	(33.3%)
Media Specialist	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
Network Engineer	1.00	-	-	-	-	-	N/A
Office Assistant	2.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	5.00	6.00	6.00	6.00	4.00	(2.00)	(33.3%)
Operations Support Analyst	1.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Technician - Senior/Lead	1.00	2.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Senior/Lead	1.00	1.00	-	-	-	-	N/A
Systems Administrator	-	1.00	1.00	1.00	1.00	-	0.0%
Systems Administrator - Senior/Lead	1.00	-	-	-	-	-	N/A
Telecommunications Tech	1.00	-	-	-	-	-	N/A
Trainer	1.00	1.00	-	-	-	-	N/A
<b>Department Total</b>	<b>152.00</b>	<b>144.50</b>	<b>149.00</b>	<b>150.00</b>	<b>101.50</b>	<b>(47.50)</b>	<b>(31.9%)</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	27.00	24.00	24.00	24.00	24.00	-	0.0%
255 DETENTION OPERATIONS	12.00	-	7.00	8.00	8.00	1.00	14.3%
669 SMALL SCHOOL SERVICE	2.00	1.00	1.00	1.00	1.00	-	0.0%
715 SCHOOL GRANTS	100.00	105.50	103.00	103.00	51.50	(51.50)	(50.0%)
782 SCHOOL COMMUNICATION	6.00	6.00	6.00	6.00	9.00	3.00	50.0%
795 EDUCATIONAL SUPPLEMENTAL PROG	5.00	8.00	8.00	8.00	8.00	-	0.0%
<b>Department Total</b>	<b>152.00</b>	<b>144.50</b>	<b>149.00</b>	<b>150.00</b>	<b>101.50</b>	<b>(47.50)</b>	<b>(31.9%)</b>

## Significant Variance Analysis

Education Services has a net change in FTE of 47.5 due to the loss of grant funds. 3.0 FTE were moved from the Grant Fund into the School Communication Fund.

## General Adjustments

### **Base Adjustments:**

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

- Increase Regular Benefits by \$31,608 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$1,647 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$128 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$21,240 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$40,834 for the impact of the changes in base level telecommunication charges.
- Increase personnel savings by \$119,778 from 3.58% to 9.94%.
- Increase Expenditures by \$119,778 for the net change in supplies, services and allocations to fund balances.

#### **Small Schools Fund (669) Operating**

- Increase Regular Benefits by \$1,309 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$6 for the impact of the changes in the retirement contribution rates.
- Decrease Personnel Savings by \$1,128 from 1.27% to 0.00%.
- Decrease expenditures by \$2,443 for the net impact of changes in supplies and services.

#### **School Grant Fund (715)**

- Increase Regular Benefits by \$75,116 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$420 for the impact of the changes in retirement contribution rates.
- Decrease revenues by \$466,412 and expenditures by \$488,112 for the anticipated changes in grant awards for FY 2017.

#### **School Communication Fund (782) Operating**

- Increase Regular Benefits by \$10,455 for the impact of the changes in health/dental premium rates.
- Increase Regular benefits by \$56 for the impact of the changes in retirement contribution rates.
- Decrease in revenues by \$169,157 as a result of less professional development services being purchased by school districts.
- Decrease expenditures by \$117,584 for a shift of operating costs to Non Recurring and other reductions.
- Increase Personnel Savings by \$62,084 from 2.25% to 9.08%.

#### **School Communication Fund (782) Non Recurring Non Project**

- Increase expenditures by \$582,065 to cover the shortfall in operating revenue.

**Educational Supplemental Programming Fund (795) Operating**

- Increase Regular Benefits by \$14,310 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$82 for the impact of the changes in retirement contribution rates.
- Increase expenditures by \$46,597 for the net change in services.
- Increase Personnel Savings by \$60,989 from 2.20% to 10.00%.

**Educational Innovation Program**

The purpose of the Educational Innovation Program is to provide professional development, research, grant development/management, data analysis, instruction, communication and advocacy to school district employees so they can increase student academic achievement progress and success.

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent change of students with one year's academic growth	N/A	1.0%	1.0%	1.0%	0.0%	0.0%

Activities that comprise this program include:

- Educational Innovation Activity

**Educational Innovation Activity**

The purpose of the Educational Innovation Program is to provide professional development, research, grant development/management, data analysis, instruction, communication and advocacy to school district employees so they can increase student academic achievement progress and success.

**Mandates:** A.R.S. §11-511 establishes powers and duties of the Superintendent of Schools; A.R.S. §15-301-§15-310 establishes more specific powers and duties as well as other functions of the Superintendent of Schools. The Maricopa County Superintendent of Schools is responsible for providing mandated services through educational support to the school districts within Maricopa County. Services provided include training, grant support, coordination of special elections, computer system and financial support, and special education services. Services are also provided to private and home-based schools.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent change of students with one year's academic growth	N/A	1.0%	1.0%	1.0%	0.0%	0.0%
Output	Number of educational professional development sessions provided	N/A	400	202	400	-	0.0%
Demand	Number of educational professional development sessions requested	N/A	400	278	400	-	0.0%
Expenditure Ratio	Expenditure per educational professional development session provided	N/A	\$ 68,241.44	\$ 108,590.08	\$ 64,779.16	\$ 3,462.28	5.1%
<b>Revenue</b>							
	715 - SCHOOL GRANTS	\$ 15,600,307	\$ 25,321,321	\$ 21,273,716	\$ 23,976,965	\$ (1,344,356)	-5.3%
	255 - DETENTION OPERATIONS	260,027	-	-	-	-	N/A
	669 - SMALL SCHOOL SERVICE	115,109	-	-	-	-	N/A
	782 - SCHOOL COMMUNICATION	359,104	-	180,636	521,000	521,000	N/A
	795 - EDUCATIONAL SUPPLEMENTAL PROG	535,920	449,178	568,402	377,806	(71,372)	-15.9%
	TOTAL SOURCES	\$ 16,870,467	\$ 25,770,499	\$ 22,022,754	\$ 24,875,771	\$ (894,728)	-3.5%
<b>Expenditure</b>							
	100 - GENERAL	\$ 467,951	\$ 24,237	\$ (243,440)	\$ 45,477	\$ (21,240)	-87.6%
	715 - SCHOOL GRANTS	14,203,809	25,447,292	21,273,716	23,976,965	1,470,327	5.8%
	255 - DETENTION OPERATIONS	1,117,217	838,219	158,269	679,906	158,313	18.9%
	669 - SMALL SCHOOL SERVICE	25,594	-	-	-	-	N/A
	782 - SCHOOL COMMUNICATION	(93,486)	217,536	178,611	521,000	(303,464)	-139.5%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	(15,197)	769,291	568,041	688,316	80,975	10.5%
	TOTAL USES	\$ 15,705,888	\$ 27,296,575	\$ 21,935,197	\$ 25,911,664	\$ 1,384,911	5.1%

**Base Adjustments:**

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

- Carry forward of \$679,906 for Year 2 of the Youth Education Engagement Service pilot program.

**Educational Supplemental Programming Fund (795) Non Recurring Non Project**

- Increase expenditures by \$310,510 to cover the shortfall in operating revenue.

**Economic Management Program**

The purpose of the Economic Management Program is to provide consulting, grant and finance management, professional development, customer support, technology support and advocacy to school district employees so they can increase fiscal prudence in their operations to enhance student learning.

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of districts in compliance	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of districts that move out of non-compliance	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Economic Management Activity

**Economic Management Activity**

The purpose of the Economic Management Program is to provide consulting, grant and finance management, professional development, customer support, technology support and advocacy to school district employees so they can increase fiscal prudence in their operations to enhance student learning.

**Mandates:** A.R.S. §11-511 establishes powers and duties of the Superintendent of Schools; A.R.S. §15-301-§15-310 establishes more specific powers and duties as well as other functions of the Superintendent of Schools. The Maricopa County Superintendent of Schools is responsible for providing mandated services through educational support to the school districts within Maricopa

County. Services provided include training, grant support, coordination of special elections, computer system and financial support, and special education services. Services are also provided to private and home-based schools.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of districts in compliance	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of districts that move out of non-compliance	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of fiscal professional development sessions delivered	N/A	40	35	40	-	0.0%
Demand	Number of requests for fiscal professional development sessions	N/A	47	47	47	-	0.0%
Expenditure Ratio	Expenditure per fiscal professional development sessions provided	N/A	\$ 88,601.80	\$ 139,120.60	\$ 78,340.98	\$ 10,260.83	11.6%
<b>Revenue</b>							
	100 - GENERAL	\$ 828,239	\$ 105,000	\$ 108,833	\$ 105,000	\$ -	0.0%
	715 - SCHOOL GRANTS	-	95,623	2,033,346	96,478	855	0.9%
	669 - SMALL SCHOOL SERVICE	637	109,551	109,974	107,336	(2,215)	-2.0%
	780 - SCHOOL TRANSPORTATION	534,959	600,000	600,000	600,000	-	0.0%
	782 - SCHOOL COMMUNICATION	333,801	690,157	577,956	-	(690,157)	-100.0%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	-	117,097	99,894	-	(117,097)	-100.0%
	TOTAL SOURCES	\$ 1,697,636	\$ 1,717,428	\$ 3,530,003	\$ 908,814	\$ (808,614)	-47.1%
<b>Expenditure</b>							
	100 - GENERAL	\$ 828,256	\$ 1,804,829	\$ 1,420,941	\$ 1,765,931	\$ 38,898	2.2%
	715 - SCHOOL GRANTS	4,999,444	96,751	2,033,346	96,478	273	0.3%
	669 - SMALL SCHOOL SERVICE	107,288	167,772	162,656	107,336	60,436	36.0%
	780 - SCHOOL TRANSPORTATION	546,615	600,000	599,357	600,000	-	0.0%
	782 - SCHOOL COMMUNICATION	359,413	677,196	508,772	563,894	113,302	16.7%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	189,112	197,524	144,149	-	197,524	100.0%
	TOTAL USES	\$ 7,030,128	\$ 3,544,072	\$ 4,869,221	\$ 3,133,639	\$ 410,433	11.6%

**Activity Narrative:** The Department provides professional development sessions to school district employees to enhance business management skills and assist in their achievement of fiscal compliance. The number of requests for professional development is expected to remain stable as the economy slowly improves. However, if school districts and charter schools reencounter high turnover rates for financial management staff, this will likely increase demand for training for these services.

**Base Adjustments:**

**General Fund (100) Garnishment System Upgrade**

- Increase by \$260,000 for the carry forward of the Garnishment System update.

**Executive Leadership Program**

The purpose of the Executive Leadership Program is to provide communication, advocacy, elections, governing board support, customer support, and legislative consultation to school district employees and citizens so they can increase public satisfaction in education and student learning.

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of citizens rating satisfaction as good or better	N/A	73.0%	73.0%	73.0%	0.0%	0.0%

Activities that comprise this program include:

- Executive Leadership Activity

### Executive Leadership Activity

The purpose of the Executive Leadership Program is to provide communication, advocacy, elections, governing board support, customer support, and legislative consultation to school district employees and citizens so they can increase public satisfaction in education and student learning.

**Mandates:** A.R.S. §11-511 establishes powers and duties of the Superintendent of Schools; A.R.S. §15-301-§15-310 establishes more specific powers and duties as well as other functions of the Superintendent of Schools. The Maricopa County Superintendent of Schools is responsible for providing mandated services through educational support to the school districts within Maricopa County. Services provided include training, grant support, coordination of special elections, computer system and financial support, and special education services. Services are also provided to private and home-based schools.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of citizens rating satisfaction as good or better	N/A	73.0%	73.0%	73.0%	0.0%	0.0%
Output	Number of board training sessions provided	5	6	5	6	-	0.0%
Demand	Number of board training sessions requested	5	6	5	6	-	0.0%
Expenditure Ratio	Expenditure per board training session provided	\$ 179,616.80	\$ 239,156.33	\$ 339,765.80	\$ 243,763.33	\$ (4,607.00)	-1.9%
<b>Revenue</b>							
	100 - GENERAL	\$ 15,515	\$ 12,000	\$ 15,500	\$ 12,000	\$ -	0.0%
	715 - SCHOOL GRANTS	-	155,237	185,326	278,027	122,790	79.1%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	-	-	-	161,281	161,281	N/A
	TOTAL SOURCES	\$ 15,515	\$ 167,237	\$ 200,826	\$ 451,308	\$ 284,071	169.9%
<b>Expenditure</b>							
	100 - GENERAL	\$ 882,697	\$ 1,038,340	\$ 1,422,449	\$ 1,023,272	\$ 15,068	1.5%
	715 - SCHOOL GRANTS	150	234,538	185,326	278,027	(43,489)	-18.5%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	15,237	162,060	154,798	161,281	779	0.5%
	TOTAL USES	\$ 898,084	\$ 1,434,938	\$ 1,762,573	\$ 1,462,580	\$ (27,642)	-1.9%

### Appropriated Budget Reconciliations

#### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 2,630,770</b>	<b>\$ 117,000</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 2,630,770</b>	<b>\$ 117,000</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 2,630,770</b>	<b>\$ 117,000</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 30,089</b>	<b>\$ -</b>
Employee Health/Dental Premiums	31,608	-
Vacancy Savings Assoc with Benefit Adjustments	(1,647)	-
Retirement Contributions	128	-
<b>Base Adjustments</b>	<b>\$ 62,074</b>	<b>\$ -</b>
Other Base Adjustments	119,778	-
Realign charges to special revenue fund balances based on trend		\$ 238,070
Decrease supplies and services in General Fund		(118,292)
Risk Management Adjustment		21,240
Base Telecom Adjustment		40,834
Personnel Savings		(119,778)
Adjust Vacancy Savings rate from 3.58% to 9.94%	\$ (119,778)	
<b>FY 2017 Adopted Budget</b>	<b>\$ 2,722,933</b>	<b>\$ 117,000</b>
Percent Change from Baseline Amount	3.5%	0.0%

General Fund (100) (continued)

	Expenditures	Revenue
<b>GARNISHMENT SYSTEM UPGRADE</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 280,000</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 280,000</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (280,000)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(280,000)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 260,000</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>260,000</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 260,000</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		

Detention Fund (255)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Intergovernmental Agreements</b>	<b>\$ 838,219</b>	<b>\$ -</b>
<i>MCESA and Maricopa County Board IGA</i>	<i>838,219</i>	<i>-</i>
Agenda Item:		
<i>C-37-16-005-M-00</i>		
<b>FY 2016 Revised Budget</b>	<b>\$ 838,219</b>	<b>\$ -</b>
Adjustments:		
<b>Intergovernmental Agreements</b>	<b>\$ (838,219)</b>	<b>\$ -</b>
<i>MCESA and Maricopa County Board IGA</i>	<i>(838,219)</i>	<i>-</i>
Agenda Item:		
<i>C-37-16-005-M-00</i>		
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 679,906</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>679,906</i>	<i>-</i>
<i>Year 2 of Youth Education Engagement Services (YEES) Pilot</i>	<i>\$ 679,906</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 679,906</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		

Small Schools Fund (669)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 109,551</b>	<b>\$ 109,551</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 109,551</b>	<b>\$ 109,551</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 109,551</b>	<b>\$ 109,551</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 1,315</b>	<b>\$ -</b>
Employee Health/Dental Premiums	1,309	-
Retirement Contributions	6	-
<b>Base Adjustments</b>	<b>\$ (1,315)</b>	<b>\$ -</b>
Other Base Adjustments	(2,443)	-
Decrease supplies and services in General Fund	\$ (2,443)	-
Personnel Savings	1,128	-
Adjust Vacancy Savings rate from 1.27% to 0.00%	\$ 1,128	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 109,551</b>	<b>\$ 109,551</b>
Percent Change from Baseline Amount	0.0%	0.0%

Small Schools Fund (669) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 158,164	\$ 58,221	\$ 58,221	\$ 141,027	\$ 88,345
Sources:					
Operating	\$ 115,746	\$ 109,551	\$ 109,551	\$ 109,974	\$ 109,551
Total Sources:	\$ 115,746	\$ 109,551	\$ 109,551	\$ 109,974	\$ 109,551
Uses:					
Operating	\$ 64,082	\$ 109,551	\$ 109,551	\$ 104,435	\$ 109,551
Non-Recurring	68,800	58,221	58,221	58,221	-
Total Uses:	\$ 132,882	\$ 167,772	\$ 167,772	\$ 162,656	\$ 109,551
Structural Balance	\$ 51,664	\$ -	\$ -	\$ 5,539	\$ -
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 141,027	\$ -	\$ -	\$ 88,345	\$ 88,345
Total Ending Spendable Fund Balance	\$ 141,027	\$ -	\$ -	\$ 88,345	\$ 88,345

School Grant Fund (715)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 24,960,910</b>	<b>\$ 24,960,910</b>
Adjustments:		
<b>Grants</b>	<b>\$ 207,500</b>	<b>\$ 207,500</b>
<i>Fort McDowell Yavapai Nation Grant to Youth Council</i>	<i>7,500</i>	<i>7,500</i>
<i>Arizona Community Foundation Grant</i>	<i>200,000</i>	<i>200,000</i>
	Agenda Item:	
	<i>C-20-15-036-G-01</i>	
	<i>C-37-16-006-G-00</i>	
<b>FY 2016 Revised Budget</b>	<b>\$ 25,168,410</b>	<b>\$ 25,168,410</b>
Adjustments:		
<b>Grants</b>	<b>\$ (207,500)</b>	<b>\$ (207,500)</b>
<i>Fort McDowell Yavapai Nation Grant to Youth Council</i>	<i>(7,500)</i>	<i>(7,500)</i>
<i>Arizona Community Foundation Grant</i>	<i>(200,000)</i>	<i>(200,000)</i>
	Agenda Item:	
	<i>C-20-15-036-G-01</i>	
	<i>C-37-16-006-G-00</i>	
<b>FY 2017 Baseline Budget</b>	<b>\$ 24,960,910</b>	<b>\$ 24,960,910</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 75,536</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>75,116</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>420</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (53,836)</b>	<b>\$ -</b>
<i>Personnel Savings</i>	<i>(53,836)</i>	<i>-</i>
<i>Adjust Vacancy Savings rate from 4.93% to 9.23%</i>	<i>\$ (53,836)</i>	<i>-</i>
<b>Grants</b>	<b>\$ (488,112)</b>	<b>\$ (466,412)</b>
<i>Grant Reconciliation</i>	<i>(488,112)</i>	<i>(466,412)</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 24,494,498</b>	<b>\$ 24,494,498</b>
<i>Percent Change from Baseline Amount</i>	<i>-1.9%</i>	<i>-1.9%</i>

School Grant Fund (715) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ (302,481)	\$ -	\$ -	\$ (217,779)	\$ (217,779)
Sources:					
Operating	\$ 19,214,077	\$ 24,960,910	\$ 25,168,410	\$ 22,914,418	\$ 24,494,498
Non-Recurring	74,027	440,974	764,971	642,470	-
Total Sources:	\$ 19,288,104	\$ 25,401,884	\$ 25,933,381	\$ 23,556,888	\$ 24,494,498
Uses:					
Operating	\$ 19,203,403	\$ 24,960,910	\$ 25,168,410	\$ 22,914,418	\$ 24,494,498
Non-Recurring	-	440,974	764,971	642,470	-
Total Uses:	\$ 19,203,403	\$ 25,401,884	\$ 25,933,381	\$ 23,556,888	\$ 24,494,498
Structural Balance	\$ 10,674	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(217,779)	-	-	(217,779)	(217,779)
Total Ending Spendable Fund Balance	\$ (217,779)	\$ -	\$ -	\$ (217,779)	\$ (217,779)

School Transportation Fund (780)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>
<b>FY 2017 Adopted Budget</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>
<i>Percent Change from Baseline Amount</i>	<i>0.0%</i>	<i>0.0%</i>

School Transportation Fund (780) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 94,065	\$ 72,208	\$ 72,208	\$ 82,409	\$ 83,052
Sources:					
Operating	\$ 534,959	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Total Sources:	\$ 534,959	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Uses:					
Operating	\$ 546,615	\$ 600,000	\$ 600,000	\$ 599,357	\$ 600,000
Total Uses:	\$ 546,615	\$ 600,000	\$ 600,000	\$ 599,357	\$ 600,000
Structural Balance	\$ (11,656)	\$ -	\$ -	\$ 643	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 82,409	\$ 72,208	\$ 72,208	\$ 83,052	\$ 83,052
Total Ending Spendable Fund Balance	\$ 82,409	\$ 72,208	\$ 72,208	\$ 83,052	\$ 83,052

School Communication Fund (782)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 665,000</b>	<b>\$ 665,000</b>
Adjustments:		
<b>Mid Year Adjustments</b>		
<i>Amend Contract w Tyler Tech</i>		
Agenda Item:		
<i>C-37-09-011-3-04</i>	\$ 25,157	\$ 25,157
	25,157	25,157
<b>FY 2016 Revised Budget</b>	<b>\$ 690,157</b>	<b>\$ 690,157</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 690,157</b>	<b>\$ 690,157</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 10,511	\$ -
<i>Employee Health/Dental Premiums</i>	10,455	-
<i>Retirement Contributions</i>	56	-
<b>Base Adjustments</b>	\$ (179,668)	\$ -
<i>Other Base Adjustments</i>	(117,584)	-
<i>Additional Shift of Operating Costs to Non Recurring and Other Reductions</i>	\$ (117,584)	-
<i>Personnel Savings</i>	(62,084)	-
<i>Adjust Vacancy Savings Rate from 2.25% to 9.08%</i>	\$ (62,084)	-
<b>Fees and Other Revenues</b>	\$ -	\$ (169,157)
<i>ProgRevenue Volume Inc/Dec</i>	-	(169,157)
<b>FY 2017 Adopted Budget</b>	<b>\$ 521,000</b>	<b>\$ 521,000</b>
<i>Percent Change from Baseline Amount</i>	<i>-24.5%</i>	<i>-24.5%</i>

School Communication Fund (782) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 204,575</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 204,575</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (204,575)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(204,575)</i>	<i>-</i>
<i>Use of fund balance to cover operating expenditures</i>	<i>\$ (204,575)</i>	
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 582,065</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>582,065</i>	<i>-</i>
<i>Use of fund balance to cover operating expenditures</i>	<i>\$ 582,065</i>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 582,065</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		

School Communication Fund (782) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 253,198	\$ 204,575	\$ 204,575	\$ 680,176	\$ 751,385
Sources:					
Operating	\$ 692,905	\$ 665,000	\$ 690,157	\$ 758,592	\$ 521,000
Total Sources:	\$ 692,905	\$ 665,000	\$ 690,157	\$ 758,592	\$ 521,000
Uses:					
Operating	\$ 265,927	\$ 665,000	\$ 690,157	\$ 637,437	\$ 521,000
Non-Recurring	-	204,575	204,575	49,946	582,065
Total Uses:	\$ 265,927	\$ 869,575	\$ 894,732	\$ 687,383	\$ 1,103,065
Structural Balance	\$ 426,978	\$ -	\$ -	\$ 121,155	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 680,176	\$ -	\$ -	\$ 751,385	\$ 169,320
Total Ending Spendable Fund Balance	\$ 680,176	\$ -	\$ -	\$ 751,385	\$ 169,320

Educational Supplemental Programming Fund (795)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 566,275</b>	<b>\$ 566,275</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 566,275</b>	<b>\$ 566,275</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 566,275</b>	<b>\$ 566,275</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 14,392</b>	<b>\$ -</b>
Employee Health/Dental Premiums	14,310	-
Retirement Contributions	82	-
<b>Base Adjustments</b>	<b>\$ (14,392)</b>	<b>\$ -</b>
Other Base Adjustments	46,597	-
Adjust Services based on current forecast	\$ 46,597	-
Personnel Savings	(60,989)	-
Adjust Vacancy Savings Rate from 2.20% to 10.00%	\$ (60,989)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 566,275</b>	<b>\$ 566,275</b>
Percent Change from Baseline Amount	0.0%	0.0%
	<b>Expenditures</b>	<b>Revenue</b>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 562,600</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 562,600</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (562,600)</b>	<b>\$ -</b>
Other Non Recurring	(562,600)	-
Use of fund balance to cover operating expenditures	\$ (562,600)	-
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
Other Non Recurring	310,510	-
Use of fund balance to cover operating expenditures	\$ 310,510	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 310,510</b>	<b>\$ -</b>
Percent Change from Baseline Amount		

**Educational Supplemental Programming Fund (795) Fund Balance Summary**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ADOPTED</b>	<b>FY 2016 REVISED</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 ADOPTED</b>
Beginning Spendable Fund Balance	\$ 451,087	\$ 562,600	\$ 562,600	\$ 797,853	\$ 599,161
Sources:					
Operating	\$ 535,920	\$ 566,275	\$ 566,275	\$ 668,296	\$ 566,275
Total Sources:	\$ 535,920	\$ 566,275	\$ 566,275	\$ 668,296	\$ 566,275
Uses:					
Operating	\$ 110,524	\$ 566,275	\$ 566,275	\$ 304,389	\$ 566,275
Non-Recurring	78,628	562,600	562,600	562,599	310,510
Total Uses:	\$ 189,152	\$ 1,128,875	\$ 1,128,875	\$ 866,988	\$ 876,785
Structural Balance	\$ 425,396	\$ -	\$ -	\$ 363,907	\$ -
Accounting Adjustments	\$ (2)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 797,853	\$ -	\$ -	\$ 599,161	\$ 288,651
Total Ending Spendable Fund Balance	\$ 797,853	\$ -	\$ -	\$ 599,161	\$ 288,651

## Elections

*Analysis by Idamarie C. Flaherty, Senior Management and Budget Analyst*

### Summary

#### Mission

The mission of the Elections Department is to provide access to the electoral process for citizens and candidates so they have equal access and may readily participate in elections.

#### Vision

The vision of the Elections Department is a County in which citizens may vote, initiate petitions, and run for office confident that every effort was made to: educate them about election laws and procedures, remove barriers to participation, provide equal access, and assure the integrity of elections.

### Strategic Goals

**Regional  
Services**

**By 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.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
ELEC - ELECTION PROCESSING	\$ 4,167,157	\$ 4,691,382	\$ 9,472,986	\$ 7,081,112	\$ 4,161,254	\$ (5,311,732)	-56.1%
21EL - ELECTIONS PROCESSING	\$ 4,167,157	\$ 4,691,382	\$ 9,472,986	\$ 7,081,112	\$ 4,161,254	\$ (5,311,732)	-56.1%
CAND - CANDIDATE FILING CAMPAIGN FIN	\$ 23,369	\$ 7,002	\$ 7,002	\$ 5,370	\$ 12,001	\$ 4,999	71.4%
VREG - VOTER REGISTRATION	\$ 11,270	\$ 304	\$ 304	\$ 271	\$ 204	\$ (100)	-32.9%
21PE - PRE ELECTION PROCESSING	\$ 34,639	\$ 7,306	\$ 7,306	\$ 5,641	\$ 12,205	\$ 4,899	67.1%
ODIR - EXECUTIVE MANAGEMENT	\$ -	\$ -	\$ -	\$ -	\$ 2	\$ 2	N/A
99AS - INDIRECT SUPPORT	\$ -	\$ -	\$ -	\$ -	\$ 2	\$ 2	N/A
GGOV - GENERAL GOVERNMENT	\$ 117,863	\$ -	\$ -	\$ 632,272	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ 117,863	\$ -	\$ -	\$ 632,272	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 4,319,659</b>	<b>\$ 4,698,688</b>	<b>\$ 9,480,292</b>	<b>\$ 7,719,025</b>	<b>\$ 4,173,461</b>	<b>\$ (5,306,831)</b>	<b>-56.0%</b>
<b>USES</b>							
ELEC - ELECTION PROCESSING	\$ 14,923,352	\$ 9,858,071	\$ 16,103,350	\$ 11,408,449	\$ 19,008,084	\$ (2,904,734)	-18.0%
PELP - POST ELECTION PROCESSING	\$ 224,643	\$ 1,315,474	\$ 1,305,647	\$ 694,947	\$ 1,358,201	\$ (52,554)	-4.0%
21EL - ELECTIONS PROCESSING	\$ 15,147,995	\$ 11,173,545	\$ 17,408,997	\$ 12,103,396	\$ 20,366,285	\$ (2,957,288)	-17.0%
CAND - CANDIDATE FILING CAMPAIGN FIN	\$ 152,158	\$ 150,538	\$ 157,405	\$ 174,380	\$ 181,810	\$ (24,405)	-15.5%
VREG - VOTER REGISTRATION	\$ 1,098,564	\$ 1,200,199	\$ 1,200,199	\$ 1,207,607	\$ 1,738,966	\$ (538,767)	-44.9%
21PE - PRE ELECTION PROCESSING	\$ 1,250,722	\$ 1,350,737	\$ 1,357,604	\$ 1,381,987	\$ 1,920,776	\$ (563,172)	-41.5%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 313,951	\$ 317,214	\$ 264,747	\$ 241,212	\$ 242,879	\$ 21,868	8.3%
HRAC - HUMAN RESOURCES	\$ 59,337	\$ 57,202	\$ 57,202	\$ 57,188	\$ 62,943	\$ (5,741)	-10.0%
ODIR - EXECUTIVE MANAGEMENT	\$ 401,538	\$ 349,087	\$ 349,087	\$ 378,659	\$ 333,547	\$ 15,540	4.5%
PROC - PROCUREMENT	\$ -	\$ -	\$ 52,467	\$ 45,826	\$ 59,852	\$ (7,385)	-14.1%
SPPT - OPERATIONS SUPPORT	\$ 370,393	\$ 476,583	\$ 479,548	\$ 421,212	\$ 431,135	\$ 48,413	10.1%
99AS - INDIRECT SUPPORT	\$ 1,145,219	\$ 1,200,086	\$ 1,203,051	\$ 1,144,097	\$ 1,130,356	\$ 72,695	6.0%
INFR - INFRASTRUCTURE	\$ -	\$ 39,987	\$ 39,987	\$ 39,899	\$ 79,621	\$ (39,634)	-99.1%
RISK - RISK PREMIUMS	\$ 55,296	\$ 53,224	\$ 53,224	\$ 53,220	\$ 92,601	\$ (39,377)	-74.0%
99GV - GENERAL OVERHEAD	\$ 55,296	\$ 93,211	\$ 93,211	\$ 93,119	\$ 172,222	\$ (79,011)	-84.8%
<b>TOTAL PROGRAMS</b>	<b>\$ 17,599,232</b>	<b>\$ 13,817,579</b>	<b>\$ 20,062,863</b>	<b>\$ 14,722,599</b>	<b>\$ 23,589,639</b>	<b>\$ (3,526,776)</b>	<b>-17.6%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 115,040	\$ 464,778	\$ 967,994	\$ 632,272	\$ 405,750	\$ (562,244)	-58.1%
0620 - OTHER INTERGOVERNMENTAL	\$ 4,170,655	\$ 4,215,002	\$ 8,493,390	\$ 7,070,112	\$ 3,750,002	\$ (4,743,388)	-55.8%
<b>SUBTOTAL</b>	<b>\$ 4,285,695</b>	<b>\$ 4,679,780</b>	<b>\$ 9,461,384</b>	<b>\$ 7,702,384</b>	<b>\$ 4,155,752</b>	<b>\$ (5,305,632)</b>	<b>-56.1%</b>
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 4,009	\$ 402	\$ 402	\$ 3,261	\$ 203	\$ (199)	-49.5%
<b>SUBTOTAL</b>	<b>\$ 4,009</b>	<b>\$ 402</b>	<b>\$ 402</b>	<b>\$ 3,261</b>	<b>\$ 203</b>	<b>\$ (199)</b>	<b>-49.5%</b>
<b>FINES &amp; FOREFEITS</b>							
0637 - FINES & FORFEITS	\$ 22,881	\$ 7,000	\$ 7,000	\$ 5,370	\$ 12,000	\$ 5,000	71.4%
<b>SUBTOTAL</b>	<b>\$ 22,881</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>	<b>\$ 5,370</b>	<b>\$ 12,000</b>	<b>\$ 5,000</b>	<b>71.4%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 2,823	\$ 5,500	\$ 5,500	\$ 2,714	\$ 1,000	\$ (4,500)	-81.8%
0650 - MISCELLANEOUS REVENUE	\$ 4,251	\$ 6,006	\$ 6,006	\$ 5,296	\$ 4,506	\$ (1,500)	-25.0%
<b>SUBTOTAL</b>	<b>\$ 7,074</b>	<b>\$ 11,506</b>	<b>\$ 11,506</b>	<b>\$ 8,010</b>	<b>\$ 5,506</b>	<b>\$ (6,000)</b>	<b>-52.1%</b>
<b>ALL REVENUES</b>	<b>\$ 4,319,659</b>	<b>\$ 4,698,688</b>	<b>\$ 9,480,292</b>	<b>\$ 7,719,025</b>	<b>\$ 4,173,461</b>	<b>\$ (5,306,831)</b>	<b>-56.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 4,319,659</b>	<b>\$ 4,698,688</b>	<b>\$ 9,480,292</b>	<b>\$ 7,719,025</b>	<b>\$ 4,173,461</b>	<b>\$ (5,306,831)</b>	<b>-56.0%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 2,436,055	\$ 2,433,592	\$ 2,439,318	\$ 2,387,202	\$ 2,414,610	\$ 24,708	1.0%
0705 - TEMPORARY PAY	767,722	301,783	301,783	307,358	1,101,586	(799,803)	-265.0%
0710 - OVERTIME	253,254	212,645	212,645	253,918	747,778	(535,133)	-251.7%
0750 - FRINGE BENEFITS	1,092,826	1,114,084	1,108,358	1,100,530	1,257,659	(149,301)	-13.5%
0790 - OTHER PERSONNEL SERVICES	10,516	3,800	3,800	8,389	3,624	176	4.6%
0796 - PERSONNEL SERVICES ALLOC-IN	67,995	-	-	5,331	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 4,628,368</b>	<b>\$ 4,065,904</b>	<b>\$ 4,065,904</b>	<b>\$ 4,062,728</b>	<b>\$ 5,525,257</b>	<b>\$ (1,459,353)</b>	<b>-35.9%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 468,232	\$ 454,345	\$ 454,345	\$ 366,828	\$ 362,967	\$ 91,378	20.1%
0803 - FUEL	16,973	12,100	12,100	7,744	19,200	(7,100)	-58.7%
<b>SUBTOTAL</b>	<b>\$ 485,205</b>	<b>\$ 466,445</b>	<b>\$ 466,445</b>	<b>\$ 374,572</b>	<b>\$ 382,167</b>	<b>\$ 84,278</b>	<b>18.1%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 4,512	\$ 7,000	\$ 7,000	\$ 4,579	\$ 10,500	\$ (3,500)	-50.0%
0812 - OTHER SERVICES	10,281,094	7,162,384	13,277,291	8,640,516	12,844,028	433,263	3.3%
0820 - RENT & OPERATING LEASES	157,625	71,175	71,175	59,178	209,956	(138,781)	-195.0%
0825 - REPAIRS AND MAINTENANCE	3,133	359,590	359,590	38,443	320,725	38,865	10.8%
0839 - INTERNAL SERVICE CHARGES	71,349	99,144	99,144	103,594	165,870	(66,726)	-67.3%
0841 - TRAVEL	63,005	28,625	28,625	27,272	71,750	(43,125)	-150.7%
0842 - EDUCATION AND TRAINING	17,457	24,500	24,500	6,987	13,300	11,200	45.7%
0843 - POSTAGE/FREIGHT/SHIPPING	1,817,072	1,423,512	1,553,889	1,303,504	2,012,377	(458,488)	-29.5%
0850 - UTILITIES	70,412	59,300	59,300	51,226	35,408	23,892	40.3%
0873 - SERVICES-ALLOCATION IN	-	50,000	50,000	50,000	85,000	(35,000)	-70.0%
<b>SUBTOTAL</b>	<b>\$ 12,485,659</b>	<b>\$ 9,285,230</b>	<b>\$ 15,530,514</b>	<b>\$ 10,285,299</b>	<b>\$ 15,768,914</b>	<b>\$ (238,400)</b>	<b>-1.5%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 17,599,232</b>	<b>\$ 13,817,579</b>	<b>\$ 20,062,863</b>	<b>\$ 14,722,599</b>	<b>\$ 21,676,338</b>	<b>\$ (1,613,475)</b>	<b>-8.0%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ -	\$ -	\$ -	\$ -	\$ 1,913,301	\$ (1,913,301)	N/A
<b>ALL OTHER FINANCING USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,913,301</b>	<b>\$ (1,913,301)</b>	<b>N/A</b>
<b>TOTAL USES</b>	<b>\$ 17,599,232</b>	<b>\$ 13,817,579</b>	<b>\$ 20,062,863</b>	<b>\$ 14,722,599</b>	<b>\$ 23,589,639</b>	<b>\$ (3,526,776)</b>	<b>-17.6%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 2,276,495	\$ 1,853,410	\$ 1,853,410	\$ 1,853,410	\$ 1,853,410	\$ -	0.0%
PRI/GEN ELEC CYCLE SPENDING	1,925,301	2,375,000	6,653,388	5,230,629	1,913,301	(4,740,087)	-71.2%
<b>FUND TOTAL SOURCES</b>	<b>\$ 4,201,796</b>	<b>\$ 4,228,410</b>	<b>\$ 8,506,798</b>	<b>\$ 7,084,039</b>	<b>\$ 3,766,711</b>	<b>\$ (4,740,087)</b>	<b>-55.7%</b>
<b>248 ELECTIONS GRANTS</b>							
OPERATING	\$ 117,863	\$ 470,278	\$ 973,494	\$ 634,986	\$ 406,750	\$ (566,744)	-58.2%
<b>FUND TOTAL SOURCES</b>	<b>\$ 117,863</b>	<b>\$ 470,278</b>	<b>\$ 973,494</b>	<b>\$ 634,986</b>	<b>\$ 406,750</b>	<b>\$ (566,744)</b>	<b>-58.2%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 2,394,358</b>	<b>\$ 2,323,688</b>	<b>\$ 2,826,904</b>	<b>\$ 2,488,396</b>	<b>\$ 2,260,160</b>	<b>\$ (566,744)</b>	<b>-20.0%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ 1,925,301</b>	<b>\$ 2,375,000</b>	<b>\$ 6,653,388</b>	<b>\$ 5,230,629</b>	<b>\$ 1,913,301</b>	<b>\$ (4,740,087)</b>	<b>-71.2%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 4,319,659</b>	<b>\$ 4,698,688</b>	<b>\$ 9,480,292</b>	<b>\$ 7,719,025</b>	<b>\$ 4,173,461</b>	<b>\$ (5,306,831)</b>	<b>-56.0%</b>
<b>FUND / FUNCTION CLASS</b>							
<b>100 GENERAL</b>							
OPERATING	\$ 7,602,381	\$ 9,018,145	\$ 9,018,145	\$ 8,977,100	\$ 9,164,929	\$ (146,784)	-1.6%
PRI/GEN ELEC CYCLE SPENDING	9,878,989	4,329,156	10,071,224	5,429,156	12,104,659	(2,033,435)	-20.2%
NON RECURRING NON PROJECT	-	-	-	-	1,913,301	(1,913,301)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 17,481,370</b>	<b>\$ 13,347,301</b>	<b>\$ 19,089,369</b>	<b>\$ 14,406,256</b>	<b>\$ 23,182,889</b>	<b>\$ (4,093,520)</b>	<b>-21.4%</b>
<b>248 ELECTIONS GRANTS</b>							
OPERATING	\$ 117,862	\$ 470,278	\$ 973,494	\$ 316,343	\$ 406,750	\$ 566,744	58.2%
<b>FUND TOTAL USES</b>	<b>\$ 117,862</b>	<b>\$ 470,278</b>	<b>\$ 973,494</b>	<b>\$ 316,343</b>	<b>\$ 406,750</b>	<b>\$ 566,744</b>	<b>58.2%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 7,720,243</b>	<b>\$ 9,488,423</b>	<b>\$ 9,991,639</b>	<b>\$ 9,293,443</b>	<b>\$ 9,571,679</b>	<b>\$ 419,960</b>	<b>4.2%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 9,878,989</b>	<b>\$ 4,329,156</b>	<b>\$ 10,071,224</b>	<b>\$ 5,429,156</b>	<b>\$ 14,017,960</b>	<b>\$ (3,946,736)</b>	<b>-39.2%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 17,599,232</b>	<b>\$ 13,817,579</b>	<b>\$ 20,062,863</b>	<b>\$ 14,722,599</b>	<b>\$ 23,589,639</b>	<b>\$ (3,526,776)</b>	<b>-17.6%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
ELECTIONS PROCESSING							
ELECTION PROCESSING	20.00	20.00	20.00	20.00	20.00	-	0.0%
POST ELECTION PROCESSING	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	23.00	23.00	23.00	23.00	23.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	3.00	3.00	2.00	2.00	2.00	-	0.0%
EXECUTIVE MANAGEMENT	4.00	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
OPERATIONS SUPPORT	4.00	6.00	6.00	6.00	6.00	-	0.0%
PROCUREMENT	-	-	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	12.00	12.00	12.00	12.00	12.00	-	0.0%
PRE ELECTION PROCESSING							
CANDIDATE FILING CAMPAIGN FIN	2.00	2.00	2.00	2.00	2.00	-	0.0%
VOTER REGISTRATION	15.00	15.00	15.00	15.00	15.00	-	0.0%
PROGRAM TOTAL	17.00	17.00	17.00	17.00	17.00	-	0.0%
DEPARTMENT TOTAL	52.00	52.00	52.00	52.00	52.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Admin/Operations Specialist	2.00	5.00	5.00	5.00	5.00	-	0.0%
Administrative Staff Supv	2.00	2.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	-	-	-	-	-	N/A
Consultant	1.00	-	-	-	-	-	N/A
Database Report Writer Analyst	1.00	2.00	2.00	2.00	2.00	-	0.0%
Deputy Director - Elections	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Elections	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Programmer/Analyst - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Technician	1.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legislative Analyst - County	-	1.00	-	-	-	-	N/A
Management Assistant	-	-	1.00	1.00	1.00	-	0.0%
Office Assistant	21.00	-	-	-	-	-	N/A
Office Assistant Specialized	8.00	25.00	23.00	23.00	23.00	-	0.0%
Operations/Program Manager	1.00	1.00	2.00	2.00	2.00	-	0.0%
Procurement Specialist	-	-	1.00	1.00	1.00	-	0.0%
Special Projects Manager	-	-	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	52.00	52.00	52.00	52.00	52.00	-	0.0%

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	52.00	52.00	52.00	52.00	52.00	-	0.0%
Department Total	52.00	52.00	52.00	52.00	52.00	-	0.0%

### General Adjustments

#### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$68,890 for the impact of the changes in health/dental premium rates.

- Increase Personnel Benefits Savings by \$1,369 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$252 for the impact of the changes in retirement contribution rates.
- Increase Other Services by \$50,619 for the impact of the changes in Personnel Savings.
- Increase Internal Service Charges by \$39,377 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$39,634 for the impact of the changes in the base level telecommunication charges.
- Increase in Personnel Savings by \$50,619 from 2.8% to 4.0%.

**General Fund (100) PRI/GEN Election Cycle Spending**

- Newly funded revenues of \$1,913,301 for General and Primary Elections.
- Newly funded expenditures of \$12,104,659 for General and Primary Elections.

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

- One-Time Transfer of \$1,913,301 from General Fund (100) to County Improvement Fund (445).

**Elections Grants Fund (248) Operating**

- Decrease Grant Fund revenues by \$63,528 based on decrease in grant sources.
- Decrease Grant Fund expenditures by \$63,528 to maintain structural balance.

**Programs and Activities**

**Pre-Election Processing Program**

The purpose of the Pre-Election Processing Program is to provide voter registration and candidate filing services to eligible citizens, who maintain residency in the County, so they can readily participate in the electoral process.

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Fines levied as a percentage of active political committees.	1.5%	7.0%	2.3%	3.7%	(3.3%)	-47.8%
Percentage of all valid registrations processed in time to meet election deadlines.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Candidate Filing/Campaign Finance
- Voter Registration

**Candidate Filing/Campaign Finance Activity**

The purpose of the Candidate Filing/Campaign Finance Activity is to provide the necessary knowledge to special interest groups and prospective candidates so that they may comply with Federal and State Regulations.

**Mandates:** Titles 16 and 19 of the Arizona Revised Statutes, along with the Arizona State Constitution, which states the powers and duties, as well as the functions of the Elections Department.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Fines levied as a percentage of active political committees.	1.5%	7.0%	2.3%	3.7%	(3.3%)	-47.8%
Output	Number of candidates trained, precinct committeemen processed and filings processed.	14,879	1,000	1,663	5,200	4,200	420.0%
Output	Number of candidate filings and active committees.	18,194	1,500	1,913	5,200	3,700	246.7%
Demand	Number of candidates running for office, precinct committeemen processed and filings.	16,082	1,000	591	290	(710)	-71.0%
Expenditure Ratio	Cost per candidate trained.	\$ 10.23	\$ 157.41	\$ 104.86	\$ 34.96	\$ 122.44	77.8%
<i>Revenue</i>							
	100 - GENERAL	\$ 23,369	\$ 7,002	\$ 5,370	\$ 12,001	\$ 4,999	71.4%
	TOTAL SOURCES	\$ 23,369	\$ 7,002	\$ 5,370	\$ 12,001	\$ 4,999	71.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 152,158	\$ 157,405	\$ 174,380	\$ 181,810	\$ (24,405)	-15.5%
	TOTAL USES	\$ 152,158	\$ 157,405	\$ 174,380	\$ 181,810	\$ (24,405)	-15.5%

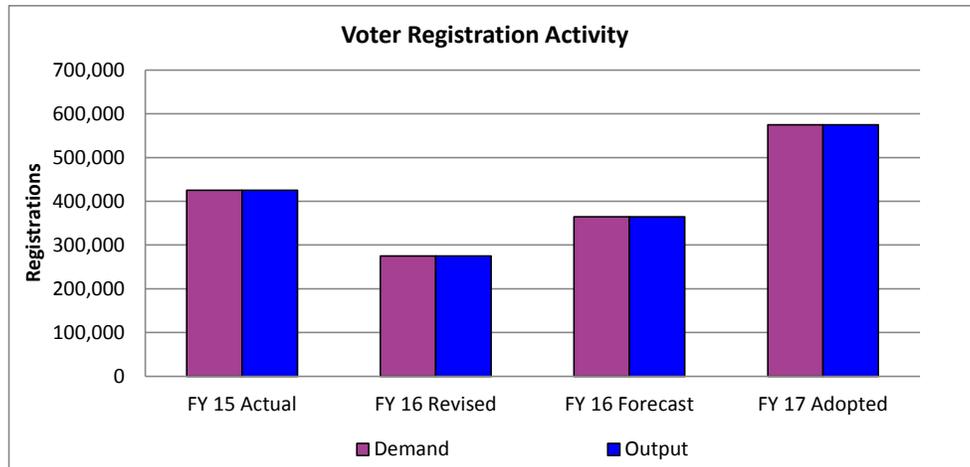
**Activity Narrative:** The Campaign Finance reporting activity is tied to the Primary and General Elections held in the even numbered years. There is a budgeted increase in activity for FY 2017 compared to FY 2016 Revised, because FY 2017 elections involve individual candidates that need training. The FY 2017 budgeted revenues and expenditures increase compared to FY 2016 Revised, corresponding to the increase in activity. The Campaign Finance division continues to provide extensive training to its customers to minimize fines levied.

### Voter Registration Activity

The purpose of the Voter Registration Activity is to provide registration services to eligible citizens, who maintain residency in the County, so they may readily express their preferences through the electoral process.

**Mandates:** Titles 16 and 19 of the Arizona Revised Statutes, along with the Arizona State Constitution, which states the powers and duties, as well as the functions of the Elections Department.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of all valid registrations processed in time to meet election deadlines.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of registrations processed.	425,435	275,000	364,588	575,000	300,000	109.1%
Demand	Number of registrations to be processed.	425,435	275,000	364,588	575,000	300,000	109.1%
Expenditure Ratio	Cost per registration processed.	\$ 2.58	\$ 4.36	\$ 3.31	\$ 3.02	\$ 1.34	30.7%
<i>Revenue</i>							
	100 - GENERAL	\$ 11,270	\$ 304	\$ 271	\$ 204	\$ (100)	-32.9%
	TOTAL SOURCES	\$ 11,270	\$ 304	\$ 271	\$ 204	\$ (100)	-32.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,098,564	\$ 1,200,199	\$ 1,207,607	\$ 1,738,966	\$ (538,767)	-44.9%
	TOTAL USES	\$ 1,098,564	\$ 1,200,199	\$ 1,207,607	\$ 1,738,966	\$ (538,767)	-44.9%



**Activity Narrative:** FY 2017 includes the Presidential and General Elections as well as jurisdictional Elections in March and May. Voter registration and elections processing costs are driven by several factors: the number of registered voters (estimated 2.1M); the number and types of elections to be held (this is the largest election cycle in the four year cycle); and the effect of popular programs, such as the permanent early voting list (estimating 1.4M). With the current office of President meeting its term limitation, both political parties may have a heavily contested race, which should spark increased voter interest. Voter Registration activity increases as the voting public becomes increasingly more interested in participating in the election cycle.

### Elections Processing Program

The purpose of the Elections Program is to provide access to the electoral process for citizens, jurisdictions, candidates, the legislature and special interest groups so that they have equal access and may readily participate in elections.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Voter Turnout (as percentage of total voters).	35.1%	71.4%	71.4%	65.0%	(6.4%)	-9.0%
Percent of provisional ballots that were valid.	84.9%	83.5%	84.4%	80.5%	(3.0%)	-3.6%
Percent of tallies transmitted within timeliness standards.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Elections Processing
- Post-Election Processing

### Elections Processing Activity

The purpose of the Elections Processing Activity is to process ballots for voters to ensure the security of the ballot and to provide special processing for ballots not handled by the normal ballot tabulation process.

**Mandates:** Titles 16 and 19 of the Arizona Revised Statutes, along with the Arizona State Constitution, which states the powers and duties, as well as the functions of the Elections Department.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Voter Turnout (as percentage of total voters).	35.1%	71.4%	71.4%	65.0%	(6.4%)	-9.0%
Output	Number of voters receiving ballots.	2,501,211	1,750,000	2,550,971	4,300,000	2,550,000	145.7%
Demand	Number of voters requesting ballots.	2,268,757	1,750,000	2,550,971	4,300,000	2,550,000	145.7%
Expenditure Ratio	Cost per voter receiving a ballot.	\$ 5.97	\$ 9.20	\$ 4.47	\$ 4.42	\$ 4.78	52.0%
<i>Revenue</i>							
	100 - GENERAL	\$ 4,167,157	\$ 8,499,492	\$ 7,078,398	\$ 3,754,504	\$ (4,744,988)	-55.8%
	248 - ELECTIONS GRANTS	-	973,494	2,714	406,750	(566,744)	-58.2%
	TOTAL SOURCES	\$ 4,167,157	\$ 9,472,986	\$ 7,081,112	\$ 4,161,254	\$ (5,311,732)	-56.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 14,805,490	\$ 15,129,856	\$ 11,092,106	\$ 18,601,334	\$ (3,471,478)	-22.9%
	248 - ELECTIONS GRANTS	117,862	973,494	316,343	406,750	566,744	58.2%
	TOTAL USES	\$ 14,923,352	\$ 16,103,350	\$ 11,408,449	\$ 19,008,084	\$ (2,904,734)	-18.0%

**Activity Narrative:** With the current office of President meeting its term limitation, both political parties may have a heavily contested race, which should spark increased voter interest. The Voter Turnout variance appears to decrease, however, this is an anomaly. 65% of 4.3M voters is 1.5M more voters than 71.4% of 1.75M voters.

### Post-Election Processing Activity

The purpose of the Post-Election Processing Activity is to provide tabulation and data services to the County, State, and underlying jurisdictions so they can be assured that they are accurately and quickly informed of election results.

**Mandates:** Titles 16 and 19 of the Arizona Revised Statutes, along with the Arizona State Constitution, which states the powers and duties, as well as the functions of the Elections Department.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of provisional ballots that were valid.	84.9%	83.5%	84.4%	80.5%	(3.0%)	-3.6%
Result	Percent of tallies transmitted within timeliness standards.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of provisional ballots processed.	49,812	50,000	42,905	110,150	60,150	120.3%
Output	Number of election tallies transmitted.	49,812	875,000	727,905	2,180,000	1,305,000	149.1%
Demand	Number of provisional ballots expected to be submitted.	49,812	50,000	42,905	110,150	60,150	120.3%
Demand	Number of election tallies required to be transmitted.	49,812	875,000	727,905	2,180,000	1,305,000	149.1%
Expenditure Ratio	Cost per provisional ballot processed.	\$ 4.51	\$ 26.11	\$ 16.20	\$ 12.33	\$ 13.78	52.8%
Expenditure Ratio	Cost per election tally transmitted.	\$ 4.51	\$ 1.49	\$ 0.95	\$ 0.62	\$ 0.87	58.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 224,643	\$ 1,305,647	\$ 694,947	\$ 1,358,201	\$ (52,554)	-4.0%
	TOTAL USES	\$ 224,643	\$ 1,305,647	\$ 694,947	\$ 1,358,201	\$ (52,554)	-4.0%

**Activity Narrative:** Provisional Ballot activity increases as the voting public becomes increasingly interested in participating in the election cycle.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 9,018,145</b>	<b>\$ 1,853,410</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 9,018,145</b>	<b>\$ 1,853,410</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 9,018,145</b>	<b>\$ 1,853,410</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 67,773</b>	<b>\$ -</b>
Employee Health/Dental Premiums	68,890	-
Vacancy Savings Assoc with Benefit Adjustments	(1,369)	-
Retirement Contributions	252	-
<b>Base Adjustments</b>	<b>\$ 79,011</b>	<b>\$ -</b>
Other Base Adjustments	50,619	-
Increase in Other Services	\$ 50,619	-
Risk Management Adjustment	39,377	-
Base Telecom Adjustment	39,634	-
Personnel Savings	(50,619)	-
From 2.8% to 4.0%	\$ (50,619)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 9,164,929</b>	<b>\$ 1,853,410</b>
Percent Change from Baseline Amount	1.6%	0.0%
	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Capital Improvement Program</b>	<b>\$ 1,913,301</b>	<b>\$ -</b>
Transfer to Capital Proj Fund	1,913,301	-
From General Fund (100) to County Improvement Plan Fund (445)	\$ 1,913,301	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,913,301</b>	<b>\$ -</b>

General Fund (100) (continued)

	Expenditures	Revenue
<b>PRI/GEN ELEC CYCLE SPENDING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 4,329,156</b>	<b>\$ 2,375,000</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 5,378,388</b>	<b>\$ 4,278,388</b>
<i>Elections Expense Increases</i>	<i>1,100,000</i>	<i>-</i>
<i>Special Elects Prop 123 / 124</i>	<i>4,278,388</i>	<i>4,278,388</i>
<b>Supplemental Funding</b>		
<b>Mid Year Adjustments</b>	<b>\$ 363,680</b>	<b>\$ -</b>
<i>Elections Expense Increases (2)</i>	<i>363,680</i>	<i>-</i>
<b>FY 2016 Revised Budget</b>	<b>\$ 10,071,224</b>	<b>\$ 6,653,388</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (5,378,388)</b>	<b>\$ (4,278,388)</b>
<i>Elections Expense Increases</i>	<i>(1,100,000)</i>	<i>-</i>
<i>Special Elects Prop 123 / 124</i>	<i>(4,278,388)</i>	<i>(4,278,388)</i>
<b>Other Mandates</b>	<b>\$ (4,329,156)</b>	<b>\$ (2,375,000)</b>
<i>Primary and General Elections</i>	<i>(4,329,156)</i>	<i>(2,375,000)</i>
<b>Supplemental Funding</b>		
<b>Mid Year Adjustments</b>	<b>\$ (363,680)</b>	<b>\$ -</b>
<i>Elections Expense Increases (2)</i>	<i>(363,680)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Other Mandates</b>	<b>\$ 12,104,659</b>	<b>\$ 1,913,301</b>
<i>Primary and General Elections</i>	<i>12,104,659</i>	<i>1,913,301</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 12,104,659</b>	<b>\$ 1,913,301</b>

Elections Grant Fund (248)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 470,278</b>	<b>\$ 470,278</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 503,216</b>	<b>\$ 503,216</b>
<i>Helping America Vote Grant</i>	<i>503,216</i>	<i>503,216</i>
<b>FY 2016 Revised Budget</b>	<b>\$ 973,494</b>	<b>\$ 973,494</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (503,216)</b>	<b>\$ (503,216)</b>
<i>Helping America Vote Grant</i>	<i>(503,216)</i>	<i>(503,216)</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ 470,278</b>	<b>\$ 470,278</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (63,528)</b>	<b>\$ (63,528)</b>
<i>Help America Vote Grant</i>	<i>(63,528)</i>	<i>(63,528)</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 406,750</b>	<b>\$ 406,750</b>
<i>Percent Change from Baseline Amount</i>	<i>-13.5%</i>	<i>-13.5%</i>

**Elections Grant Fund (248) Fund Balance Summary**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ADOPTED</b>	<b>FY 2016 REVISED</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 ADOPTED</b>
Beginning Spendable Fund Balance	\$ -	\$ 728,060	\$ 728,060	\$ -	\$ 318,643
Sources:					
Operating	\$ 117,863	\$ 470,278	\$ 973,494	\$ 634,986	\$ 406,750
Total Sources:	\$ 117,863	\$ 470,278	\$ 973,494	\$ 634,986	\$ 406,750
Uses:					
Operating	\$ 117,862	\$ 470,278	\$ 973,494	\$ 316,343	\$ 406,750
Total Uses:	\$ 117,862	\$ 470,278	\$ 973,494	\$ 316,343	\$ 406,750
Structural Balance	\$ 1	\$ -	\$ -	\$ 318,643	\$ -
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 728,060	\$ 728,060	\$ 318,643	\$ 318,643
Total Ending Spendable Fund Balance	\$ -	\$ 728,060	\$ 728,060	\$ 318,643	\$ 318,643

## Emergency Management

*Analysis by Alice Kirk, Management and Budget Analyst*

### Summary

#### 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.

#### Vision

We will be a leader in providing all aspects of a comprehensive emergency management program, including mitigation, preparedness, response, and recovery, in a proactive manner.

#### Strategic Goals

##### Safe Communities

**By 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 (mediums) through exercise or real event.**

Status: On April 30, 2015 the Community Emergency Notification System (CENS) system was activated for the 10 mile Emergency Planning Zone (EPZ) around the Palo Verde Nuclear Generation station. This test was done to support the Arizona Department of Homeland Security and the National Department of Homeland Security PrepareAthon. This test consisted of calling every phone number listed in the CENS database that has an address listed in the 10 mile EPZ. There were a total of 931 calls with 584 of these calls answered for a return of 62.72%. The results show that the test was successful and should be repeated annually.

##### Safe Communities

**By June 2020, 65% of the County Departments will have a Continuity of Operations Plan (COOP) in place as evidenced by a 65% success rate through exercise or real event activation.**

Status: This is a new goal for FY 2017 and data will be available in FY 2018.

##### 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: As of February 2016, Emergency Management has already converted 6 Emergency Operation Plans (EOP) to ESF based plans. Emergency Management will continue to review municipal emergency plans and reviews while holding emergency exercises for those reviews for 2016.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
PLAN - PLANNING	\$ 1,512,037	\$ 1,696,323	\$ 1,884,122	\$ 1,796,566	\$ 1,725,737	\$ (158,385)	-8.4%
15PR - PREPAREDNESS	\$ 1,512,037	\$ 1,696,323	\$ 1,884,122	\$ 1,796,566	\$ 1,725,737	\$ (158,385)	-8.4%
GGOV - GENERAL GOVERNMENT	\$ 25,523	\$ -	\$ -	\$ 211,651	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ 25,523	\$ -	\$ -	\$ 211,651	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 1,537,560</b>	<b>\$ 1,696,323</b>	<b>\$ 1,884,122</b>	<b>\$ 2,008,217</b>	<b>\$ 1,725,737</b>	<b>\$ (158,385)</b>	<b>-8.4%</b>
<b>USES</b>							
PLAN - PLANNING	\$ 1,503,502	\$ 1,764,690	\$ 1,938,670	\$ 1,779,140	\$ 1,855,980	\$ 82,690	4.3%
15PR - PREPAREDNESS	\$ 1,503,502	\$ 1,764,690	\$ 1,938,670	\$ 1,779,140	\$ 1,855,980	\$ 82,690	4.3%
EMER - EMERGENCY OPERATIONS MGMT	\$ 83,260	\$ 92,487	\$ 92,487	\$ 84,991	\$ 33,214	\$ 59,273	64.1%
15RR - RESPONSE AND RECOVERY	\$ 83,260	\$ 92,487	\$ 92,487	\$ 84,991	\$ 33,214	\$ 59,273	64.1%
POOL - POOLED COSTS	\$ -	\$ 28,494	\$ 42,313	\$ 36,336	\$ 22,256	\$ 20,057	47.4%
99AS - INDIRECT SUPPORT	\$ -	\$ 28,494	\$ 42,313	\$ 36,336	\$ 22,256	\$ 20,057	47.4%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 103,988	\$ 107,762	\$ 107,762	\$ 107,762	\$ 79,500	\$ 28,262	26.2%
INFR - INFRASTRUCTURE	\$ -	\$ 69,061	\$ 69,061	\$ 45,064	\$ 69,693	\$ (632)	-0.9%
RISK - RISK PREMIUMS	\$ 3,731	\$ 3,761	\$ 3,761	\$ 3,769	\$ 4,009	\$ (248)	-6.6%
99GV - GENERAL OVERHEAD	\$ 107,719	\$ 180,584	\$ 180,584	\$ 156,595	\$ 153,202	\$ 27,382	15.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,694,481</b>	<b>\$ 2,066,255</b>	<b>\$ 2,254,054</b>	<b>\$ 2,057,062</b>	<b>\$ 2,064,652</b>	<b>\$ 189,402</b>	<b>8.4%</b>

### Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 1,323,702	\$ 1,477,972	\$ 1,665,771	\$ 1,808,952	\$ 1,506,549	\$ (159,222)	-9.6%
<b>SUBTOTAL</b>	<b>\$ 1,323,702</b>	<b>\$ 1,477,972</b>	<b>\$ 1,665,771</b>	<b>\$ 1,808,952</b>	<b>\$ 1,506,549</b>	<b>\$ (159,222)</b>	<b>-9.6%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 210,273	\$ 218,351	\$ 218,351	\$ 197,331	\$ 219,188	\$ 837	0.4%
<b>SUBTOTAL</b>	<b>\$ 210,273</b>	<b>\$ 218,351</b>	<b>\$ 218,351</b>	<b>\$ 197,331</b>	<b>\$ 219,188</b>	<b>\$ 837</b>	<b>0.4%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 3,585	\$ -	\$ -	\$ 1,934	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	<b>\$ 3,585</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,934</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ALL REVENUES</b>	<b>\$ 1,537,560</b>	<b>\$ 1,696,323</b>	<b>\$ 1,884,122</b>	<b>\$ 2,008,217</b>	<b>\$ 1,725,737</b>	<b>\$ (158,385)</b>	<b>-8.4%</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,537,560</b>	<b>\$ 1,696,323</b>	<b>\$ 1,884,122</b>	<b>\$ 2,008,217</b>	<b>\$ 1,725,737</b>	<b>\$ (158,385)</b>	<b>-8.4%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 749,176	\$ 939,321	\$ 945,195	\$ 864,614	\$ 854,249	\$ 90,946	9.6%
0710 - OVERTIME	5,151	4,500	4,500	2,775	5,500	(1,000)	-22.2%
0750 - FRINGE BENEFITS	257,333	356,060	350,186	314,974	332,907	17,279	4.9%
0790 - OTHER PERSONNEL SERVICES	9,166	15,142	15,142	14,652	10,000	5,142	34.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(53,038)	(69,602)	(69,602)	(68,717)	(90,532)	20,930	30.1%
0796 - PERSONNEL SERVICES ALLOC-IN	194,067	269,477	269,477	238,775	274,645	(5,168)	-1.9%
<b>SUBTOTAL</b>	<b>\$ 1,161,855</b>	<b>\$ 1,514,898</b>	<b>\$ 1,514,898</b>	<b>\$ 1,367,073</b>	<b>\$ 1,386,769</b>	<b>\$ 128,129</b>	<b>8.5%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 102,090	\$ 23,267	\$ 23,267	\$ 47,881	\$ 54,332	\$ (31,065)	-133.5%
0803 - FUEL	1,504	1,000	1,000	1,216	1,350	(350)	-35.0%
0806 - SUPPLIES-ALLOCATION IN	20,882	25,576	25,576	36,615	39,901	(14,325)	-56.0%
<b>SUBTOTAL</b>	<b>\$ 124,476</b>	<b>\$ 49,843</b>	<b>\$ 49,843</b>	<b>\$ 85,712</b>	<b>\$ 95,583</b>	<b>\$ (45,740)</b>	<b>-91.8%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ -	\$ -	\$ -	\$ 128	\$ -	\$ -	N/A
0812 - OTHER SERVICES	171,851	214,892	402,691	324,214	280,731	121,960	30.3%
0820 - RENT & OPERATING LEASES	727	4,500	4,500	6,272	3,600	900	20.0%
0825 - REPAIRS AND MAINTENANCE	32,232	30,032	30,032	29,932	29,687	345	1.1%
0839 - INTERNAL SERVICE CHARGES	192,629	219,513	219,513	221,347	189,195	30,318	13.8%
0841 - TRAVEL	2,585	18,500	18,500	17,149	18,500	-	0.0%
0842 - EDUCATION AND TRAINING	1,326	5,500	5,500	4,849	5,500	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	579	500	500	507	500	-	0.0%
0850 - UTILITIES	117	-	-	102	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	(8,240)	(8,635)	(8,635)	(8,635)	(8,635)	-	0.0%
0873 - SERVICES-ALLOCATION IN	3,159	16,712	15,867	7,567	39,735	(23,868)	-150.4%
<b>SUBTOTAL</b>	<b>\$ 396,965</b>	<b>\$ 501,514</b>	<b>\$ 688,468</b>	<b>\$ 603,432</b>	<b>\$ 558,813</b>	<b>\$ 129,655</b>	<b>18.8%</b>
<b>CAPITAL</b>							
0956 - CAPITAL-ALLOCATION IN	-	-	-	-	22,642	(22,642)	N/A
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,642</b>	<b>\$ (22,642)</b>	<b>N/A</b>
<b>ALL EXPENDITURES</b>	<b>\$ 1,683,296</b>	<b>\$ 2,066,255</b>	<b>\$ 2,253,209</b>	<b>\$ 2,056,217</b>	<b>\$ 2,063,807</b>	<b>\$ 189,402</b>	<b>8.4%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 11,185	\$ -	\$ 845	\$ 845	\$ 845	\$ -	0.0%
<b>ALL OTHER FINANCING USES</b>	<b>\$ 11,185</b>	<b>\$ -</b>	<b>\$ 845</b>	<b>\$ 845</b>	<b>\$ 845</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL USES</b>	<b>\$ 1,694,481</b>	<b>\$ 2,066,255</b>	<b>\$ 2,254,054</b>	<b>\$ 2,057,062</b>	<b>\$ 2,064,652</b>	<b>\$ 189,402</b>	<b>8.4%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
207 PALO VERDE OPERATING	\$ 759,564	\$ 682,808	\$ 682,808	\$ 682,808	\$ 706,722	\$ 23,914	3.5%
<b>FUND TOTAL SOURCES</b>	<b>\$ 759,564</b>	<b>\$ 682,808</b>	<b>\$ 682,808</b>	<b>\$ 682,808</b>	<b>\$ 706,722</b>	<b>\$ 23,914</b>	<b>3.5%</b>
215 EMERGENCY MANAGEMENT OPERATING NON RECURRING NON PROJECT	\$ 721,697	\$ 963,826	\$ 1,038,625	\$ 1,162,916	\$ 951,853	\$ (86,772)	-8.4%
<b>FUND TOTAL SOURCES</b>	<b>\$ 777,996</b>	<b>\$ 1,013,515</b>	<b>\$ 1,201,314</b>	<b>\$ 1,325,409</b>	<b>\$ 1,019,015</b>	<b>\$ (182,299)</b>	<b>-15.2%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 1,481,261</b>	<b>\$ 1,646,634</b>	<b>\$ 1,721,433</b>	<b>\$ 1,845,724</b>	<b>\$ 1,658,575</b>	<b>\$ (62,858)</b>	<b>-3.7%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ 56,299</b>	<b>\$ 49,689</b>	<b>\$ 162,689</b>	<b>\$ 162,493</b>	<b>\$ 67,162</b>	<b>\$ (95,527)</b>	<b>-58.7%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 1,537,560</b>	<b>\$ 1,696,323</b>	<b>\$ 1,884,122</b>	<b>\$ 2,008,217</b>	<b>\$ 1,725,737</b>	<b>\$ (158,385)</b>	<b>-8.4%</b>
100 GENERAL OPERATING	\$ 230,361	\$ 250,989	\$ 250,989	\$ 245,997	\$ 253,651	\$ (2,662)	-1.1%
<b>FUND TOTAL USES</b>	<b>\$ 230,361</b>	<b>\$ 250,989</b>	<b>\$ 250,989</b>	<b>\$ 245,997</b>	<b>\$ 253,651</b>	<b>\$ (2,662)</b>	<b>-1.1%</b>
207 PALO VERDE OPERATING NON RECURRING NON PROJECT	\$ 558,506	\$ 682,808	\$ 682,808	\$ 628,309	\$ 706,722	\$ (23,914)	-3.5%
<b>FUND TOTAL USES</b>	<b>\$ 558,506</b>	<b>\$ 760,839</b>	<b>\$ 760,839</b>	<b>\$ 676,340</b>	<b>\$ 791,986</b>	<b>\$ (31,147)</b>	<b>-4.1%</b>
215 EMERGENCY MANAGEMENT OPERATING NON RECURRING NON PROJECT	\$ 842,716	\$ 963,826	\$ 1,038,625	\$ 972,232	\$ 951,853	\$ 86,772	8.4%
<b>FUND TOTAL USES</b>	<b>\$ 905,614</b>	<b>\$ 1,054,427</b>	<b>\$ 1,242,226</b>	<b>\$ 1,134,725</b>	<b>\$ 1,019,015</b>	<b>\$ 223,211</b>	<b>18.0%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 1,631,583</b>	<b>\$ 1,897,623</b>	<b>\$ 1,972,422</b>	<b>\$ 1,846,538</b>	<b>\$ 1,912,226</b>	<b>\$ 60,196</b>	<b>3.1%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 62,898</b>	<b>\$ 168,632</b>	<b>\$ 281,632</b>	<b>\$ 210,524</b>	<b>\$ 152,426</b>	<b>\$ 129,206</b>	<b>45.9%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 1,694,481</b>	<b>\$ 2,066,255</b>	<b>\$ 2,254,054</b>	<b>\$ 2,057,062</b>	<b>\$ 2,064,652</b>	<b>\$ 189,402</b>	<b>8.4%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
PREPAREDNESS							
PLANNING	14.50	16.50	16.00	16.00	16.00	-	0.0%
PROGRAM TOTAL	14.50	16.50	16.00	16.00	16.00	-	0.0%
DEPARTMENT TOTAL	14.50	16.50	16.00	16.00	16.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Administrative Services Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Director - Emergency Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Emergency Services Planner	6.50	7.50	5.00	5.00	5.00	-	0.0%
Emergency Services Planner Senior	-	1.00	1.00	1.00	1.00	-	0.0%
Emergency Services Planning Supervisor	3.00	2.00	2.00	2.00	2.00	-	0.0%
Finance Support Supervisor	1.00	-	-	-	-	-	N/A
Intern	-	-	1.00	1.00	1.00	-	0.0%
Management Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	1.00	1.00	-	-	-	-	N/A
Office Assistant Specialized	1.00	1.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst	-	1.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>14.50</b>	<b>16.50</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
207 PALO VERDE	5.00	6.00	6.00	6.00	6.00	-	0.0%
215 EMERGENCY MANAGEMENT	7.50	8.50	8.00	8.00	8.00	-	0.0%
<b>Department Total</b>	<b>14.50</b>	<b>16.50</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

#### Base Adjustments:

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

- Increase Regular Benefits by \$2,642 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$68 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$10 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$78 for the impact of the changes in risk management charges.

#### **Palo Verde Fund (207) Operating**

- Increase Regular Benefits by \$7,909 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$137 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$32 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$129 for the impact of the changes in risk management charges.
- Increase Personnel Savings by \$15,258 from 1.64% to 5.0%.
- Increase Revenue by \$23,914 for increased incoming grant revenue.

**Palo Verde Fund (207) Non Recurring**

- Budget supplies allocation in, other services, and capital allocation in of \$85,264 for OET Information Technology non-recurring costs and a WebEoC Library with increased users.

**Emergency Management Fund (215) Operating**

- Increase Regular Benefits by \$10,507 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$134 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$49 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$41 for the impact of the changes in risk management charges.
- Increase Personnel Savings by \$58,995 from 1.12% to 10.0%.
- Decrease Revenue by \$11,973 for decreased incoming grant revenue.

**Emergency Management Fund (215) Non Recurring**

- Budget other services of \$67,162 for BLM fuel reduction projects and firewise community projects.
- Budget revenue of \$67,162 for BLM fuel reduction projects and firewise community projects.

**Programs and Activities**

**Preparedness Program**

The purpose of the Preparedness Program is to provide plans, exercises, training, and information to communities, organizations, and individuals so they can be able to respond to and survive the effects of disasters.

**Program Results**

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of items evaluated in Palo Verde Nuclear Generating Station (PVNGS) exercise that meet or exceed Federal Emergency Management Agency (FEMA) standards.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of cities, towns, tribes, fire districts, and key county departments that have completed a National Incident Management System Compliance Assistance Support Tool (NIMSCAST) that meets federal compliance standards.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Maricopa County residents who have a 72 hour personal or family preparedness plan to ensure their self sufficiency as measured in the Maricopa County Customer Satisfaction Survey.	100.0%	69.0%	69.0%	72.0%	3.0%	4.3%

Activities that comprise this program include:

- Planning

**Planning Activity**

The purpose of the Planning Activity is to provide tested emergency plans and guidance to public and private entities so they can be prepared to react in an emergency and minimize loss of life and property.

**Mandates:** Activity mandated by Federal Regulation 0654 (both Federal Emergency Management Agency and Nuclear Regulation Commission). Funding appropriated according to A.R.S. §26.306 under the State Director of Emergency Management.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of items evaluated in Palo Verde Nuclear Generating Station (PVNGS) exercise that meet or exceed Federal Emergency Management Agency (FEMA) standards.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of cities, towns, tribes, fire districts, and key county departments that have completed a National Incident Management System Compliance Assistance Support Tool (NIMSCAST) that meets federal compliance standards.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Maricopa County residents who have a 72 hour personal or family preparedness plan to ensure their self sufficiency as measured in the Maricopa County Customer Satisfaction Survey.	100.0%	69.0%	69.0%	72.0%	3.0%	4.3%
Output	Number of cities and towns.	24	24	24	24	-	0.0%
Output	Number of County, public and private sector exercises and training sessions supported (excludes cities and towns).	17	16	11	25	9	56.3%
Output	Total number of items to be evaluated for Palo Verde Nuclear Generating Station (PVNGS).	16	16	16	16	-	0.0%
Output	Total number of Palo Verde Nuclear Generating Station Exercises conducted.	9	8	8	10	2	25.0%
Demand	Number of city/town exercises requested to be conducted, supported or participated in.	15	24	12	18	(6)	-25.0%
Demand	Number of Palo Verde Nuclear Generating Station exercises required to be conducted during the year by Federal Emergency Management Agency (FEMA).	2	7	7	8	1	14.3%
Demand	Total number of plan reviews requested.	60	100	52	100	-	0.0%
Demand	Number of city/town training sessions requested to be conducted and/or supported.	32	24	14	25	1	4.2%
Expenditure Ratio	Total Activity expenditure per exercise or training session.	\$ 88,441.29	\$ 121,166.88	\$ 161,740.00	\$ 74,239.20	\$ 46,927.68	38.7%
<i>Revenue</i>							
	207 - PALO VERDE	\$ 759,564	\$ 682,808	\$ 682,808	\$ 706,722	\$ 23,914	3.5%
	215 - EMERGENCY MANAGEMENT	752,473	1,201,314	1,113,758	1,019,015	(182,299)	-15.2%
	TOTAL SOURCES	\$ 1,512,037	\$ 1,884,122	\$ 1,796,566	\$ 1,725,737	\$ (158,385)	-8.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 187,760	\$ 215,944	\$ 212,742	\$ 219,049	\$ (3,105)	-1.4%
	207 - PALO VERDE	491,720	597,698	548,798	706,530	(108,832)	-18.2%
	215 - EMERGENCY MANAGEMENT	824,022	1,125,028	1,017,600	930,401	194,627	17.3%
	TOTAL USES	\$ 1,503,502	\$ 1,938,670	\$ 1,779,140	\$ 1,855,980	\$ 82,690	4.3%

**Activity Narrative:** In FY 2017, Emergency Management will continue working with municipalities reviewing their emergency operations plans. The number of exercises required at the Palo Verde Nuclear Generating Station has increased by two. The Department is adequately funded to meet the expectation of 100% of exercises conducted as required by the Federal Emergency Management Agency, while conducting an additional two exercises for the fiscal year. In addition, the decrease in the number of city and town exercises requested to be conducted is due to Statewide exercises as well as Flood and EOP annex exercises.

## Response and Recovery Program

The purpose of the Response and Recovery Program is to provide a coordinated disaster response capability to the people of Maricopa County so they can protect their lives and property and allow them to recover from a disaster.

## Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of emergency notifications made within 15 minutes of decision.	100.0%	100.0%	87.1%	90.0%	(10.0%)	-10.0%
Percent of EOC activations utilizing electronic EOC management tool.	100.0%	100.0%	88.9%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Emergency Operations Management

## Emergency Operations Management Activity

The purpose of the Emergency Operations Management Activity is to provide notifications and resources to public and private entities, and residents of Maricopa County so they can obtain the knowledge needed to respond to an actual emergency.

**Mandates:** A.R.S. §26-308 establishes that each county and incorporated city and town of the state shall establish and provide for emergency management within its jurisdiction in accordance with state emergency plans and programs.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of emergency notifications made within 15 minutes of decision.	100.0%	100.0%	87.1%	90.0%	(10.0%)	-10.0%
Result	Percent of EOC activations utilizing electronic EOC management tool.	100.0%	100.0%	88.9%	100.0%	0.0%	0.0%
Output	Number of total days in which 24-hour-a-day response and recovery function capable of responding within 15 minutes are maintained.	366	366	366	365	(1)	-0.3%
Output	Number of emergency notifications made within 15 minutes of decision.	59	30	61	50	20	66.7%
Output	Number of emergency notifications made.	178	30	70	60	30	100.0%
Output	Number of county/cities/towns EOC activations.	12	12	12	10	(2)	-16.7%
Demand	Number of emergency notifications required.	59	30	70	60	30	100.0%
Expenditure Ratio	Total activity expenditure per notification.	\$ 467.75	\$ 3,082.90	\$ 1,214.16	\$ 553.57	\$ 2,529.33	82.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 41,701	\$ 14,500	\$ 21,072	\$ 14,500	\$ -	0.0%
	207 - PALO VERDE	28,313	74,237	52,299	14,614	59,623	80.3%
	215 - EMERGENCY MANAGEMENT	13,246	3,750	11,620	4,100	(350)	-9.3%
	TOTAL USES	\$ 83,260	\$ 92,487	\$ 84,991	\$ 33,214	\$ 59,273	64.1%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 100% of the demand. For FY 2017, Emergency Management has found that due to functionality of automated notifications to large groups, notification verification, and actual notifications, this process can take up to 25 minutes instead of 15 minutes in some cases. This has decreased the number of emergency notifications made within 15 minutes of decision measure. The decrease in expenditures is due to fewer emergency training exercises for Palo Verde.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 250,989</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 250,989</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 250,989</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 2,584</b>	<b>\$ -</b>
Employee Health/Dental Premiums	2,642	-
Vacancy Savings Assoc with Benefit Adjustments	(68)	-
Retirement Contributions	10	-
<b>Base Adjustments</b>	<b>\$ 78</b>	<b>\$ -</b>
Risk Management Adjustment	78	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 253,651</b>	<b>\$ -</b>
Percent Change from Baseline Amount		1.1%

### Palo Verde Fund (207)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 682,808</b>	<b>\$ 682,808</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 682,808</b>	<b>\$ 682,808</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 682,808</b>	<b>\$ 682,808</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 7,804</b>	<b>\$ -</b>
Employee Health/Dental Premiums	7,909	-
Vacancy Savings Assoc with Benefit Adjustments	(137)	-
Retirement Contributions	32	-
<b>Base Adjustments</b>	<b>\$ (7,804)</b>	<b>\$ -</b>
Other Base Adjustments	7,325	-
Risk Management Adjustment	129	-
Personnel Savings	(15,258)	-
From 1.64% to 5.0%	\$ (15,258)	-
<b>Grants</b>	<b>\$ 23,914</b>	<b>\$ 23,914</b>
Grant Reconciliation	23,914	23,914
<b>FY 2017 Adopted Budget</b>	<b>\$ 706,722</b>	<b>\$ 706,722</b>
Percent Change from Baseline Amount		3.5%

Palo Verde Fund (207) (continued)

	Expenditures	Revenue
<b>NON-RECURRING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 78,031</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 78,031</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ (60,000)</b>	
<i>Other IT Non Recurring</i>	<i>(60,000)</i>	-
<b>Non Recurring</b>	<b>\$ (18,031)</b>	-
<i>Non Recurring Carry Forward</i>	<i>(18,031)</i>	-
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ 85,264</b>	
<i>Other IT Non Recurring</i>	<i>85,264</i>	-
<i>OET RDSA Supplies &amp; Capital Expenditures</i>	<i>57,798</i>	-
<i>WebEoC Library and Increased Users</i>	<i>27,466</i>	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 85,264</b>	<b>\$ -</b>

Palo Verde Fund (207) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 622,037	\$ 659,850	\$ 659,850	\$ 823,106	\$ 829,574
Sources:					
Operating	\$ 759,564	\$ 682,808	\$ 682,808	\$ 682,808	\$ 706,722
Total Sources:	\$ 759,564	\$ 682,808	\$ 682,808	\$ 682,808	\$ 706,722
Uses:					
Operating	\$ 558,506	\$ 682,808	\$ 682,808	\$ 628,309	\$ 706,722
Non-Recurring	-	78,031	78,031	48,031	85,264
Total Uses:	\$ 558,506	\$ 760,839	\$ 760,839	\$ 676,340	\$ 791,986
Structural Balance	\$ 201,058	\$ -	\$ -	\$ 54,499	\$ -
Accounting Adjustments	\$ 11	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 823,106	\$ 581,819	\$ 581,819	\$ 829,574	\$ 744,310
Total Ending Spendable Fund Balance	\$ 823,106	\$ 581,819	\$ 581,819	\$ 829,574	\$ 744,310

Emergency Management Fund (215)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 963,826</b>	<b>\$ 963,826</b>
Adjustments:	Agenda Item:		
<b>Grants</b>		<b>\$ 74,799</b>	<b>\$ 74,799</b>
<i>Arizona Department of Emergency and Military Affairs Grant</i>	C-15-15-004-G-01	74,799	74,799
<b>FY 2016 Revised Budget</b>		<b>\$ 1,038,625</b>	<b>\$ 1,038,625</b>
Adjustments:	Agenda Item:		
<b>Grants</b>		<b>\$ (74,799)</b>	<b>\$ (74,799)</b>
<i>Arizona Department of Emergency and Military Affairs Grant</i>	C-15-15-004-G-01	(74,799)	(74,799)
<b>FY 2017 Baseline Budget</b>		<b>\$ 963,826</b>	<b>\$ 963,826</b>
Adjustments:	Agenda Item:		
<b>Employee Retirement and Benefits</b>		<b>\$ 10,422</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>		10,507	-
<i>Vacancy Savings Assoc with Benefit Adjustments</i>		(134)	-
<i>Retirement Contributions</i>		49	-
<b>Base Adjustments</b>		<b>\$ (10,422)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>		48,532	-
<i>Risk Management Adjustment</i>		41	-
<i>Personnel Savings</i>		(58,995)	-
From 1.12% to 10.0%	\$ (58,995)		
<b>Grants</b>		<b>\$ (11,973)</b>	<b>\$ (11,973)</b>
<i>Arizona Department of Emergency and Military Affairs Grant</i>	C-15-15-004-G-01	74,799	74,799
<i>Grant Reconciliation</i>		(86,772)	(86,772)
<b>FY 2017 Adopted Budget</b>		<b>\$ 951,853</b>	<b>\$ 951,853</b>
<i>Percent Change from Baseline Amount</i>		-1.2%	-1.2%

Emergency Management Fund (215) (continued)

		Expenditures	Revenue
<b>NON-RECURRING</b>			
<b>FY 2016 Adopted Budget</b>		\$ 90,601	\$ 49,689
Adjustments:	Agenda Item:		
<b>Grants</b>		\$ 113,000	\$ 113,000
<i>AZ Homeland Security Emergency Management Grant</i>	<i>C-15-15-003-G-01</i>	113,000	113,000
<b>FY 2016 Revised Budget</b>		\$ 203,601	\$ 162,689
Adjustments:	Agenda Item:		
<b>Grants</b>		\$ (203,601)	\$ (162,689)
<i>AZ Homeland Security Emergency Management Grant</i>	<i>C-15-15-003-G-01</i>	(113,000)	(113,000)
<i>Grant Reconciliation</i>		(90,601)	(49,689)
<b>FY 2017 Baseline Budget</b>		\$ -	\$ -
Adjustments:			
<b>Grants</b>		\$ 67,162	\$ 67,162
<i>Grant Reconciliation</i>		67,162	67,162
<i>BLM - Fuel Reduction Projects Grant</i>	\$ 28,000		
<i>Firewise Community Projects Grant</i>	39,162		
<b>FY 2017 Adopted Budget</b>		\$ 67,162	\$ 67,162

Emergency Management Fund (215) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 17,257	\$ 21,222	\$ 21,222	\$ (110,355)	\$ 80,329
Sources:					
Operating	\$ 721,697	\$ 963,826	\$ 1,038,625	\$ 1,162,916	\$ 951,853
Non-Recurring	56,299	49,689	162,689	162,493	67,162
Total Sources:	\$ 777,996	\$ 1,013,515	\$ 1,201,314	\$ 1,325,409	\$ 1,019,015
Uses:					
Operating	\$ 842,716	\$ 963,826	\$ 1,038,625	\$ 972,232	\$ 951,853
Non-Recurring	62,898	90,601	203,601	162,493	67,162
Total Uses:	\$ 905,614	\$ 1,054,427	\$ 1,242,226	\$ 1,134,725	\$ 1,019,015
Structural Balance	\$ (121,019)	\$ -	\$ -	\$ 190,684	\$ -
Accounting Adjustments	\$ 6	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ -	\$ -	\$ 80,329	\$ 80,329
Unassigned	(110,355)	(19,690)	(19,690)	-	-
Total Ending Spendable Fund Balance	\$ (110,355)	\$ (19,690)	\$ (19,690)	\$ 80,329	\$ 80,329

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

## Employee Benefits and Health

*Analysis by Cristi Cost, Management and Budget Analyst*

### Summary

#### Mission

The mission of Employee Benefits and Health is to provide benefits, health and wellness services to employees and the public so they can live and work well.

#### Vision

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

### Strategic Goals

#### Safe Communities

**By 2021 95% of all Ryan White clients in the Phoenix EMA will be virally suppressed.**

Status: This was a new goal in FY 2016. The department is on track for achieving this goal. It is estimated that FY 2016 will reach 66% and the department projects that 71% of their clients will be virally suppressed in FY 2017.

#### Safe Communities

**By 2021, 85% of all newly diagnosed Ryan White clients will be linked to HIV medical care within one month of their diagnosis.**

Status: In FY 2015, 67% of all newly diagnosed clients were receiving medical care within one month of diagnosis. It is forecasted they will reach 70% by the end of FY 2016 and the department projects 73% in FY 2017.

#### 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. Since FY 2013, the percentage has been trending upwards; 62% to 63.8% in FY 2015. FY 2016 is forecasted to reach 69.3% and 71.9% for FY 2017.

#### Department Specific

**By FY 2019, 55% of employees will be identified with two or fewer risks as measured by annual Health Assessments.**

Status: This was a new goal in FY 2016 and is on track for reaching this goal. The department is forecasting to hit 50% by the end of FY 2016 and gain another 2% by the end of FY 2017.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
SFMD - EMPLOYEE MEDICAL BENEFITS	\$ 115,616,563	\$ 132,647,481	\$ 132,647,481	\$ 133,050,639	\$ 150,590,765	\$ 17,943,284	13.5%
SIDE - EMPLOYEE DENTAL BENEFITS	10,044,177	9,459,639	9,459,639	8,959,310	9,686,176	226,537	2.4%
VISN - EMPLOYEE VISION BENEFITS	1,734,850	1,735,553	1,735,553	1,711,505	1,713,648	(21,905)	-1.3%
39HB - EMPLOYEE HEALTH BENEFITS	\$ 127,395,590	\$ 143,842,673	\$ 143,842,673	\$ 143,721,454	\$ 161,990,589	\$ 18,147,916	12.6%
EHRR - EMPLOYEE HEALTH RISK REDUCTION	\$ 408,039	\$ 420,963	\$ 420,963	\$ 420,448	\$ 736,218	\$ 315,255	74.9%
39HW - EMPLOYEE HEALTH AND WELLNESS	\$ 408,039	\$ 420,963	\$ 420,963	\$ 420,448	\$ 736,218	\$ 315,255	74.9%
RYAN - RYAN WHITE PART A HIV-AIDS	\$ 6,149,274	\$ 7,935,127	\$ 7,935,127	\$ 7,011,265	\$ 7,891,088	\$ (44,039)	-0.6%
39RW - RYAN WHITE HIV AIDS PART A	\$ 6,149,274	\$ 7,935,127	\$ 7,935,127	\$ 7,011,265	\$ 7,891,088	\$ (44,039)	-0.6%
CLNC - EMP ONSITE PHARMACY-CLINIC	\$ 443,838	\$ 395,820	\$ 395,820	\$ 466,608	\$ 541,822	\$ 146,002	36.9%
FIBP - EMP LIFE INSURANCE BENEFITS	4,613,983	4,414,528	4,414,528	4,980,640	4,997,568	583,040	13.2%
FSAA - EMP FLEXIBLE SPENDING ACCOUNTS	3,151,101	3,071,271	3,071,271	3,411,709	3,371,822	300,551	9.8%
GRPL - EMP GROUP LEGAL INSURANCE	685,477	683,838	683,838	731,195	415,536	(268,302)	-39.2%
STDS - EMP SHORT TERM DISABILITY INS	2,607,831	2,776,741	2,776,741	2,826,997	2,841,507	64,766	2.3%
39VB - VOLUNTARY AND OTHER BENEFITS	\$ 11,502,230	\$ 11,342,198	\$ 11,342,198	\$ 12,417,149	\$ 12,168,255	\$ 826,057	7.3%
ODIR - EXECUTIVE MANAGEMENT	\$ 4,675,972	\$ 4,562,164	\$ 4,562,164	\$ 4,579,475	\$ 4,567,389	\$ 5,225	0.1%
SPPT - OPERATIONS SUPPORT	2,915	-	-	-	-	-	N/A
99AS - INDIRECT SUPPORT	\$ 4,678,887	\$ 4,562,164	\$ 4,562,164	\$ 4,579,475	\$ 4,567,389	\$ 5,225	0.1%
<b>TOTAL PROGRAMS</b>	<b>\$ 150,134,020</b>	<b>\$ 168,103,125</b>	<b>\$ 168,103,125</b>	<b>\$ 168,149,791</b>	<b>\$ 187,353,539</b>	<b>\$ 19,250,414</b>	<b>11.5%</b>
<b>USES</b>							
BCAS - BENEFITS CUSTOMER ASSISTANCE	\$ 488,572	\$ 690,903	\$ 669,903	\$ 532,315	\$ 548,246	\$ 121,657	18.2%
39BW - BENEFITS AND WELLNESS SUPPORT	\$ 488,572	\$ 690,903	\$ 669,903	\$ 532,315	\$ 548,246	\$ 121,657	18.2%
SFMD - EMPLOYEE MEDICAL BENEFITS	\$ 137,439,436	\$ 138,388,146	\$ 138,388,842	\$ 138,660,447	\$ 144,143,633	\$ (5,754,791)	-4.2%
SIDE - EMPLOYEE DENTAL BENEFITS	9,565,661	9,459,639	9,459,639	9,743,127	9,686,176	(226,537)	-2.4%
VISN - EMPLOYEE VISION BENEFITS	1,383,863	1,735,553	1,735,553	1,483,367	1,713,648	21,905	1.3%
39HB - EMPLOYEE HEALTH BENEFITS	\$ 148,388,960	\$ 149,583,338	\$ 149,584,034	\$ 149,886,941	\$ 155,543,457	\$ (5,959,423)	-4.0%
EHRA - EMPLOYEE HEALTH RISK AWARENESS	\$ 204,973	\$ 1,573,482	\$ 1,573,482	\$ 1,067,611	\$ 960,306	\$ 613,176	39.0%
EHRR - EMPLOYEE HEALTH RISK REDUCTION	1,044,651	1,020,396	1,020,396	1,007,496	1,184,963	(164,567)	-16.1%
HWRK - HEALTHY WORKSITE ENVIRONMENT	-	-	-	-	446,024	(446,024)	N/A
39HW - EMPLOYEE HEALTH AND WELLNESS	\$ 1,249,624	\$ 2,593,878	\$ 2,593,878	\$ 2,075,107	\$ 2,591,293	\$ 2,585	0.1%
RYAN - RYAN WHITE PART A HIV-AIDS	\$ 6,674,795	\$ 7,812,410	\$ 7,815,470	\$ 6,973,856	\$ 7,891,088	\$ (75,618)	-1.0%
39RW - RYAN WHITE HIV AIDS PART A	\$ 6,674,795	\$ 7,812,410	\$ 7,815,470	\$ 6,973,856	\$ 7,891,088	\$ (75,618)	-1.0%
CLNC - EMP ONSITE PHARMACY-CLINIC	\$ 877,260	\$ 845,820	\$ 845,820	\$ 891,449	\$ 921,822	\$ (76,002)	-9.0%
FIBP - EMP LIFE INSURANCE BENEFITS	4,679,453	4,414,528	4,414,528	4,980,640	4,997,568	(583,040)	-13.2%
FSAA - EMP FLEXIBLE SPENDING ACCOUNTS	3,151,831	3,071,271	3,071,271	3,375,139	3,371,822	(300,551)	-9.8%
GRPL - EMP GROUP LEGAL INSURANCE	693,213	683,838	683,838	731,195	415,536	268,302	39.2%
STDS - EMP SHORT TERM DISABILITY INS	2,442,752	2,776,741	2,776,741	2,501,687	2,841,507	(64,766)	-2.3%
39VB - VOLUNTARY AND OTHER BENEFITS	\$ 11,844,509	\$ 11,792,198	\$ 11,792,198	\$ 12,480,110	\$ 12,548,255	\$ (756,057)	-6.4%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 1,547,319	\$ 1,738,572	\$ 1,789,397	\$ 1,782,155	\$ 1,953,449	\$ (164,052)	-9.2%
HRAC - HUMAN RESOURCES	18,710	18,257	18,257	18,006	18,528	(271)	-1.5%
ODIR - EXECUTIVE MANAGEMENT	397,295	418,984	418,288	401,664	525,565	(107,277)	-25.6%
PROC - PROCUREMENT	10,416	127,772	97,947	73,108	126,459	(28,512)	-29.1%
SPPT - OPERATIONS SUPPORT	24,905	-	-	-	5,679	(5,679)	N/A
99AS - INDIRECT SUPPORT	\$ 1,998,645	\$ 2,303,585	\$ 2,323,889	\$ 2,274,933	\$ 2,629,680	\$ (305,791)	-13.2%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 243,681	\$ 362,816	\$ 359,756	\$ 243,159	\$ 262,415	\$ 97,341	27.1%
INFR - INFRASTRUCTURE	18,616	19,380	19,380	18,405	21,697	(2,317)	-12.0%
RISK - RISK PREMIUMS	11,210	10,947	10,947	9,173	7,354	3,593	32.8%
99GV - GENERAL OVERHEAD	\$ 273,507	\$ 393,143	\$ 390,083	\$ 270,737	\$ 291,466	\$ 98,617	25.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 170,918,612</b>	<b>\$ 175,169,455</b>	<b>\$ 175,169,455</b>	<b>\$ 174,493,999</b>	<b>\$ 182,043,485</b>	<b>\$ (6,874,030)</b>	<b>-3.9%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 6,149,274	\$ 7,935,127	\$ 7,935,127	\$ 7,011,265	\$ 7,891,088	\$ (44,039)	-0.6%
<b>SUBTOTAL</b>	\$ 6,149,274	\$ 7,935,127	\$ 7,935,127	\$ 7,011,265	\$ 7,891,088	\$ (44,039)	-0.6%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 1,210,822	\$ 1,406,790	\$ 1,406,790	\$ 1,333,112	\$ 1,454,845	\$ 48,055	3.4%
0635 - OTHER CHARGES FOR SERVICES	28,537,227	28,249,819	28,249,819	28,845,908	28,596,699	346,880	1.2%
0636 - INTERNAL SERVICE CHARGES	113,993,552	130,398,825	130,398,825	130,841,377	149,304,869	18,906,044	14.5%
<b>SUBTOTAL</b>	\$ 143,741,601	\$ 160,055,434	\$ 160,055,434	\$ 161,020,397	\$ 179,356,413	\$ 19,300,979	12.1%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 231,833	\$ 112,564	\$ 112,564	\$ 118,129	\$ 106,038	\$ (6,526)	-5.8%
0650 - MISCELLANEOUS REVENUE	11,312	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	\$ 243,145	\$ 112,564	\$ 112,564	\$ 118,129	\$ 106,038	\$ (6,526)	-5.8%
<b>ALL REVENUES</b>	\$ 150,134,020	\$ 168,103,125	\$ 168,103,125	\$ 168,149,791	\$ 187,353,539	\$ 19,250,414	11.5%
<b>TOTAL SOURCES</b>	\$ 150,134,020	\$ 168,103,125	\$ 168,103,125	\$ 168,149,791	\$ 187,353,539	\$ 19,250,414	11.5%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,955,718	\$ 2,253,522	\$ 2,150,321	\$ 2,052,254	\$ 1,983,441	\$ 166,880	7.8%
0705 - TEMPORARY PAY	21,005	10,560	63,165	39,194	90,851	(27,686)	-43.8%
0710 - OVERTIME	4,707	1,200	1,200	582	-	1,200	100.0%
0750 - FRINGE BENEFITS	677,980	820,430	787,538	741,420	763,604	23,934	3.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(340,801)	(294,180)	(294,180)	(297,556)	(181,572)	(112,608)	-38.3%
0796 - PERSONNEL SERVICES ALLOC-IN	350,696	316,787	316,787	324,402	393,506	(76,719)	-24.2%
<b>SUBTOTAL</b>	\$ 2,669,305	\$ 3,108,319	\$ 3,024,831	\$ 2,860,296	\$ 3,049,830	\$ (24,999)	-0.8%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 79,863	\$ 43,016	\$ 44,841	\$ 35,006	\$ 44,912	\$ (71)	-0.2%
0803 - FUEL	181	1,000	1,000	627	600	400	40.0%
0804 - NON-CAPITAL EQUIPMENT	22,383	-	-	-	50,000	(50,000)	N/A
<b>SUBTOTAL</b>	\$ 102,427	\$ 44,016	\$ 45,841	\$ 35,633	\$ 95,512	\$ (49,671)	-108.4%
<b>SERVICES</b>							
0811 - HEALTH CARE SERVICES	\$ 157,094,041	\$ 163,918,370	\$ 163,988,064	\$ 160,833,097	\$ 167,919,305	\$ (3,931,241)	-2.4%
0812 - OTHER SERVICES	10,503,556	7,603,533	7,615,762	10,248,925	10,406,455	(2,790,693)	-36.6%
0820 - RENT & OPERATING LEASES	23,794	18,850	19,150	39,952	50,245	(31,095)	-162.4%
0825 - REPAIRS AND MAINTENANCE	52,930	8,400	10,900	15,590	5,000	5,900	54.1%
0839 - INTERNAL SERVICE CHARGES	408,490	404,537	401,477	396,361	449,898	(48,421)	-12.1%
0841 - TRAVEL	13,711	26,340	26,340	21,610	31,750	(5,410)	-20.5%
0842 - EDUCATION AND TRAINING	5,280	26,450	26,450	16,515	23,350	3,100	11.7%
0843 - POSTAGE/FREIGHT/SHIPPING	8,985	10,640	10,640	11,430	12,140	(1,500)	-14.1%
0872 - SERVICES-ALLOCATION OUT	-	-	-	(100,000)	(100,000)	100,000	N/A
0873 - SERVICES-ALLOCATION IN	-	-	-	114,590	100,000	(100,000)	N/A
<b>SUBTOTAL</b>	\$ 168,110,787	\$ 172,017,120	\$ 172,098,783	\$ 171,598,070	\$ 178,898,143	\$ (6,799,360)	-4.0%
<b>CAPITAL</b>							
0930 - VEHICLES & CONSTRUCTION EQUIP	\$ 24,905	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	\$ 24,905	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>ALL EXPENDITURES</b>	\$ 170,907,424	\$ 175,169,455	\$ 175,169,455	\$ 174,493,999	\$ 182,043,485	\$ (6,874,030)	-3.9%
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 11,188	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>ALL OTHER FINANCING USES</b>	\$ 11,188	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>TOTAL USES</b>	\$ 170,918,612	\$ 175,169,455	\$ 175,169,455	\$ 174,493,999	\$ 182,043,485	\$ (6,874,030)	-3.9%

Sources by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
532 PUBLIC HEALTH GRANTS							
OPERATING	\$ 6,149,274	\$ 7,935,127	\$ 7,935,127	\$ 7,011,265	\$ 7,891,088	\$ (44,039)	-0.6%
<b>FUND TOTAL SOURCES</b>	\$ 6,149,274	\$ 7,935,127	\$ 7,935,127	\$ 7,011,265	\$ 7,891,088	\$ (44,039)	-0.6%
601 MEDICAL HMO							
BENEFITS HOLIDAY	\$ (4,076,105)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
BENEFITS HOLIDAY FY 2016	-	(2,191,027)	(2,191,027)	(2,182,772)	-	2,191,027	-100.0%
OPERATING	49,820,768	52,845,683	52,845,683	52,530,572	52,886,919	41,236	0.1%
<b>FUND TOTAL SOURCES</b>	\$ 45,744,663	\$ 50,654,656	\$ 50,654,656	\$ 50,347,800	\$ 52,886,919	\$ 2,232,263	4.4%
604 MEDICAL PPO							
BENEFITS HOLIDAY	\$ (3,095,448)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
BENEFITS HOLIDAY FY 2016	-	(1,633,850)	(1,633,850)	(1,691,981)	-	1,633,850	-100.0%
OPERATING	37,375,401	39,659,466	39,659,466	40,644,429	40,883,745	1,224,279	3.1%
<b>FUND TOTAL SOURCES</b>	\$ 34,279,953	\$ 38,025,616	\$ 38,025,616	\$ 38,952,448	\$ 40,883,745	\$ 2,858,129	7.5%
606 MEDICAL HDHP W HSA							
BENEFITS HOLIDAY	\$ (1,882,688)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
BENEFITS HOLIDAY FY 2016	-	(1,075,868)	(1,075,868)	(1,076,705)	-	1,075,868	-100.0%
OPERATING	22,853,128	26,029,963	26,029,963	25,844,188	26,684,781	654,818	2.5%
<b>FUND TOTAL SOURCES</b>	\$ 20,970,440	\$ 24,954,095	\$ 24,954,095	\$ 24,767,483	\$ 26,684,781	\$ 1,730,686	6.9%
607 FI DENTAL PPO							
OPERATING	\$ 5,290,435	\$ 4,702,760	\$ 4,702,760	\$ 4,552,563	\$ 5,176,907	\$ 474,147	10.1%
<b>FUND TOTAL SOURCES</b>	\$ 5,290,435	\$ 4,702,760	\$ 4,702,760	\$ 4,552,563	\$ 5,176,907	\$ 474,147	10.1%
608 COINSURANCE PHARMACY							
BENEFITS HOLIDAY	\$ (1,187,094)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
BENEFITS HOLIDAY FY 2016	-	(747,268)	(747,268)	(750,687)	-	747,268	-100.0%
OPERATING	14,211,917	18,072,572	18,072,572	18,044,438	22,131,797	4,059,225	22.5%
<b>FUND TOTAL SOURCES</b>	\$ 13,024,823	\$ 17,325,304	\$ 17,325,304	\$ 17,293,751	\$ 22,131,797	\$ 4,806,493	27.7%
611 60 PERCENT STD							
OPERATING	\$ 1,962,233	\$ 2,207,008	\$ 2,207,008	\$ 2,094,639	\$ 2,107,539	\$ (99,469)	-4.5%
<b>FUND TOTAL SOURCES</b>	\$ 1,962,233	\$ 2,207,008	\$ 2,207,008	\$ 2,094,639	\$ 2,107,539	\$ (99,469)	-4.5%
612 50 PERCENT STD							
OPERATING	\$ 456,806	\$ 408,473	\$ 408,473	\$ 528,866	\$ 530,448	\$ 121,975	29.9%
<b>FUND TOTAL SOURCES</b>	\$ 456,806	\$ 408,473	\$ 408,473	\$ 528,866	\$ 530,448	\$ 121,975	29.9%
613 40 PERCENT STD							
OPERATING	\$ 188,792	\$ 161,260	\$ 161,260	\$ 203,492	\$ 203,520	\$ 42,260	26.2%
<b>FUND TOTAL SOURCES</b>	\$ 188,792	\$ 161,260	\$ 161,260	\$ 203,492	\$ 203,520	\$ 42,260	26.2%
614 BEHAVIORAL HEALTH							
BENEFITS HOLIDAY	\$ (145,651)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
BENEFITS HOLIDAY FY 2016	-	(72,780)	(72,780)	(73,469)	-	72,780	-100.0%
OPERATING	1,742,335	1,760,590	1,760,590	1,762,626	1,536,123	(224,467)	-12.7%
<b>FUND TOTAL SOURCES</b>	\$ 1,596,684	\$ 1,687,810	\$ 1,687,810	\$ 1,689,157	\$ 1,536,123	\$ (151,687)	-9.0%
615 WELLNESS							
OPERATING	\$ 1,432,480	\$ 1,556,248	\$ 1,556,248	\$ 1,562,299	\$ 1,561,473	\$ 5,225	0.3%
NON RECURRING NON PROJECT	2,915	-	-	-	-	-	N/A
<b>FUND TOTAL SOURCES</b>	\$ 1,435,395	\$ 1,556,248	\$ 1,556,248	\$ 1,562,299	\$ 1,561,473	\$ 5,225	0.3%
618 BENEFIT ADMINISTRATION							
OPERATING	\$ 3,243,492	\$ 3,005,916	\$ 3,005,916	\$ 3,017,176	\$ 9,473,316	\$ 6,467,400	215.2%
<b>FUND TOTAL SOURCES</b>	\$ 3,243,492	\$ 3,005,916	\$ 3,005,916	\$ 3,017,176	\$ 9,473,316	\$ 6,467,400	215.2%
619 ONSITE PHARMACY CLINIC							
OPERATING	\$ 1,633,067	\$ 1,553,810	\$ 1,553,810	\$ 1,659,103	\$ 1,699,812	\$ 146,002	9.4%
<b>FUND TOTAL SOURCES</b>	\$ 1,633,067	\$ 1,553,810	\$ 1,553,810	\$ 1,659,103	\$ 1,699,812	\$ 146,002	9.4%
620 BENEFITS ELIMINATIONS							
OPERATING	\$ (1,189,229)	\$ (1,157,990)	\$ (1,157,990)	\$ (1,192,495)	\$ (1,157,990)	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ (1,189,229)	\$ (1,157,990)	\$ (1,157,990)	\$ (1,192,495)	\$ (1,157,990)	\$ -	0.0%
621 FLEX SPENDING HEALTH							
OPERATING	\$ 2,235,272	\$ 2,269,651	\$ 2,269,651	\$ 2,381,498	\$ 2,362,430	\$ 92,779	4.1%
<b>FUND TOTAL SOURCES</b>	\$ 2,235,272	\$ 2,269,651	\$ 2,269,651	\$ 2,381,498	\$ 2,362,430	\$ 92,779	4.1%
622 FLEX SPENDING DEP CARE							
OPERATING	\$ 915,829	\$ 801,620	\$ 801,620	\$ 1,030,211	\$ 1,009,392	\$ 207,772	25.9%
<b>FUND TOTAL SOURCES</b>	\$ 915,829	\$ 801,620	\$ 801,620	\$ 1,030,211	\$ 1,009,392	\$ 207,772	25.9%
623 VISION							
OPERATING	\$ 1,734,850	\$ 1,735,553	\$ 1,735,553	\$ 1,711,505	\$ 1,713,648	\$ (21,905)	-1.3%
<b>FUND TOTAL SOURCES</b>	\$ 1,734,850	\$ 1,735,553	\$ 1,735,553	\$ 1,711,505	\$ 1,713,648	\$ (21,905)	-1.3%
625 FI PREPAID DENTAL							
OPERATING	\$ 228,672	\$ 225,977	\$ 225,977	\$ 229,129	\$ 224,239	\$ (1,738)	-0.8%
<b>FUND TOTAL SOURCES</b>	\$ 228,672	\$ 225,977	\$ 225,977	\$ 229,129	\$ 224,239	\$ (1,738)	-0.8%
626 FI LIFE AND AD AND D							
OPERATING	\$ 421,388	\$ 597,992	\$ 597,992	\$ 633,286	\$ 632,580	\$ 34,588	5.8%
<b>FUND TOTAL SOURCES</b>	\$ 421,388	\$ 597,992	\$ 597,992	\$ 633,286	\$ 632,580	\$ 34,588	5.8%
627 SUPPLEMENTAL LIFE							
OPERATING	\$ 3,805,656	\$ 3,471,236	\$ 3,471,236	\$ 3,937,309	\$ 3,949,284	\$ 478,048	13.8%
<b>FUND TOTAL SOURCES</b>	\$ 3,805,656	\$ 3,471,236	\$ 3,471,236	\$ 3,937,309	\$ 3,949,284	\$ 478,048	13.8%
628 EMPLOYEE ASSISTANCE							
OPERATING	\$ 408,039	\$ 420,963	\$ 420,963	\$ 420,448	\$ 420,354	\$ (609)	-0.1%
<b>FUND TOTAL SOURCES</b>	\$ 408,039	\$ 420,963	\$ 420,963	\$ 420,448	\$ 420,354	\$ (609)	-0.1%
629 SI DENTAL PPO							
OPERATING	\$ 4,525,070	\$ 4,530,902	\$ 4,530,902	\$ 4,177,618	\$ 4,285,030	\$ (245,872)	-5.4%
<b>FUND TOTAL SOURCES</b>	\$ 4,525,070	\$ 4,530,902	\$ 4,530,902	\$ 4,177,618	\$ 4,285,030	\$ (245,872)	-5.4%

Sources by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
630 DEPENDENT LIFE OPERATING	\$ 386,939	\$ 345,300	\$ 345,300	\$ 410,045	\$ 415,704	\$ 70,404	20.4%
<b>FUND TOTAL SOURCES</b>	<b>\$ 386,939</b>	<b>\$ 345,300</b>	<b>\$ 345,300</b>	<b>\$ 410,045</b>	<b>\$ 415,704</b>	<b>\$ 70,404</b>	<b>20.4%</b>
631 VOLUNTARY BENEFITS OPERATING	\$ 685,477	\$ 683,838	\$ 683,838	\$ 731,195	\$ 731,400	\$ 47,562	7.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 685,477</b>	<b>\$ 683,838</b>	<b>\$ 683,838</b>	<b>\$ 731,195</b>	<b>\$ 731,400</b>	<b>\$ 47,562</b>	<b>7.0%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 150,131,105</b>	<b>\$ 168,103,125</b>	<b>\$ 168,103,125</b>	<b>\$ 168,149,791</b>	<b>\$ 187,353,539</b>	<b>\$ 19,250,414</b>	<b>11.5%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ 2,915</b>	<b>\$ -</b>	<b>N/A</b>				
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 150,134,020</b>	<b>\$ 168,103,125</b>	<b>\$ 168,103,125</b>	<b>\$ 168,149,791</b>	<b>\$ 187,353,539</b>	<b>\$ 19,250,414</b>	<b>11.5%</b>

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	\$ 253,402	\$ 270,537	\$ 270,537	\$ 261,130	\$ 276,946	\$ (6,409)	-2.4%
<b>FUND TOTAL USES</b>	<b>\$ 253,402</b>	<b>\$ 270,537</b>	<b>\$ 270,537</b>	<b>\$ 261,130</b>	<b>\$ 276,946</b>	<b>\$ (6,409)</b>	<b>-2.4%</b>
532 PUBLIC HEALTH GRANTS OPERATING	\$ 6,674,795	\$ 7,935,127	\$ 7,935,127	\$ 6,975,131	\$ 7,891,088	\$ 44,039	0.6%
<b>FUND TOTAL USES</b>	<b>\$ 6,674,795</b>	<b>\$ 7,935,127</b>	<b>\$ 7,935,127</b>	<b>\$ 6,975,131</b>	<b>\$ 7,891,088</b>	<b>\$ 44,039</b>	<b>0.6%</b>
601 MEDICAL HMO OPERATING	\$ 49,675,858	\$ 52,845,683	\$ 52,845,683	\$ 48,740,024	\$ 52,886,919	\$ (41,236)	-0.1%
<b>FUND TOTAL USES</b>	<b>\$ 49,675,858</b>	<b>\$ 52,845,683</b>	<b>\$ 52,845,683</b>	<b>\$ 48,740,024</b>	<b>\$ 52,886,919</b>	<b>\$ (41,236)</b>	<b>-0.1%</b>
604 MEDICAL PPO OPERATING	\$ 40,913,707	\$ 39,659,466	\$ 39,659,466	\$ 41,404,222	\$ 40,883,745	\$ (1,224,279)	-3.1%
<b>FUND TOTAL USES</b>	<b>\$ 40,913,707</b>	<b>\$ 39,659,466</b>	<b>\$ 39,659,466</b>	<b>\$ 41,404,222</b>	<b>\$ 40,883,745</b>	<b>\$ (1,224,279)</b>	<b>-3.1%</b>
606 MEDICAL HDHP W HSA OPERATING	\$ 26,671,377	\$ 26,029,963	\$ 26,029,963	\$ 26,057,082	\$ 26,684,781	\$ (654,818)	-2.5%
<b>FUND TOTAL USES</b>	<b>\$ 26,671,377</b>	<b>\$ 26,029,963</b>	<b>\$ 26,029,963</b>	<b>\$ 26,057,082</b>	<b>\$ 26,684,781</b>	<b>\$ (654,818)</b>	<b>-2.5%</b>
607 FI DENTAL PPO OPERATING	\$ 4,932,414	\$ 4,702,760	\$ 4,702,760	\$ 4,928,383	\$ 5,176,907	\$ (474,147)	-10.1%
<b>FUND TOTAL USES</b>	<b>\$ 4,932,414</b>	<b>\$ 4,702,760</b>	<b>\$ 4,702,760</b>	<b>\$ 4,928,383</b>	<b>\$ 5,176,907</b>	<b>\$ (474,147)</b>	<b>-10.1%</b>
608 COINSURANCE PHARMACY OPERATING	\$ 18,783,262	\$ 18,072,572	\$ 18,072,572	\$ 21,066,848	\$ 22,131,797	\$ (4,059,225)	-22.5%
<b>FUND TOTAL USES</b>	<b>\$ 18,783,262</b>	<b>\$ 18,072,572</b>	<b>\$ 18,072,572</b>	<b>\$ 21,066,848</b>	<b>\$ 22,131,797</b>	<b>\$ (4,059,225)</b>	<b>-22.5%</b>
611 60 PERCENT STD OPERATING	\$ 2,086,037	\$ 2,207,008	\$ 2,207,008	\$ 2,041,753	\$ 2,107,539	\$ 99,469	4.5%
<b>FUND TOTAL USES</b>	<b>\$ 2,086,037</b>	<b>\$ 2,207,008</b>	<b>\$ 2,207,008</b>	<b>\$ 2,041,753</b>	<b>\$ 2,107,539</b>	<b>\$ 99,469</b>	<b>4.5%</b>
612 50 PERCENT STD OPERATING	\$ 239,842	\$ 408,473	\$ 408,473	\$ 373,241	\$ 530,448	\$ (121,975)	-29.9%
<b>FUND TOTAL USES</b>	<b>\$ 239,842</b>	<b>\$ 408,473</b>	<b>\$ 408,473</b>	<b>\$ 373,241</b>	<b>\$ 530,448</b>	<b>\$ (121,975)</b>	<b>-29.9%</b>
613 40 PERCENT STD OPERATING	\$ 116,873	\$ 161,260	\$ 161,260	\$ 86,693	\$ 203,520	\$ (42,260)	-26.2%
<b>FUND TOTAL USES</b>	<b>\$ 116,873</b>	<b>\$ 161,260</b>	<b>\$ 161,260</b>	<b>\$ 86,693</b>	<b>\$ 203,520</b>	<b>\$ (42,260)</b>	<b>-26.2%</b>
614 BEHAVIORAL HEALTH OPERATING	\$ 1,376,307	\$ 1,760,590	\$ 1,760,590	\$ 1,371,710	\$ 1,536,123	\$ 224,467	12.7%
<b>FUND TOTAL USES</b>	<b>\$ 1,376,307</b>	<b>\$ 1,760,590</b>	<b>\$ 1,760,590</b>	<b>\$ 1,371,710</b>	<b>\$ 1,536,123</b>	<b>\$ 224,467</b>	<b>12.7%</b>
615 WELLNESS OPERATING NON RECURRING NON PROJECT	\$ 807,730 66,865	\$ 1,556,248 625,000	\$ 1,556,248 625,000	\$ 1,553,693 107,708	\$ 1,561,473 300,400	\$ (5,225) 324,600	-0.3% 51.9%
<b>FUND TOTAL USES</b>	<b>\$ 874,595</b>	<b>\$ 2,181,248</b>	<b>\$ 2,181,248</b>	<b>\$ 1,661,401</b>	<b>\$ 1,861,873</b>	<b>\$ 319,375</b>	<b>14.6%</b>
618 BENEFIT ADMINISTRATION OPERATING NON RECURRING NON PROJECT	\$ 2,493,242 -	\$ 3,005,916 -	\$ 3,005,916 -	\$ 2,829,399 -	\$ 3,005,916 200,000	\$ - (200,000)	0.0% N/A
<b>FUND TOTAL USES</b>	<b>\$ 2,493,242</b>	<b>\$ 3,005,916</b>	<b>\$ 3,005,916</b>	<b>\$ 2,829,399</b>	<b>\$ 3,205,916</b>	<b>\$ (200,000)</b>	<b>-6.7%</b>
619 ONSITE PHARMACY CLINIC OPERATING	\$ 2,066,489	\$ 2,003,810	\$ 2,003,810	\$ 2,083,944	\$ 2,079,812	\$ (76,002)	-3.8%
<b>FUND TOTAL USES</b>	<b>\$ 2,066,489</b>	<b>\$ 2,003,810</b>	<b>\$ 2,003,810</b>	<b>\$ 2,083,944</b>	<b>\$ 2,079,812</b>	<b>\$ (76,002)</b>	<b>-3.8%</b>
620 BENEFITS ELIMINATIONS OPERATING	\$ (1,189,229)	\$ (1,157,990)	\$ (1,157,990)	\$ (1,192,495)	\$ (1,157,990)	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ (1,189,229)</b>	<b>\$ (1,157,990)</b>	<b>\$ (1,157,990)</b>	<b>\$ (1,192,495)</b>	<b>\$ (1,157,990)</b>	<b>\$ -</b>	<b>0.0%</b>
621 FLEX SPENDING HEALTH OPERATING	\$ 2,235,268	\$ 2,269,651	\$ 2,269,651	\$ 2,330,962	\$ 2,362,430	\$ (92,779)	-4.1%
<b>FUND TOTAL USES</b>	<b>\$ 2,235,268</b>	<b>\$ 2,269,651</b>	<b>\$ 2,269,651</b>	<b>\$ 2,330,962</b>	<b>\$ 2,362,430</b>	<b>\$ (92,779)</b>	<b>-4.1%</b>
622 FLEX SPENDING DEP CARE OPERATING	\$ 916,563	\$ 801,620	\$ 801,620	\$ 1,044,177	\$ 1,009,392	\$ (207,772)	-25.9%
<b>FUND TOTAL USES</b>	<b>\$ 916,563</b>	<b>\$ 801,620</b>	<b>\$ 801,620</b>	<b>\$ 1,044,177</b>	<b>\$ 1,009,392</b>	<b>\$ (207,772)</b>	<b>-25.9%</b>
623 VISION OPERATING	\$ 1,383,863	\$ 1,735,553	\$ 1,735,553	\$ 1,483,367	\$ 1,713,648	\$ 21,905	1.3%
<b>FUND TOTAL USES</b>	<b>\$ 1,383,863</b>	<b>\$ 1,735,553</b>	<b>\$ 1,735,553</b>	<b>\$ 1,483,367</b>	<b>\$ 1,713,648</b>	<b>\$ 21,905</b>	<b>1.3%</b>
625 FI PREPAID DENTAL OPERATING	\$ 231,792	\$ 225,977	\$ 225,977	\$ 229,129	\$ 224,239	\$ 1,738	0.8%
<b>FUND TOTAL USES</b>	<b>\$ 231,792</b>	<b>\$ 225,977</b>	<b>\$ 225,977</b>	<b>\$ 229,129</b>	<b>\$ 224,239</b>	<b>\$ 1,738</b>	<b>0.8%</b>
626 FI LIFE AND AD AND D OPERATING	\$ 426,994	\$ 597,992	\$ 597,992	\$ 633,286	\$ 632,580	\$ (34,588)	-5.8%
<b>FUND TOTAL USES</b>	<b>\$ 426,994</b>	<b>\$ 597,992</b>	<b>\$ 597,992</b>	<b>\$ 633,286</b>	<b>\$ 632,580</b>	<b>\$ (34,588)</b>	<b>-5.8%</b>

Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
627 SUPPLEMENTAL LIFE OPERATING	\$ 3,859,373	\$ 3,471,236	\$ 3,471,236	\$ 3,937,309	\$ 3,949,284	\$ (478,048)	-13.8%
<b>FUND TOTAL USES</b>	\$ 3,859,373	\$ 3,471,236	\$ 3,471,236	\$ 3,937,309	\$ 3,949,284	\$ (478,048)	-13.8%
628 EMPLOYEE ASSISTANCE OPERATING	\$ 408,034	\$ 420,963	\$ 420,963	\$ 420,448	\$ 420,354	\$ 609	0.1%
<b>FUND TOTAL USES</b>	\$ 408,034	\$ 420,963	\$ 420,963	\$ 420,448	\$ 420,354	\$ 609	0.1%
629 SI DENTAL PPO OPERATING	\$ 4,401,455	\$ 4,530,902	\$ 4,530,902	\$ 4,585,615	\$ 4,285,030	\$ 245,872	5.4%
<b>FUND TOTAL USES</b>	\$ 4,401,455	\$ 4,530,902	\$ 4,530,902	\$ 4,585,615	\$ 4,285,030	\$ 245,872	5.4%
630 DEPENDENT LIFE OPERATING	\$ 393,086	\$ 345,300	\$ 345,300	\$ 410,045	\$ 415,704	\$ (70,404)	-20.4%
<b>FUND TOTAL USES</b>	\$ 393,086	\$ 345,300	\$ 345,300	\$ 410,045	\$ 415,704	\$ (70,404)	-20.4%
631 VOLUNTARY BENEFITS OPERATING	\$ 693,213	\$ 683,838	\$ 683,838	\$ 731,195	\$ 731,400	\$ (47,562)	-7.0%
<b>FUND TOTAL USES</b>	\$ 693,213	\$ 683,838	\$ 683,838	\$ 731,195	\$ 731,400	\$ (47,562)	-7.0%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 170,851,747	\$ 174,544,455	\$ 174,544,455	\$ 174,386,291	\$ 181,543,085	\$ (6,998,630)	-4.0%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 66,865	\$ 625,000	\$ 625,000	\$ 107,708	\$ 500,400	\$ 124,600	19.9%
<b>DEPARTMENT TOTAL USES</b>	\$ 170,918,612	\$ 175,169,455	\$ 175,169,455	\$ 174,493,999	\$ 182,043,485	\$ (6,874,030)	-3.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
BENEFITS AND WELLNESS SUPPORT							
BENEFITS CUSTOMER ASSISTANCE	7.00	7.50	6.50	6.50	6.00	(.50)	(7.7%)
<b>PROGRAM TOTAL</b>	7.00	7.50	6.50	6.50	6.00	(.50)	(7.7%)
EMPLOYEE HEALTH AND WELLNESS							
EMPLOYEE HEALTH RISK AWARENESS	1.50	1.50	1.50	1.50	1.20	(.30)	(20.0%)
EMPLOYEE HEALTH RISK REDUCTION	5.50	4.50	4.50	4.50	2.60	(3.30)	(73.3%)
HEALTHY WORKSITE ENVIRONMENT	-	-	.00	-	2.20	1.60	N/A
<b>PROGRAM TOTAL</b>	7.00	6.00	6.00	6.00	6.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	8.00	8.00	8.00	8.00	8.00	-	0.0%
EXECUTIVE MANAGEMENT	5.00	5.00	4.00	5.00	4.00	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	14.00	14.00	13.00	14.00	13.00	-	0.0%
RYAN WHITE HIV AIDS PART A							
RYAN WHITE PART A HIV-AIDS	11.00	11.00	12.00	11.00	12.00	-	0.0%
<b>PROGRAM TOTAL</b>	11.00	11.00	12.00	11.00	12.00	-	0.0%
<b>DEPARTMENT TOTAL</b>	39.00	38.50	37.50	37.50	37.00	(0.50)	(1.3%)

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	3.00	2.00	1.00	1.00	2.00	1.00	100.0%
Benefits Specialist - County	2.00	3.00	2.00	2.00	2.00	-	0.0%
Benefits Vendor Relations Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Business Strategies & Healthcare Progra	1.00	1.00	1.00	1.00	1.00	-	0.0%
Employee Records Specialist	1.00	.50	.50	.50	-	(.50)	(100.0%)
Ergonomist - County	3.00	2.00	2.00	2.00	2.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	2.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst - County	2.00	2.00	2.00	2.00	2.00	-	0.0%
Grant/Contract Admin Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Health Educator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Health Educator Supervisor	1.00	-	-	-	-	-	N/A
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Mngr - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Supervisor – County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Management Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nurse	2.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	-	-	1.00	1.00	-	(1.00)	(100.0%)
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	2.00	2.00	2.00	2.00	-	0.0%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Wellness Manager	-	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>39.00</b>	<b>38.50</b>	<b>37.50</b>	<b>37.50</b>	<b>37.00</b>	<b>(.50)</b>	<b>(1.3%)</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	4.00	4.00	3.00	4.00	3.00	-	0.0%
532 PUBLIC HEALTH GRANTS	11.00	11.00	12.00	11.00	12.00	-	0.0%
615 WELLNESS	7.00	6.00	6.00	6.00	6.00	-	0.0%
618 BENEFIT ADMINISTRATION	17.00	17.50	16.50	16.50	16.00	(.50)	(3.0%)
<b>Department Total</b>	<b>39.00</b>	<b>38.50</b>	<b>37.50</b>	<b>37.50</b>	<b>37.00</b>	<b>(0.50)</b>	<b>(3.0%)</b>

### General Adjustments

#### **Base Adjustments:**

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

- Increase Regular Benefits by \$3,892 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$24 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by \$35 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$2,528 for the impact of the changes in the base level telecommunication charges.

#### **Public Health Grant Fund (532)**

- Increase Regular Benefits by \$15,784 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$1,134 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$71 for the impact of the changes in retirement contribution rates.

- Decrease Internal Service Charges by \$108 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$2,409 for the impact of the changes in base level telecommunication charges.
- Decrease Central Service Cost Allocation by \$14,647 for the impact of the changes in central service rates.
- Decrease revenues by \$44,039 and expenditures by \$46,414 to reconcile expected grant awards in FY 2017.

**Wellness Fund (615) Operating**

- Increase Regular Benefits by \$7,888 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$36 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by \$30 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$1,792 for the impact of the changes in base level telecommunication charges.
- Decrease Other Services by \$4,461 to retain structural balance of the fund.
- Increase Revenue by \$5,225 to retain structural balance of the fund. The additional revenue is from employer benefit charges.

**Wellness Fund (615) Non Recurring Non Project**

- Carry forward of \$300,400 not spent in FY 2016 for activities related to Fitness Equipment and Wellness Initiatives.

**Benefits Administration Fund (618) Operating**

- Increase Regular Benefits by \$21,044 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$516 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$93 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by \$280 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$6,877 for the impact of the changes in base level telecommunication charges.
- Increase Central Service Cost Allocation by \$19,256 for the impact of the charges in central service rates.
- Increase Vacancy Savings by \$3,633 from 4.33% to 4.79%, consistent with recent trends.
- Decrease Other Pay and Right-size Vacant Positions by \$42,841 to maintain structural balance in the fund.
- Increase program revenues by \$6,467,400 to replenish trust reserve levels.

**Benefits Administration Fund (618) Non Recurring Non Project**

- Increase expenditures by \$200,000 for Affordable Care Act and Consulting Costs.

**Benefits Trust Fund (685)**

- Increase expenditures by \$7,031,035 for increased costs in Medical, Dental and Pharmacy.
- Increase revenue by \$7,106,260 for the impact of the changes in health/dental premiums charged to departments.

Note: Fund 685 is the aggregate of all health plan funds. Fund 685 Operating is out of structural balance due to a \$380,000 operating loss in the on-site pharmacy/clinic. Negotiations are underway with two large public employers to extend services to their employees in hopes that it will increase revenues and close the gap.

## Programs and Activities

### Benefits and Wellness Support Program

The purpose of the Benefits and Wellness Support Program is to provide administrative and customer support services to participants and departments so they can effectively utilize benefits and wellness services.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percentage of customers indicating they were satisfied with the response to their call.	N/A	85.0%	85.0%	85.0%	0.0%	0.0%

Activities that comprise this program include:

- Employee Benefits Customer Assistance

### Employee Benefits Customer Assistance Activity

The purpose of the Employee Benefits Customer Assistance Activity is to provide assistance and information to benefit-eligible employees and their dependents so they can effectively use and appreciate their County benefits.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of customers indicating they were satisfied with the response to their call.	N/A	85.0%	85.0%	85.0%	0.0%	0.0%
Output	Number of responses to benefits customer service inquiries.	17,075	18,550	18,365	18,583	33	0.2%
Demand	Number of benefits customer service inquiries received.	17,885	18,550	18,602	18,978	428	2.3%
Expenditure Ratio	Expenditure per response to benefits customer service inquiries.	\$ 28.61	\$ 36.11	\$ 28.99	\$ 29.50	\$ 6.61	18.3%
<i>Expenditure</i>							
	618 - BENEFIT ADMINISTRATION	\$ 488,572	\$ 669,903	\$ 532,315	\$ 548,246	\$ 121,657	18.2%
	TOTAL USES	\$ 488,572	\$ 669,903	\$ 532,315	\$ 548,246	\$ 121,657	18.2%

**Activity Narrative:** Employee Benefits Customer Service continued to receive a large volume of phone calls and emails in FY 2016. This is expected to continue into FY 2017 with the continuation of the Patient Protection and Affordable Care Act which significantly changes insurance requirements and eligibility year-to-year.

### Employee Health Benefits Program

The purpose of the Employee Health Benefits program is to provide health insurance benefit services to eligible employees and their dependents so they can have access to effective and affordable health care.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percentage of employees receiving medical insurance coverage who consider benefits to be affordable.	82.0%	80.0%	85.0%	87.0%	7.0%	8.8%
Percentage of medical, prescription drug and behavioral health claims expense to premium revenue (loss ratio).	113.5%	100.0%	105.9%	100.0%	0.0%	0.0%
Percentage of employees receiving medical insurance coverage who are satisfied.	85.0%	85.0%	85.0%	85.0%	0.0%	0.0%
Percentage of employees receiving dental insurance coverage who rate it as affordable.	N/A	85.0%	85.0%	90.0%	5.0%	5.9%
Percentage of dental claims expense to premium revenue (loss ratio).	94.2%	100.0%	104.2%	100.0%	0.0%	0.0%
Percentage of surveyed employees receiving dental insurance coverage who are satisfied with their benefits.	N/A	86.0%	86.0%	86.0%	(0.0%)	-0.0%
Percentage of employees receiving vision insurance coverage who rated their insurance coverage as affordable.	92.4%	92.0%	92.0%	92.0%	0.0%	0.0%
Percentage of vision claims expenses to premium revenue (loss ratio).	79.8%	100.0%	101.5%	100.0%	0.0%	0.0%
Percentage of employees receiving vision insurance coverage who are satisfied.	87.0%	88.1%	89.0%	90.0%	1.9%	2.2%

Activities that comprise this program include:

- Employee Dental Benefits
- Employee Medical Benefits
- Employee Vision Insurance

**Employee Dental Benefits Activity**

The purpose of the Employee Dental Benefits Activity is to provide dental insurance coverage to eligible employees and their dependents so they can have access to effective and affordable dental care.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees receiving dental insurance coverage who rate it as affordable.	N/A	85.0%	85.0%	90.0%	5.0%	5.9%
Result	Percentage of dental claims expense to premium revenue (loss ratio).	94.2%	100.0%	104.2%	100.0%	0.0%	0.0%
Result	Percentage of surveyed employees receiving dental insurance coverage who are satisfied with their benefits.	N/A	86.0%	86.0%	86.0%	(0.0%)	-0.0%
Output	Average number of subscribers receiving dental insurance coverage.	11,685	11,704	11,681	11,681	(23)	-0.2%
Output	Average number of members receiving dental insurance coverage.	27,857	28,113	27,975	27,975	(138)	-0.5%
Demand	Average number of subscribers enrolled in dental insurance coverage.	11,685	11,704	11,681	11,681	(23)	-0.2%
Demand	Average number of members enrolled in dental insurance coverage.	27,857	28,113	27,975	27,975	(138)	-0.5%
Expenditure Ratio	Expenditure per member who received dental insurance coverage.	\$ 28.62	\$ 28.04	\$ 28.85	\$ 28.85	\$ (0.81)	-2.9%
Expenditure Ratio	Expenditure per subscriber who received dental insurance coverage.	\$ 68.51	\$ 67.35	\$ 69.10	\$ 69.10	\$ (1.75)	-2.6%
<i>Revenue</i>							
	607 - FI DENTAL PPO	\$ 5,290,435	\$ 4,702,760	\$ 4,552,563	\$ 5,176,907	\$ 474,147	10.1%
	625 - FI PREPAID DENTAL	228,672	225,977	229,129	224,239	(1,738)	-0.8%
	629 - SI DENTAL PPO	4,525,070	4,530,902	4,177,618	4,285,030	(245,872)	-5.4%
	TOTAL SOURCES	\$ 10,044,177	\$ 9,459,639	\$ 8,959,310	\$ 9,686,176	\$ 226,537	2.4%
<i>Expenditure</i>							
	607 - FI DENTAL PPO	\$ 4,932,414	\$ 4,702,760	\$ 4,928,383	\$ 5,176,907	\$ (474,147)	-10.1%
	625 - FI PREPAID DENTAL	231,792	225,977	229,129	224,239	1,738	0.8%
	629 - SI DENTAL PPO	4,401,455	4,530,902	4,585,615	4,285,030	245,872	5.4%
	TOTAL USES	\$ 9,565,661	\$ 9,459,639	\$ 9,743,127	\$ 9,686,176	\$ (226,537)	-2.4%

**Activity Narrative:** Employee dental insurance is part of Maricopa County's employee compensation package. Most employers offer dental insurance benefits, and based on recent comparative studies, Maricopa County's benefits are competitive with other public sector employers. The Dental PPO plans include a "progressive/regressive" feature, in which members' deductibles are higher or lower depending on whether or not they have received preventive check-ups throughout the year. A gradual increase in expenditures from FY 2015 to the present, results from increases in the price of care and treatment. The increase in revenues results in a cost shift to the Departments and Employees to maintain structural balance.

### Employee Medical Benefits Activity

The purpose of the Employee Medical Benefits Activity is to provide medical, prescription drug and behavioral health insurance coverage to eligible employees and their dependents so they can have access to effective and affordable medical care.

**Mandates:** The Patient Protection and Affordable Care Act of 2010 (111-148), §§1513 stipulates the shared responsibility of large employers to provide employees the opportunity to enroll in a minimum essential health coverage insurance plan or pay a fine. §§1302 of this Act outlines the components of the essential health benefits required of employers who comply with §§1513.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percentage of employees receiving medical insurance coverage who consider benefits to be affordable.	82.0%	80.0%	85.0%	87.0%	7.0%	8.8%
Result	Percentage of medical, prescription drug and behavioral health claims expense to premium revenue (loss ratio).	113.5%	100.0%	105.9%	100.0%	0.0%	0.0%
Result	Percentage of employees receiving medical insurance coverage who are satisfied.	85.0%	85.0%	85.0%	85.0%	(0.0%)	-0.0%
Output	Average number of subscribers receiving medical insurance coverage.	11,726	11,664	11,685	11,685	21	0.2%
Output	Average number of members receiving medical insurance coverage.	27,550	27,303	27,383	27,383	80	0.3%
Demand	Average number of subscribers enrolled in medical insurance coverage.	11,726	11,664	11,685	11,685	21	0.2%
Demand	Average number of members enrolled in medical insurance coverage.	27,550	27,303	27,383	27,383	80	0.3%
Expenditure Ratio	Expenditure per member receiving medical insurance coverage.	\$ 415.67	\$ 419.16	\$ 428.69	\$ 438.67	\$ (19.50)	-4.7%
Expenditure Ratio	Expenditure per subscriber receiving medical insurance coverage.	\$ 977.00	\$ 966.83	\$ 1,004.61	\$ 1,027.98	\$ (61.15)	-6.3%
<i>Revenue</i>							
	601 - MEDICAL HMO	\$ 45,744,663	\$ 50,654,656	\$ 50,347,800	\$ 52,886,919	\$ 2,232,263	4.4%
	604 - MEDICAL PPO	34,279,953	38,025,616	38,952,448	40,883,745	2,858,129	7.5%
	606 - MEDICAL HDHP W HSA	20,970,440	24,954,095	24,767,483	26,684,781	1,730,686	6.9%
	608 - COINSURANCE PHARMACY	13,024,823	17,325,304	17,293,751	22,131,797	4,806,493	27.7%
	614 - BEHAVIORAL HEALTH	1,596,684	1,687,810	1,689,157	1,536,123	(151,687)	-9.0%
	618 - BENEFIT ADMINISTRATION	-	-	-	6,467,400	6,467,400	N/A
	TOTAL SOURCES	\$115,616,563	\$132,647,481	\$133,050,639	\$150,590,765	\$ 17,943,284	13.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 18,925	\$ 20,568	\$ 20,561	\$ 20,268	\$ 300	1.5%
	601 - MEDICAL HMO	49,675,858	52,845,683	48,740,024	52,886,919	(41,236)	-0.1%
	604 - MEDICAL PPO	40,913,707	39,659,466	41,404,222	40,883,745	(1,224,279)	-3.1%
	606 - MEDICAL HDHP W HSA	26,671,377	26,029,963	26,057,082	26,684,781	(654,818)	-2.5%
	608 - COINSURANCE PHARMACY	18,783,262	18,072,572	21,066,848	22,131,797	(4,059,225)	-22.5%
	614 - BEHAVIORAL HEALTH	1,376,307	1,760,590	1,371,710	1,536,123	224,467	12.7%
	TOTAL USES	\$137,439,436	\$138,388,842	\$138,660,447	\$144,143,633	\$ (5,754,791)	-4.2%

**Activity Narrative:** This activity is a combination of three activities; Medical, Pharmacy and Behavioral Health. The merge of these activities was geared towards simplifying the department's activity structure and combined like efforts within the department organization. Increases in premiums for medical benefits are significantly less than FY 2016 ranging from 3.7% to 4.1%. Prescription drug benefits continue to be a key driver of cost increases due to costly specialty medications.

**Employee Vision Insurance Activity**

The purpose of the Employee Vision Activity is to provide vision insurance coverage to eligible employees, retirees and their dependents so they can have access to effective and affordable vision care.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of employees receiving vision insurance coverage who rated their insurance coverage as affordable.	92.4%	92.0%	92.0%	92.0%	0.0%	0.0%
Result	Percentage of vision claims expenses to premium revenue (loss ratio).	79.8%	100.0%	101.5%	100.0%	0.0%	0.0%
Result	Percentage of employees receiving vision insurance coverage who are satisfied	87.0%	88.1%	89.0%	90.0%	1.9%	2.2%
Output	Average number of subscribers receiving vision insurance coverage.	11,407	11,408	11,355	11,408	-	0.0%
Output	Average number of members enrolled in vision insurance coverage.	27,301	27,543	27,356	27,543	-	0.0%
Demand	Average number of subscribers enrolled for vision insurance coverage.	11,407	11,408	11,355	11,408	-	0.0%
Demand	Average number of members enrolled for vision insurance coverage.	27,317	27,543	27,356	27,543	-	0.0%
Expenditure Ratio	Expenditure per member who received vision insurance coverage.	\$ 4.22	\$ 5.25	\$ 5.22	\$ 5.18	\$ 0.07	1.3%
Expenditure Ratio	Expenditure per subscriber who received vision insurance coverage.	\$ 10.11	\$ 12.68	\$ 12.56	\$ 12.52	\$ 0.16	1.3%
<i>Revenue</i>							
	623 - VISION	\$ 1,734,850	\$ 1,735,553	\$ 1,711,505	\$ 1,713,648	\$ (21,905)	-1.3%
	TOTAL SOURCES	\$ 1,734,850	\$ 1,735,553	\$ 1,711,505	\$ 1,713,648	\$ (21,905)	-1.3%
<i>Expenditure</i>							
	623 - VISION	\$ 1,383,863	\$ 1,735,553	\$ 1,483,367	\$ 1,713,648	\$ 21,905	1.3%
	TOTAL USES	\$ 1,383,863	\$ 1,735,553	\$ 1,483,367	\$ 1,713,648	\$ 21,905	1.3%

**Activity Narrative:** Vision insurance benefits are a key component of Maricopa County's total compensation package, and are offered by most other employers. The availability of eye care and corrective eyewear helps employees safely perform their jobs. Expenditures and revenues are almost flat with demands and outputs maintaining an almost flat pattern as well.

### Employee Health and Wellness Program

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.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of employees who indicate that they are physically active at work for at least ten minutes at least eight times in the previous month.	47.0%	35.0%	48.0%	49.0%	14.0%	40.0%
Percent of departments receiving an ergonomic worksite evaluation or worksite wellness environmental audit that feel that, as a result of the service, they can provide a healthier worksite for their employees.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of eligible employees who complete a biometric screening and health assessment.	75.3%	80.6%	80.6%	80.6%	0.0%	-0.0%
Percent of employees who completed a biometric screening and health assessment who were identified as being high risk.	N/A	N/A	N/A	75.4%	N/A	N/A
Percent of employees who successfully complete health coaching.	N/A	N/A	N/A	80.0%	N/A	N/A

Activities that comprise this program include:

- Employee Health Risk Awareness
- Employee Health Risk Reduction
- Healthy Worksite Environment

### Employee Health Risk Awareness Activity

The purpose of the Employee Health Risk Awareness Activity is to provide preventive health screening and assessment opportunities to employees so they can be informed about their health status and potential health risks.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of eligible employees who complete a biometric screening and health assessment.	75.3%	80.6%	80.6%	80.6%	(0.0%)	-0.0%
Result	Percent of employees who completed a biometric screening and health assessment who were identified as being high risk.	N/A	N/A	N/A	75.4%	N/A	N/A
Output	Number of employees who completed both a biometric screening and health assessment.	8,668	9,000	9,365	9,393	393	4.4%
Demand	Number of employees eligible to complete a biometric screening and health assessment.	11,514	11,500	11,621	11,656	156	1.4%
Expenditure Ratio	Expenditure per employee who completed a biometric screening and health assessment.	N/A	\$ 174.83	\$ 114.00	\$ 102.24	\$ 72.59	41.5%
<i>Expenditure</i>							
	615 - WELLNESS	\$ 204,973	\$ 1,573,482	\$ 1,067,611	\$ 960,306	\$ 613,176	39.0%
	TOTAL USES	\$ 204,973	\$ 1,573,482	\$ 1,067,611	\$ 960,306	\$ 613,176	39.0%

**Activity Narrative:** Budgeted expenditures between FY 2015 and FY 2016 reflect reallocation from other activities, and do not necessarily reflect an increase or decrease. The services provided under the Wellness Fund have been re-directed to three new activities that allow for better alignment of resources and performance data with results. Employee Health Risk Awareness reflects County efforts to make employees more aware of current or potential health risks. This activity includes the annual biometric screening/health assessment campaign, screenings for tobacco use, and on-site mammography and prostate examinations. Biometric screenings and on-line health assessments are provided on-site by StayWell, which also provides an employee portal that allows employees to see their results, and directs them to education and resources that they can use to reduce or forestall these risks. There has been a significant increase in participation in biometric screenings and health assessments since FY 2013 due to restructuring incentives and introduction of the new vendor, StayWell.

### Employee Health Risk Reduction Activity

The purpose of the Employee Health Risk Reduction Activity is to provide health coaching, education and referrals to employees so they can prevent, reduce or manage health risks.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of employees who successfully complete health coaching.	N/A	N/A	N/A	80.0%	N/A	N/A
Output	Number of employees who engage in health coaching.	N/A	N/A	N/A	2,300	N/A	N/A
Output	Number of employee ergonomic evaluations completed.	789	864	861	876	12	1.4%
Output	Number of employees who receive a reimbursement for completing a Weight Watchers program.	121	120	120	120	-	0.0%
Demand	Number of employee ergonomic evaluations requested.	789	864	861	876	12	1.4%
Demand	Number of employees who were identified through biometric screening as being overweight or obese.	N/A	6,738	6,738	6,816	78	1.2%
Expenditure Ratio	Expenditure per employee who successfully completes health coaching.	N/A	N/A	N/A	\$ 644.85	N/A	N/A
Expenditure Ratio	Expenditure per employee who engages in health coaching.	N/A	N/A	N/A	\$ 515.88	N/A	N/A
<b>Revenue</b>							
	628 - EMPLOYEE ASSISTANCE	\$ 408,039	\$ 420,963	\$ 420,448	\$ 420,354	\$ (609)	-0.1%
	631 - VOLUNTARY BENEFITS	-	-	-	315,864	315,864	N/A
	TOTAL SOURCES	\$ 408,039	\$ 420,963	\$ 420,448	\$ 736,218	\$ 315,255	74.9%
<b>Expenditure</b>							
	615 - WELLNESS	\$ 636,617	\$ 599,433	\$ 587,048	\$ 450,306	\$ 149,127	24.9%
	628 - EMPLOYEE ASSISTANCE	408,034	420,963	420,448	420,354	609	0.1%
	631 - VOLUNTARY BENEFITS	-	-	-	315,864	(315,864)	N/A
	TOTAL USES	\$ 1,044,651	\$ 1,020,396	\$ 1,007,496	\$ 1,186,524	\$ (166,128)	-16.3%

**Activity Narrative:** The services provided under the Wellness Fund have been re-directed to three new activities that allow for better alignment of resources and performance data with results. Employee Health Risk Reduction is one of these new activities, and reflects County efforts to give employees opportunities to reduce their potential or current health risks. This activity includes a variety of services, starting with telephonic health coaching provided by StayWell, along with nutrition, stress management and fitness education, support for weight loss programs, exercise classes, individual ergonomic evaluations, and the Employee Assistance Program. Participation in these programs could increase in FY 2017 as a result of stronger efforts at health coaching, coupled with new incentives. Non-recurring expenditures are budgeted to cover potential additional demand for these services.

### Healthy Worksite Environment Activity

The purpose of the Healthy Worksite Environment Activity is to provide a worksite environment and culture of health to employees so they can make healthy choices.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of employees who indicate that they are physically active at work for at least ten minutes at least eight times in the previous month.	47.0%	35.0%	48.0%	49.0%	14.0%	40.0%
Result	Percent of departments receiving an ergonomic worksite evaluation or worksite wellness environmental audit that feel that, as a result of the service, they can provide a healthier worksite for their employees.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of unique employees using on-site fitness facilities in the previous month.	503	517	502	517	-	0.0%
Output	Number of employees affected by an ergonomic worksite evaluation.	N/A	N/A	700	750	N/A	N/A
Output	Number of employees affected by a worksite wellness environmental audit.	N/A	N/A	N/A	10,000	N/A	N/A
Output	Total number of employees.	12,877	12,944	12,944	12,944	-	0.0%
Demand	Number of employees with access to on-site fitness facilities.	N/A	N/A	N/A	11,508	N/A	N/A
Demand	Number of employees in worksites with 100 or more employees.	10,052	10,227	10,227	10,227	-	0.0%
Demand	Total number of employees.	12,877	12,944	12,944	12,944	-	0.0%
Expenditure Ratio	Expenditures per employee.	N/A	N/A	N/A	\$ 2.86	N/A	N/A
<i>Expenditure</i>							
	615 - WELLNESS	\$ -	\$ -	\$ -	\$ 444,463	\$ (444,463)	N/A
	TOTAL USES	\$ -	\$ -	\$ -	\$ 444,463	\$ (444,463)	N/A

**Activity Narrative:** The services provided under the Wellness Program have been re-directed to three new activities that allow for better alignment of resources and performance data with results. Healthy Worksite Environment reflects the County's efforts to create an environment at the worksite that enables and supports employees in making healthier choices in nutrition, exercise, managing stress, etc. This activity incorporates the operation of the County's existing on-site fitness facilities at 301 W Jefferson and at Transportation and Flood Control in the Durango campus, along with several satellite locations with only one or two pieces of equipment. Also included in this activity is the County contract with the Valley of the Sun YMCA to provide discounted memberships for employees and their families. Under this activity, the department coordinates the "Better Bites, Better Gulps" standards, in partnership with Public Health, and supports the network of department Wellness Champions. The department is also starting to conduct worksite-level wellness and ergonomic reviews in order to identify areas that could be made more conducive to employee wellness. Budgeted non-recurring expenditures are for fitness equipment for additional worksites.

### Ryan White HIV/AIDS – Part A Program

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.

### Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of clients with suppressed viral load.	N/A	N/A	N/A	71.0%	N/A	N/A

Activities that comprise this program include:

- Ryan White Part A HIV/AIDS Services

**Ryan White Part A HIV/AIDS Services Activity**

The purpose of the Ryan White Part A HIV/AIDS Services Activity is to provide HIV-related health care and support services to eligible people living with HIV/AIDS so they can improve their health, manage their disease and reduce the risk of transmission to others.

**Mandates:** Discretionary.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	ADOPTED %
Result	Percent of clients with suppressed viral load.	N/A	N/A	N/A	71.0%	N/A	N/A
Output	Number of core medical units of service received.	N/A	N/A	N/A	154,368	N/A	N/A
Output	Number of non-medical support units of service received.	N/A	N/A	N/A	52,016	N/A	N/A
Demand	Average number of eligible clients per quarter.	N/A	N/A	N/A	1,125	N/A	N/A
Expenditure Ratio	Expenditure per eligible client.	N/A	N/A	N/A	\$ 7,014.30	N/A	N/A
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 6,149,274	\$ 7,935,127	\$ 7,011,265	\$ 7,891,088	\$ (44,039)	-0.6%
	TOTAL SOURCES	\$ 6,149,274	\$ 7,935,127	\$ 7,011,265	\$ 7,891,088	\$ (44,039)	-0.6%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 6,674,795	\$ 7,815,470	\$ 6,973,856	\$ 7,891,088	\$ (75,618)	-1.0%
	TOTAL USES	\$ 6,674,795	\$ 7,815,470	\$ 6,973,856	\$ 7,891,088	\$ (75,618)	-1.0%

**Activity Narrative:** This activity is a combination of three activities: Core Medical, Non-Medical Support, and Planning Council Support Services. The merge of these activities was geared towards simplifying the department’s activity structure and combined like efforts within the department organization. Historical comparison is not available as all measures are new in FY 2017.

**Voluntary and Other Benefits Program**

The purpose of the Voluntary and Other Benefits Program is to provide life, short-term disability and other optional benefit services to eligible employees so they can protect their financial security and benefit from group savings.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percentage of employees who receive basic life, additional life, accidental death and dismemberment, child life, and spousal life insurance coverage who rated the benefit as affordable.	82.0%	82.1%	82.5%	82.5%	0.4%	0.5%
Percentage of employees receiving life and accidental death and dismemberment insurance who are satisfied with the benefit.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percentage of employees satisfied with their health care flexible spending account.	N/A	90.3%	90.3%	90.3%	0.0%	0.0%
Percentage of employees satisfied with their dependent care flexible spending account.	N/A	95.8%	95.8%	96.0%	0.2%	0.2%
Percentage of employees enrolled in the Prepaid Legal Benefit plan who rated the plan as affordable according to the annual benefit satisfaction survey results.	87.3%	87.3%	88.2%	89.0%	1.7%	1.9%
Percentage of short-term disability claims expense to premium revenue (loss ratio).	96.2%	100.0%	98.7%	100.0%	(0.0%)	-0.0%
Percentage of employees who rate their short-term disability insurance as affordable according to the annual benefit satisfaction survey.	83.1%	81.9%	82.0%	82.0%	0.1%	0.1%
Percentage of employees satisfied with on-site convenience care clinic services.	N/A	N/A	N/A	100.0%	N/A	N/A
Percentage of employees satisfied with on-site pharmacy services.	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Employee Flexible Spending Accounts
- Employee Group Legal Insurance Benefits
- Employee Life Insurance Benefits
- Employee On-Site Pharmacy and Clinic
- Employee Short Term Disability Insurance

### Employee Flexible Spending Accounts Activity

The purpose of the Employee Flexible Spending Accounts Activity is to provide elective reimbursement benefits to eligible employees so they can contribute pre-tax earnings to pay for health care expenses that are not covered by their insurance program and dependent care expenses.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of employees satisfied with their health care flexible spending account.	N/A	90.3%	90.3%	90.3%	0.0%	0.0%
Result	Percentage of employees satisfied with their dependent care flexible spending account.	N/A	95.8%	95.8%	96.0%	0.2%	0.2%
Output	Average number of employees participating in a flexible spending account of any type.	2,303	2,101	2,101	2,248	147	7.0%
Demand	Average number of employees enrolled in a flexible spending account of any type.	2,303	2,101	2,248	2,248	147	7.0%
Expenditure Ratio	Expenditure per employee participating in either a dependent care or health care flexible spending account.	\$ 1,368.58	\$ 1,461.81	\$ 1,606.44	\$ 1,499.92	\$ (38.11)	-2.6%
<i>Revenue</i>							
	621 - FLEX SPENDING HEALTH	\$ 2,235,272	\$ 2,269,651	\$ 2,381,498	\$ 2,362,430	\$ 92,779	4.1%
	622 - FLEX SPENDING DEP CARE	915,829	801,620	1,030,211	1,009,392	207,772	25.9%
	TOTAL SOURCES	\$ 3,151,101	\$ 3,071,271	\$ 3,411,709	\$ 3,371,822	\$ 300,551	9.8%
<i>Expenditure</i>							
	621 - FLEX SPENDING HEALTH	\$ 2,235,268	\$ 2,269,651	\$ 2,330,962	\$ 2,362,430	\$ (92,779)	-4.1%
	622 - FLEX SPENDING DEP CARE	916,563	801,620	1,044,177	1,009,392	(207,772)	-25.9%
	TOTAL USES	\$ 3,151,831	\$ 3,071,271	\$ 3,375,139	\$ 3,371,822	\$ (300,551)	-9.8%

**Activity Narrative:** Flexible Spending Accounts (FSAs) are voluntary benefits. Maricopa County does not fund FSAs, but bears the cost of administering them. Administrative costs are offset by amounts forfeited annually. Services provided under this activity include Employee Dependent Care Flexible Spending Accounts, Employee Health Care Flexible Spending Accounts, and Employee Limited Use Flexible Spending Accounts.

### Employee Group Legal Insurance Benefits Activity

The purpose of the Employee Group Legal Insurance Benefits Activity is to provide pre-paid legal insurance at group rates to County employees so they can afford legal services.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of employees enrolled in the Prepaid Legal Benefit plan who rated the plan as affordable according to the annual benefit satisfaction survey results.	87.3%	87.3%	88.2%	89.0%	1.7%	1.9%
Output	Average number of employees receiving group prepaid legal services.	2,026	2,024	2,104	2,200	176	8.7%
Demand	Average number of employees enrolled in group prepaid legal insurance.	2,026	2,024	2,104	2,200	176	8.7%
Expenditure Ratio	Expenditure per employee receiving group prepaid legal insurance.	\$ 28.51	\$ 28.16	\$ 28.96	\$ 15.74	\$ 12.42	44.1%
<i>Revenue</i>							
	631 - VOLUNTARY BENEFITS	\$ 685,477	\$ 683,838	\$ 731,195	\$ 415,536	\$ (268,302)	-39.2%
	TOTAL SOURCES	\$ 685,477	\$ 683,838	\$ 731,195	\$ 415,536	\$ (268,302)	-39.2%
<i>Expenditure</i>							
	631 - VOLUNTARY BENEFITS	\$ 693,213	\$ 683,838	\$ 731,195	\$ 415,536	\$ 268,302	39.2%
	TOTAL USES	\$ 693,213	\$ 683,838	\$ 731,195	\$ 415,536	\$ 268,302	39.2%

**Activity Narrative:** Expenses and revenues reported for prior years include other benefit programs that have been discontinued or are now reported under another activity.

**Employee Life Insurance Benefits Activity**

The purpose of the Employee Life Insurance Benefits Activity is to provide life and accidental death and dismemberment insurance coverage to eligible employees and their dependents so they can obtain affordable financial assistance in the event of death or dismemberment.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of employees who receive basic life, additional life, accidental death and dismemberment, child life, and spousal life insurance coverage who rated the benefit as affordable.	82.0%	82.1%	82.5%	82.5%	0.4%	0.5%
Result	Percentage of employees receiving life and accidental death and dismemberment insurance who are satisfied with the benefit.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Average number of employees who receive basic life, additional life, accidental death and dismemberment, child life, and spousal life insurance coverage.	12,927	12,934	12,962	12,953	19	0.1%
Demand	Average number of employees enrolled in basic life, additional life, accidental death and dismemberment, child life, and spousal life insurance coverage.	12,927	12,934	12,962	12,953	19	0.1%
Expenditure Ratio	Expenditure per employee who receives basic life, additional life, accidental death and dismemberment, child life and/or spouse life insurance coverage.	\$ 30.17	\$ 28.44	\$ 32.02	\$ 32.15	\$ (3.71)	-13.0%
<i>Revenue</i>							
	626 - FI LIFE AND AD AND D	\$ 421,388	\$ 597,992	\$ 633,286	\$ 632,580	\$ 34,588	5.8%
	627 - SUPPLEMENTAL LIFE	3,805,656	3,471,236	3,937,309	3,949,284	478,048	13.8%
	630 - DEPENDENT LIFE	386,939	345,300	410,045	415,704	70,404	20.4%
	TOTAL SOURCES	\$ 4,613,983	\$ 4,414,528	\$ 4,980,640	\$ 4,997,568	\$ 583,040	13.2%
<i>Expenditure</i>							
	626 - FI LIFE AND AD AND D	\$ 426,994	\$ 597,992	\$ 633,286	\$ 632,580	\$ (34,588)	-5.8%
	627 - SUPPLEMENTAL LIFE	3,859,373	3,471,236	3,937,309	3,949,284	(478,048)	-13.8%
	630 - DEPENDENT LIFE	393,086	345,300	410,045	415,704	(70,404)	-20.4%
	TOTAL USES	\$ 4,679,453	\$ 4,414,528	\$ 4,980,640	\$ 4,997,568	\$ (583,040)	-13.2%

**Activity Narrative:** Employee life insurance benefits are part of the County's total compensation package. Basic Life and Accidental Death and Dismemberment Insurance is provided to all regular employees at County expense at a coverage level equal to one times an employee's actual salary. Additional insurance coverage for the employee and/or eligible dependents is paid solely by the employee. Maricopa County's insurance benefits are competitive with other large employers. The insurance plans are fully-insured.

**Employee On-Site Pharmacy and Clinic Activity**

The purpose of the Employee On-Site Pharmacy and Clinic Activity is to provide pharmacy and convenience care clinic services to County employees so they can quickly and inexpensively address their health needs.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of employees satisfied with on-site convenience care clinic services.	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percentage of employees satisfied with on-site pharmacy services.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of clinic visits completed.	N/A	N/A	N/A	2,562	N/A	N/A
Output	Number of prescriptions filled.	N/A	N/A	N/A	31,540	N/A	N/A
Output	Number of pharmacy and clinic units of service provided (clinic visits plus prescriptions filled).	N/A	N/A	N/A	34,102	N/A	N/A
Demand	Number of pharmacy and clinic units of service requested (clinic visits plus prescriptions requested).	N/A	N/A	N/A	34,102	N/A	N/A
Expenditure Ratio	Expenditure per pharmacy/clinic unit of service provided.	N/A	N/A	N/A	\$ 27.03	N/A	N/A
<i>Revenue</i>							
	619 - ONSITE PHARMACY CLINIC	\$ 1,633,067	\$ 1,553,810	\$ 1,659,103	\$ 1,699,812	\$ 146,002	9.4%
	620 - BENEFITS ELIMINATIONS	(1,189,229)	(1,157,990)	(1,192,495)	(1,157,990)	-	0.0%
	TOTAL SOURCES	\$ 443,838	\$ 395,820	\$ 466,608	\$ 541,822	\$ 146,002	36.9%
<i>Expenditure</i>							
	619 - ONSITE PHARMACY CLINIC	\$ 2,066,489	\$ 2,003,810	\$ 2,083,944	\$ 2,079,812	\$ (76,002)	-3.8%
	620 - BENEFITS ELIMINATIONS	(1,189,229)	(1,157,990)	(1,192,495)	(1,157,990)	-	0.0%
	TOTAL USES	\$ 877,260	\$ 845,820	\$ 891,449	\$ 921,822	\$ (76,002)	-9.0%

**Activity Narrative:** The on-site pharmacy and clinic is located on the second floor of the County Administration Building at 301 W. Jefferson in Phoenix. Services provided are reimbursed by patients and health plans. The pharmacy and clinic operate at a direct financial loss, but generate tangible and intangible benefits that are estimated to outweigh the net cost of the operation. The services receive very high customer satisfaction ratings from surveyed employees. Pharmacy Return on Investment (ROI) includes: Influenza vaccinations (2,750 vaccinations delivered to employees on-site annually, higher employee vaccination rate); direct savings from delivery of vaccinations on-site by pharmacy staff vs. paying outside providers; higher generic utilization (92.8% vs. 85.5% in community); and "treatment adherence" - patients continue to use prescribed medications for chronic conditions (such as diabetes, cholesterol and hypertension) as directed by their health care provider. Clinic ROI includes the following: Direct Cost Avoidance (estimated difference between what the clinic charged vs. what would have been charged by other community providers); additional direct cost avoidance (estimated savings from reduced Emergency Room visits, specialist referrals and inpatient hospitalizations); productivity savings (employees lose less work time by avoiding visits to off-site providers; assume two hours per clinic visit); and health improvement savings (better health outcomes through early treatment of minor conditions). The net operating cost can be reduced by bringing in additional patient volume, which will be generated by a new copay structure and agreements to serve employees of the State and other large public sector employers. Dedicated funding may need to be considered for FY 2018.

### Employee Short-Term Disability Insurance Activity

The purpose of the Employee Short-Term Disability Insurance Activity is to provide short-term disability insurance coverage to eligible employees so they can affordably obtain income replacement in the event of a disability that prevents them from working.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of short-term disability claims expense to premium revenue (loss ratio).	96.2%	100.0%	98.7%	100.0%	(0.0%)	-0.0%
Result	Percentage of employees who rate their short-term disability insurance as affordable according to the annual benefit satisfaction survey.	83.1%	81.9%	82.0%	82.0%	0.1%	0.1%
Output	Average number of employees receiving short-term disability insurance.	8,516	8,549	8,703	8,703	154	1.8%
Demand	Average number of employees enrolled in short-term disability insurance.	8,516	8,549	8,703	8,703	154	1.8%
Expenditure Ratio	Expenditure per employee who received short-term disability insurance coverage.	\$ 23.90	\$ 27.07	\$ 23.95	\$ 27.21	\$ (0.14)	-0.5%
<b>Revenue</b>							
	611 - 60 PERCENT STD	\$ 1,962,233	\$ 2,207,008	\$ 2,094,639	\$ 2,107,539	\$ (99,469)	-4.5%
	612 - 50 PERCENT STD	456,806	408,473	528,866	530,448	121,975	29.9%
	613 - 40 PERCENT STD	188,792	161,260	203,492	203,520	42,260	26.2%
	<b>TOTAL SOURCES</b>	<b>\$ 2,607,831</b>	<b>\$ 2,776,741</b>	<b>\$ 2,826,997</b>	<b>\$ 2,841,507</b>	<b>\$ 64,766</b>	<b>2.3%</b>
<b>Expenditure</b>							
	611 - 60 PERCENT STD	\$ 2,086,037	\$ 2,207,008	\$ 2,041,753	\$ 2,107,539	\$ 99,469	4.5%
	612 - 50 PERCENT STD	239,842	408,473	373,241	530,448	(121,975)	-29.9%
	613 - 40 PERCENT STD	116,873	161,260	86,693	203,520	(42,260)	-26.2%
	<b>TOTAL USES</b>	<b>\$ 2,442,752</b>	<b>\$ 2,776,741</b>	<b>\$ 2,501,687</b>	<b>\$ 2,841,507</b>	<b>\$ (64,766)</b>	<b>-2.3%</b>

**Activity Narrative:** The Maricopa County short-term disability program is voluntary and fully funded by employees. The program allows employees a way to insure against loss of income when they are not able to work for medical reasons, and do not have sufficient paid leave. Employee rates were not increased for FY 2017, but an increase in expenditures is due to increased participation in the program.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 270,537</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 270,537</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 270,537</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 3,916</b>	<b>\$ -</b>
Employee Health/Dental Premiums	3,892	-
Retirement Contributions	24	-
<b>Base Adjustments</b>	<b>\$ 2,493</b>	<b>\$ -</b>
Risk Management Adjustment	(35)	-
Base Telecom Adjustment	2,528	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 276,946</b>	<b>\$ -</b>
Percent Change from Baseline Amount	2.4%	

Public Health Grant Fund (532)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 7,935,127</b>	<b>\$ 7,935,127</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 7,935,127</b>	<b>\$ 7,935,127</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 7,935,127</b>	<b>\$ 7,935,127</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 14,721</b>	<b>\$ -</b>
Employee Health/Dental Premiums	15,784	-
Vacancy Savings Assoc with Benefit Adjustments	(1,134)	-
Retirement Contributions	71	-
<b>Base Adjustments</b>	<b>\$ (12,346)</b>	<b>\$ -</b>
Risk Management Adjustment	(108)	-
Base Telecom Adjustment	2,409	-
Central Service Cost Allocation	(14,647)	-
<b>Grants</b>	<b>\$ (46,414)</b>	<b>\$ (44,039)</b>
Grant Reconciliation	(46,414)	(44,039)
<b>FY 2017 Adopted Budget</b>	<b>\$ 7,891,088</b>	<b>\$ 7,891,088</b>
<i>Percent Change from Baseline Amount</i>	-0.6%	-0.6%

Wellness Fund (615)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,556,248</b>	<b>\$ 1,556,248</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,556,248</b>	<b>\$ 1,556,248</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 1,556,248</b>	<b>\$ 1,556,248</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 7,924</b>	<b>\$ -</b>
Employee Health/Dental Premiums	7,888	-
Retirement Contributions	36	-
<b>Base Adjustments</b>	<b>\$ 1,762</b>	<b>\$ -</b>
Risk Management Adjustment	(30)	-
Base Telecom Adjustment	1,792	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 5,225</b>
ProgRevenue Volume Inc/Dec	-	5,225
<b>Structural Balance</b>	<b>\$ (4,461)</b>	<b>\$ -</b>
Structural Balance	(4,461)	-
Decrease Other Services	\$ (4,461)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,561,473</b>	<b>\$ 1,561,473</b>
<i>Percent Change from Baseline Amount</i>	0.3%	0.3%

Wellness Fund (615) continued

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	\$ 625,000	\$ -
<b>FY 2016 Revised Budget</b>	\$ 625,000	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (625,000)	\$ -
<i>Other Non Recurring</i>	(625,000)	-
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 300,400	\$ -
<i>Non Recurring Carry Forward</i>	300,400	-
<i>Fitness Equipment and Wellness Initiatives</i>	\$ 300,400	-
<b>FY 2017 Adopted Budget</b>	\$ 300,400	\$ -

Benefit Administration Fund (618)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 3,005,916	\$ 3,005,916
<b>FY 2016 Revised Budget</b>	\$ 3,005,916	\$ 3,005,916
<b>FY 2017 Baseline Budget</b>	\$ 3,005,916	\$ 3,005,916
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 20,621	\$ -
<i>Employee Health/Dental Premiums</i>	21,044	-
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	(516)	-
<i>Retirement Contributions</i>	93	-
<b>Base Adjustments</b>	\$ 22,220	\$ -
<i>Risk Management Adjustment</i>	(280)	-
<i>Base Telecom Adjustment</i>	6,877	-
<i>Central Service Cost Allocation</i>	19,256	-
<i>Personnel Savings</i>	(3,633)	-
<i>Increase Vacancy Savings from 4.33% to 4.79%</i>	\$ (3,633)	-
<b>Structural Balance</b>	\$ (42,841)	\$ -
<i>Structural Balance</i>	(42,841)	-
<i>Decrease Other Pay</i>	\$ (28,595)	-
<i>Right-size Vacant Positions</i>	(14,246)	-
<b>FY 2017 Tentative Budget</b>	\$ 3,005,916	\$ 3,005,916
<i>Percent Change from Baseline Amount</i>	0.0%	0.0%
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ 6,467,400
<i>ProgRevenue Volume Inc/Dec</i>	-	6,467,400
<b>FY 2017 Adopted Budget</b>	\$ 3,005,916	\$ 9,473,316
<i>Percent Change from Baseline Amount</i>	0.0%	215.2%

Benefits Administration Fund (618) continued

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	\$ -	\$ -
<b>FY 2016 Revised Budget</b>	\$ -	\$ -
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 200,000	\$ -
<i>Non Recurring Carry Forward</i>		200,000
<i>Affordable Care Act Audits and Consulting Costs</i>	\$ 200,000	
<b>FY 2017 Adopted Budget</b>	\$ 200,000	\$ -

Benefits Trust Fund (685)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 166,338,791	\$ 165,888,791
<b>FY 2016 Revised Budget</b>	\$ 166,338,791	\$ 165,888,791
<b>FY 2017 Baseline Budget</b>	\$ 166,338,791	\$ 165,888,791
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 28,545	\$ -
<i>Employee Health/Dental Premiums</i>		28,932
<i>Vacancy Savings Assoc with Benefit Adjustments</i>		(516)
<i>Retirement Contributions</i>		129
<b>Base Adjustments</b>	\$ 23,982	\$ -
<i>Risk Management Adjustment</i>		(310)
<i>Base Telecom Adjustment</i>		8,669
<i>Central Service Cost Allocation</i>		19,256
<i>Personnel Savings</i>		(3,633)
<b>Fees and Other Revenues</b>	\$ 7,031,035	\$ 7,106,260
<i>ProgRevenue Volume Inc/Dec</i>		7,031,035
<b>Structural Balance</b>	\$ (47,302)	\$ -
<i>Structural Balance</i>		(47,302)
<b>FY 2017 Tentative Budget</b>	\$ 173,375,051	\$ 172,995,051
<i>Percent Change from Baseline Amount</i>	4.2%	4.3%
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ 6,467,400
<i>ProgRevenue Volume Inc/Dec</i>		6,467,400
<b>FY 2017 Adopted Budget</b>	\$ 173,375,051	\$ 179,462,451
<i>Percent Change from Baseline Amount</i>	4.2%	8.2%

Benefits Trust Fund (685) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 37,893,442	\$ 21,435,575	\$ 21,435,575	\$ 17,606,814	\$ 11,487,602
Sources:					
Operating	\$ 143,981,831	\$ 160,167,998	\$ 160,167,998	\$ 161,138,526	\$ 179,462,451
Non-Recurring	2,915	-	-	-	-
Total Sources:	\$ 143,984,746	\$ 160,167,998	\$ 160,167,998	\$ 161,138,526	\$ 179,462,451
Uses:					
Operating	\$ 163,923,550	\$ 166,338,791	\$ 166,338,791	\$ 167,150,030	\$ 173,375,051
Non-Recurring	66,865	625,000	625,000	107,708	500,400
Total Uses:	\$ 163,990,415	\$ 166,963,791	\$ 166,963,791	\$ 167,257,738	\$ 173,875,451
Structural Balance	\$ (19,941,719)	\$ (6,170,793)	\$ (6,170,793)	\$ (6,011,504)	\$ 6,087,400
Accounting Adjustments	\$ (280,959)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 41,052,828	\$ 37,397,106	\$ 37,397,106	\$ 39,436,730	\$ 45,403,730
Unassigned	(23,446,014)	(22,757,324)	(22,757,324)	(27,949,128)	(28,329,128)
Total Ending Spendable Fund Balance	\$ 17,606,814	\$ 14,639,782	\$ 14,639,782	\$ 11,487,602	\$ 17,074,602

## Enterprise Technology

*Analysis by Alice Kirk, Management and Budget Analyst*

### Summary

#### Mission

The mission of the Office of Enterprise Technology (OET) is to provide proven, innovative, and cost-effective technology solutions to County departments so they can transform their operations to best serve their customers and citizens.

#### Vision

To be recognized as a first-class technology organization by the customers we serve.

### Strategic Goals

#### Department Specific

**By January 2018, 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: This is a new goal for FY 2017 and data will be available in FY 2018.

#### Department Specific

**By June 2018, OET will improve employee engagement as evidenced by a decrease in our annual vacancy rate from 19% (FY15) to 10% or lower.**

Status: This is a new goal for FY 2017 and data will be available in FY 2018.

#### Department Specific

**By May, 2019, OET will complete the implementation of all phases of its Service Management Initiative to improve the timeliness and quality of service as compared with FY16 measurements (collected during FY16).**

Status: This is a new goal for FY 2017 and data will be available in FY 2018.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
ENET - ENTERPRISE NETWORK SERVICES	\$ 5,431,781	\$ 807,191	\$ 815,198	\$ 3,721,266	\$ 6,201,624	\$ 5,386,426	660.8%
OCTR - CUSTOMER RESOURCE	8,576,151	13,130,672	13,130,672	11,044,172	12,220,707	(909,965)	-6.9%
RDNW - WIRELESS SYSTEMS	3,347,501	3,117,241	3,117,241	2,929,885	3,203,002	85,761	2.8%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	\$ 17,355,433	\$ 17,055,104	\$ 17,063,111	\$ 17,695,323	\$ 21,625,333	\$ 4,562,222	26.7%
ODIR - EXECUTIVE MANAGEMENT	\$ 1,673	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
SPPT - OPERATIONS SUPPORT	-	9,000	9,000	6,235	9,000	-	0.0%
99AS - INDIRECT SUPPORT	\$ 1,673	\$ 9,000	\$ 9,000	\$ 6,235	\$ 9,000	\$ -	0.0%
GGOV - GENERAL GOVERNMENT	\$ 13,683	\$ 10,000	\$ 10,000	\$ 11,236	\$ 10,000	\$ -	0.0%
99GV - GENERAL OVERHEAD	\$ 13,683	\$ 10,000	\$ 10,000	\$ 11,236	\$ 10,000	\$ -	0.0%
GISA - GIS APPLICATION DEV AND SUPP	\$ 752,676	\$ 460,300	\$ 460,300	\$ 460,300	\$ 553,820	\$ 93,520	20.3%
99IT - INFORMATION TECHNOLOGY	\$ 752,676	\$ 460,300	\$ 460,300	\$ 460,300	\$ 553,820	\$ 93,520	20.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 18,123,465</b>	<b>\$ 17,534,404</b>	<b>\$ 17,542,411</b>	<b>\$ 18,173,094</b>	<b>\$ 22,198,153</b>	<b>\$ 4,655,742</b>	<b>26.5%</b>
<b>USES</b>							
ENET - ENTERPRISE NETWORK SERVICES	\$ 28,775,452	\$ 31,029,257	\$ 31,351,627	\$ 27,652,217	\$ 29,399,040	\$ 1,952,587	6.2%
OCTR - CUSTOMER RESOURCE	10,691,840	11,189,580	11,923,213	11,925,585	11,954,133	(30,920)	-0.3%
RDNW - WIRELESS SYSTEMS	2,222,341	2,532,740	2,472,220	2,374,931	2,586,032	(113,812)	-4.6%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	\$ 41,689,633	\$ 44,751,577	\$ 45,747,060	\$ 41,952,733	\$ 43,939,205	\$ 1,807,855	4.0%
APPD - APP DEVELOPMENT AND SUPP SVCS	\$ 2,465,779	\$ 7,083,326	\$ 6,968,101	\$ 5,465,005	\$ 6,135,841	\$ 832,260	11.9%
ITCN - IT CONSULTING	1,828,985	1,448,460	1,410,118	1,531,257	1,511,117	(100,999)	-7.2%
41MG - INFO TECHNOLOGY MANAGEMENT	\$ 4,294,764	\$ 8,531,786	\$ 8,378,219	\$ 6,996,262	\$ 7,646,958	\$ 731,261	8.7%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 260,790	\$ 583,638	\$ 549,579	\$ 454,024	\$ 504,691	\$ 44,888	8.2%
HRAC - HUMAN RESOURCES	71,974	138,048	138,048	106,664	119,599	18,449	13.4%
ODIR - EXECUTIVE MANAGEMENT	2,486,398	783,831	783,831	1,355,363	718,041	65,790	8.4%
POOL - POOLED COSTS	-	137,664	223,750	137,303	103,519	120,231	53.7%
SPPT - OPERATIONS SUPPORT	881,078	1,946,682	2,235,508	1,814,630	1,862,683	372,825	16.7%
99AS - INDIRECT SUPPORT	\$ 3,700,240	\$ 3,589,863	\$ 3,930,716	\$ 3,867,984	\$ 3,308,533	\$ 622,183	15.8%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 652,589	\$ 1,027,047	\$ 1,027,047	\$ 1,171,022	\$ 1,014,202	\$ 12,845	1.3%
INFR - INFRASTRUCTURE	515,509	187,812	187,812	251,979	272,600	(84,788)	-45.1%
RISK - RISK PREMIUMS	183,108	235,763	235,763	219,307	257,891	(22,128)	-9.4%
99GV - GENERAL OVERHEAD	\$ 1,351,206	\$ 1,450,622	\$ 1,450,622	\$ 1,642,308	\$ 1,544,693	\$ (94,071)	-6.5%
GISA - GIS APPLICATION DEV AND SUPP	\$ 977,379	\$ 997,278	\$ 998,647	\$ 671,343	\$ 884,285	\$ 114,362	11.5%
99IT - INFORMATION TECHNOLOGY	\$ 977,379	\$ 997,278	\$ 998,647	\$ 671,343	\$ 884,285	\$ 114,362	11.5%
<b>TOTAL PROGRAMS</b>	<b>\$ 52,013,222</b>	<b>\$ 59,321,126</b>	<b>\$ 60,505,264</b>	<b>\$ 55,130,630</b>	<b>\$ 57,323,674</b>	<b>\$ 3,181,590</b>	<b>5.3%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0620 - OTHER INTERGOVERNMENTAL	\$ 752,676	\$ 460,300	\$ 468,307	\$ 468,307	\$ 553,820	\$ 85,513	18.3%
<b>SUBTOTAL</b>	<b>\$ 752,676</b>	<b>\$ 460,300</b>	<b>\$ 468,307</b>	<b>\$ 468,307</b>	<b>\$ 553,820</b>	<b>\$ 85,513</b>	<b>18.3%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 81,283	\$ 150,000	\$ 150,000	\$ 100,951	\$ 77,007	\$ (72,993)	-48.7%
0636 - INTERNAL SERVICE CHARGES	16,981,318	16,898,304	16,898,304	17,561,232	21,548,326	4,650,022	27.5%
<b>SUBTOTAL</b>	<b>\$ 17,062,601</b>	<b>\$ 17,048,304</b>	<b>\$ 17,048,304</b>	<b>\$ 17,662,183</b>	<b>\$ 21,625,333</b>	<b>\$ 4,577,029</b>	<b>26.8%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 13,683	\$ 10,000	\$ 10,000	\$ 11,236	\$ 10,000	\$ -	0.0%
0650 - MISCELLANEOUS REVENUE	294,505	15,800	15,800	31,368	9,000	(6,800)	-43.0%
<b>SUBTOTAL</b>	<b>\$ 308,188</b>	<b>\$ 25,800</b>	<b>\$ 25,800</b>	<b>\$ 42,604</b>	<b>\$ 19,000</b>	<b>\$ (6,800)</b>	<b>-26.4%</b>
<b>ALL REVENUES</b>	<b>\$ 18,123,465</b>	<b>\$ 17,534,404</b>	<b>\$ 17,542,411</b>	<b>\$ 18,173,094</b>	<b>\$ 22,198,153</b>	<b>\$ 4,655,742</b>	<b>26.5%</b>
<b>TOTAL SOURCES</b>	<b>\$ 18,123,465</b>	<b>\$ 17,534,404</b>	<b>\$ 17,542,411</b>	<b>\$ 18,173,094</b>	<b>\$ 22,198,153</b>	<b>\$ 4,655,742</b>	<b>26.5%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 13,084,088	\$ 15,940,244	\$ 16,067,254	\$ 15,171,860	\$ 14,813,138	\$ 1,254,116	7.8%
0705 - TEMPORARY PAY	39,473	37,558	37,558	41,278	41,899	(4,341)	-11.6%
0710 - OVERTIME	213,181	98,544	98,544	168,472	129,000	(30,456)	-30.9%
0750 - FRINGE BENEFITS	4,068,878	5,188,601	5,177,659	4,891,932	5,041,242	136,417	2.6%
0790 - OTHER PERSONNEL SERVICES	83,313	280,818	280,818	146,121	70,340	210,478	75.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(6,032,338)	(9,186,656)	(9,302,724)	(8,700,954)	(7,756,235)	(1,546,489)	-16.6%
0796 - PERSONNEL SERVICES ALLOC-IN	1,900,415	2,397,300	2,397,300	2,209,005	2,230,548	166,752	7.0%
<b>SUBTOTAL</b>	<b>\$ 13,357,010</b>	<b>\$ 14,756,409</b>	<b>\$ 14,756,409</b>	<b>\$ 13,927,714</b>	<b>\$ 14,569,932</b>	<b>\$ 186,477</b>	<b>1.3%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 1,774,401	\$ 1,676,787	\$ 1,676,787	\$ 1,381,863	\$ 1,915,363	\$ (238,576)	-14.2%
0803 - FUEL	29,741	43,176	43,176	29,851	43,176	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	33,182	-	-	180,843	-	-	N/A
0805 - SUPPLIES-ALLOCATION OUT	(512,542)	(986,644)	(986,644)	(627,030)	(1,226,185)	239,541	24.3%
0806 - SUPPLIES-ALLOCATION IN	106,517	56,329	56,329	53,847	30,978	25,351	45.0%
<b>SUBTOTAL</b>	<b>\$ 1,431,299</b>	<b>\$ 789,648</b>	<b>\$ 789,648</b>	<b>\$ 1,019,374</b>	<b>\$ 763,332</b>	<b>\$ 26,316</b>	<b>3.3%</b>
<b>SERVICES</b>							
0811 - HEALTH CARE SERVICES	\$ 170	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0812 - OTHER SERVICES	2,877,247	13,314,801	12,406,932	5,883,352	8,242,612	4,164,320	33.6%
0820 - RENT & OPERATING LEASES	3,366,979	3,989,359	3,989,359	3,573,030	4,199,667	(210,308)	-5.3%
0825 - REPAIRS AND MAINTENANCE	10,309,087	17,982,831	18,684,831	20,513,790	18,824,057	(139,226)	-0.7%
0830 - INTERGOVERNMENTAL PAYMENTS	8,034	16,000	16,000	9,560	207,000	(191,000)	-1193.8%
0839 - INTERNAL SERVICE CHARGES	1,451,353	1,570,900	1,570,900	1,847,783	1,766,207	(195,307)	-12.4%
0841 - TRAVEL	105,219	28,800	28,800	90,011	92,455	(63,655)	-221.0%
0842 - EDUCATION AND TRAINING	100,601	123,820	123,820	70,732	93,604	30,216	24.4%
0843 - POSTAGE/FREIGHT/SHIPPING	2,795	5,033	5,033	3,790	5,033	-	0.0%
0850 - UTILITIES	7,892,839	8,245,763	8,245,763	7,848,962	9,017,412	(771,649)	-9.4%
0872 - SERVICES-ALLOCATION OUT	(1,445,974)	(2,200,655)	(2,200,655)	(2,336,266)	(2,314,103)	113,448	5.2%
0873 - SERVICES-ALLOCATION IN	546,623	698,417	698,417	711,417	520,991	177,426	25.4%
<b>SUBTOTAL</b>	<b>\$ 25,214,973</b>	<b>\$ 43,775,069</b>	<b>\$ 43,569,200</b>	<b>\$ 38,216,161</b>	<b>\$ 40,654,935</b>	<b>\$ 2,914,265</b>	<b>6.7%</b>
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ -	\$ 1,952	\$ 1,952	\$ -	\$ -	\$ 1,952	100.0%
0920 - CAPITAL EQUIPMENT	3,809,234	320,043	320,043	710,727	527,799	(207,756)	-64.9%
0930 - VEHICLES & CONSTRUCTION EQUIP	228,014	-	-	-	-	-	N/A
0955 - CAPITAL-ALLOCATION OUT	-	(1,952)	(321,995)	-	(527,799)	205,804	63.9%
0956 - CAPITAL-ALLOCATION IN	-	(320,043)	-	(133,353)	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 4,037,248</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 577,374</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ALL EXPENDITURES</b>	<b>\$ 44,040,530</b>	<b>\$ 59,321,126</b>	<b>\$ 59,115,257</b>	<b>\$ 53,740,623</b>	<b>\$ 55,988,199</b>	<b>\$ 3,127,058</b>	<b>5.3%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 7,972,692	\$ -	\$ 1,390,007	\$ 1,390,007	\$ 1,335,475	\$ 54,532	3.9%
<b>ALL OTHER FINANCING USES</b>	<b>\$ 7,972,692</b>	<b>\$ -</b>	<b>\$ 1,390,007</b>	<b>\$ 1,390,007</b>	<b>\$ 1,335,475</b>	<b>\$ 54,532</b>	<b>3.9%</b>
<b>TOTAL USES</b>	<b>\$ 52,013,222</b>	<b>\$ 59,321,126</b>	<b>\$ 60,505,264</b>	<b>\$ 55,130,630</b>	<b>\$ 57,323,674</b>	<b>\$ 3,181,590</b>	<b>5.3%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 752,676	\$ 465,100	\$ 465,100	\$ 463,900	\$ 553,820	\$ 88,720	19.1%
NON RECURRING NON PROJECT	-	-	-	-	8,007	8,007	N/A
VMWARE NON RECURRING	-	-	8,007	8,007	-	(8,007)	-100.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 752,676</b>	<b>\$ 465,100</b>	<b>\$ 473,107</b>	<b>\$ 471,907</b>	<b>\$ 561,827</b>	<b>\$ 88,720</b>	<b>18.8%</b>
681 TECHNOLOGY INFRASTRUCTURE							
OPERATING	\$ 17,370,789	\$ 17,069,304	\$ 17,069,304	\$ 17,701,187	\$ 21,636,326	\$ 4,567,022	26.8%
<b>FUND TOTAL SOURCES</b>	<b>\$ 17,370,789</b>	<b>\$ 17,069,304</b>	<b>\$ 17,069,304</b>	<b>\$ 17,701,187</b>	<b>\$ 21,636,326</b>	<b>\$ 4,567,022</b>	<b>26.8%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 18,123,465</b>	<b>\$ 17,534,404</b>	<b>\$ 17,534,404</b>	<b>\$ 18,165,087</b>	<b>\$ 22,190,146</b>	<b>\$ 4,655,742</b>	<b>26.6%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,007</b>	<b>\$ 8,007</b>	<b>\$ 8,007</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 18,123,465</b>	<b>\$ 17,534,404</b>	<b>\$ 17,542,411</b>	<b>\$ 18,173,094</b>	<b>\$ 22,198,153</b>	<b>\$ 4,655,742</b>	<b>26.5%</b>

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
MAJOR MAINTENANCE OPERATING	\$ 11,120,172	\$ 14,976,798	\$ 15,678,798	\$ 15,677,850	\$ 14,992,342	\$ 686,456	4.4%
OPERATING	10,508,076	11,193,593	11,193,593	11,025,689	10,632,051	561,542	5.0%
ADVANTAGE 2X HOSTING CHARGES	-	1,153,944	1,153,944	873,944	280,000	873,944	75.7%
CONTENT MANAGEMENT SYSTEM WEB	-	1,250,000	1,250,000	-	985,629	264,371	21.1%
CYBER SECURITY NRNP	4,774,562	3,585,000	3,446,942	2,150,239	2,116,703	1,330,239	38.6%
DESKTOP LAPTOP REPLACEMENT	214,914	250,000	956,073	844,192	100,000	856,073	89.5%
DATA CENTER ONE TIME NRNP	1,133,681	-	-	-	-	-	N/A
NON RECURRING NON PROJECT	-	-	-	-	1,335,475	(1,335,475)	N/A
VMWARE NON RECURRING	-	1,382,000	1,390,007	1,390,007	-	1,390,007	100.0%
CYBER SECURITY MAJOR MAINT	-	185,149	185,149	185,149	259,000	(73,851)	-39.9%
ENTPRISE DATA CNTR SYSTEMS	5,824,200	4,606,700	4,512,816	1,715,799	2,797,017	1,715,799	38.0%
ENTPRISE DATA NETWORKING	315,015	-	-	-	-	-	N/A
TELEPHONY MAJOR MAINT	-	565,000	565,000	-	-	565,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 33,890,620</b>	<b>\$ 39,148,184</b>	<b>\$ 40,332,322</b>	<b>\$ 33,862,869</b>	<b>\$ 33,498,217</b>	<b>\$ 6,834,105</b>	<b>16.9%</b>
255 DETENTION OPERATIONS							
OPERATING	\$ 858,923	\$ 986,484	\$ 986,484	\$ 955,684	\$ 984,584	\$ 1,900	0.2%
DESKTOP LAPTOP REPLACEMENT	-	15,000	15,000	14,883	-	15,000	100.0%
NON RECURRING NON PROJECT	-	150,000	150,000	150,000	-	150,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 858,923</b>	<b>\$ 1,151,484</b>	<b>\$ 1,151,484</b>	<b>\$ 1,120,567</b>	<b>\$ 984,584</b>	<b>\$ 166,900</b>	<b>14.5%</b>
681 TECHNOLOGY INFRASTRUCTURE							
OPERATING	\$ 16,358,199	\$ 17,069,304	\$ 17,069,304	\$ 19,224,840	\$ 21,636,326	\$ (4,567,022)	-26.8%
NON RECURRING NON PROJECT	905,480	1,952,154	1,952,154	922,354	1,204,547	747,607	38.3%
<b>FUND TOTAL USES</b>	<b>\$ 17,263,679</b>	<b>\$ 19,021,458</b>	<b>\$ 19,021,458</b>	<b>\$ 20,147,194</b>	<b>\$ 22,840,873</b>	<b>\$ (3,819,415)</b>	<b>-20.1%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 38,845,370</b>	<b>\$ 44,226,179</b>	<b>\$ 44,928,179</b>	<b>\$ 46,884,063</b>	<b>\$ 48,245,303</b>	<b>\$ (3,317,124)</b>	<b>-7.4%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 13,167,852</b>	<b>\$ 15,094,947</b>	<b>\$ 15,577,085</b>	<b>\$ 8,246,567</b>	<b>\$ 9,078,371</b>	<b>\$ 6,498,714</b>	<b>41.7%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 52,013,222</b>	<b>\$ 59,321,126</b>	<b>\$ 60,505,264</b>	<b>\$ 55,130,630</b>	<b>\$ 57,323,674</b>	<b>\$ 3,181,590</b>	<b>5.3%</b>

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	7.00	8.00	7.00	7.00	7.00	-	0.0%
EXECUTIVE MANAGEMENT	8.00	4.00	4.00	4.00	4.00	-	0.0%
HUMAN RESOURCES	2.00	2.00	2.00	2.00	2.00	-	0.0%
OPERATIONS SUPPORT	-	2.00	2.00	2.00	2.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>17.00</b>	<b>16.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>-</b>	<b>0.0%</b>
INFO TECHNOLOGY INFRASTRUCTURE							
CUSTOMER RESOURCE	46.00	46.00	47.00	47.00	46.00	(1.00)	(2.1%)
ENTERPRISE NETWORK SERVICES	53.00	55.00	54.00	55.00	54.00	-	0.0%
WIRELESS SYSTEMS	18.00	19.00	20.00	19.00	19.00	(1.00)	(5.0%)
<b>PROGRAM TOTAL</b>	<b>117.00</b>	<b>120.00</b>	<b>121.00</b>	<b>121.00</b>	<b>119.00</b>	<b>(2.00)</b>	<b>(1.7%)</b>
INFO TECHNOLOGY MANAGEMENT							
APP DEVELOPMENT AND SUPP SVCS	37.50	37.00	37.00	37.00	37.00	-	0.0%
IT CONSULTING	24.50	24.50	24.00	24.00	24.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>62.00</b>	<b>61.50</b>	<b>61.00</b>	<b>61.00</b>	<b>61.00</b>	<b>-</b>	<b>0.0%</b>
INFORMATION TECHNOLOGY							
GIS APPLICATION DEV AND SUPP	5.50	18.50	18.50	18.50	18.50	-	0.0%
<b>PROGRAM TOTAL</b>	<b>5.50</b>	<b>18.50</b>	<b>18.50</b>	<b>18.50</b>	<b>18.50</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>201.50</b>	<b>216.00</b>	<b>215.50</b>	<b>215.50</b>	<b>213.50</b>	<b>(2.00)</b>	<b>(0.9%)</b>

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	1.00	1.00	2.00	1.00	1.00	(1.00)	(50.0%)
Accounting Specialist	4.00	4.00	3.00	3.00	3.00	-	0.0%
Admin/Operations Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrator	1.00	1.00	-	-	-	-	N/A
Applications Development Mgr	3.00	6.00	3.00	3.00	3.00	-	0.0%
Applications Development Supv	-	-	2.00	2.00	2.00	-	0.0%
Business Systems Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Business Systems Analyst-Sr/Ld	9.00	9.00	10.00	10.00	10.00	-	0.0%
Chief Informatn Security Ofcr	-	-	1.00	1.00	1.00	-	0.0%
Chief Technology Officer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Operator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Database Administrator	4.00	6.00	6.00	6.00	6.00	-	0.0%
Database Administrator - Senior/Lead	3.50	4.00	4.00	4.00	4.00	-	0.0%
Deputy Director - OET/Adv Svcs	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - OET/Infrastr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Geographic Information Systems	1.00	1.00	1.00	1.00	1.00	-	0.0%
Enterprise Architect	8.00	9.00	9.00	9.00	9.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	-	-	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
GIS Programmer/Analyst	2.00	11.00	8.00	8.00	8.00	-	0.0%
GIS Programmer/Analyst - Senior/Lead	-	-	3.00	3.00	3.00	-	0.0%
GIS Technician	1.50	1.50	1.50	1.50	1.50	-	0.0%
Help Desk Coordinator	6.00	6.00	6.00	6.00	6.00	-	0.0%
Help Desk Coordinator - Sr/Ld	3.00	2.00	2.00	2.00	2.00	-	0.0%
HST Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Consultant	8.50	8.50	8.00	8.00	8.00	-	0.0%
IT Division Manager	7.00	6.00	5.00	5.00	5.00	-	0.0%
IT PMO Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	4.00	4.00	4.00	4.00	4.00	-	0.0%
IT Project Manager	5.00	3.00	3.00	3.00	3.00	-	0.0%
IT Security Analyst	1.00	2.00	2.00	3.00	2.00	-	0.0%
IT Security Analyst - Senior/Lead	3.00	4.00	4.00	4.00	4.00	-	0.0%
IT Senior Manager	5.00	5.00	6.00	5.00	5.00	(1.00)	(16.7%)
IT Services Supv	3.00	4.00	4.00	4.00	4.00	-	0.0%
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Network Engineer	2.00	3.00	3.00	3.00	3.00	-	0.0%
Network Engineer Senior/Lead	5.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant	-	-	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	-	1.00	1.00	1.00	1.00	-	0.0%
Operations Support Analyst	1.00	1.00	-	-	-	-	N/A
Operations Support Anlst-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Technician	7.00	7.00	7.00	7.00	7.00	-	0.0%
PC/LAN Technician - Senior/Lead	10.00	10.00	10.00	10.00	10.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	1.00	1.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst - Senior/Lead	14.00	14.00	13.00	13.00	13.00	-	0.0%
Quality Assurance Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Software Architect	-	-	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Mgr	3.00	3.00	2.00	3.00	3.00	1.00	50.0%
Systems Admin & Analysis Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Systems Administrator	5.00	6.00	6.00	6.00	6.00	-	0.0%
Systems Administrator - Senior/Lead	10.00	8.00	8.00	8.00	8.00	-	0.0%
Telecomm Engineer	6.00	6.00	6.00	6.00	6.00	-	0.0%
Telecomm Engineer - Sr/Ld	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Telecomm Prgrmr/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Telecomm Prgrmr/Analyst-Sr/Ld	5.00	5.00	5.00	5.00	5.00	-	0.0%
Telecommunications Tech	11.00	11.00	11.00	11.00	11.00	-	0.0%
Telecommunications Tech-Sr/Ld	8.00	8.00	8.00	8.00	8.00	-	0.0%
Trainer	-	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer	1.00	1.00	-	-	-	-	N/A
Web Designer/Developer - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>201.50</b>	<b>216.00</b>	<b>215.50</b>	<b>215.50</b>	<b>213.50</b>	<b>(2.00)</b>	<b>(0.9%)</b>

## Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	143.50	159.00	158.50	159.50	158.50	-	0.0%
681 TECHNOLOGY INFRASTRUCTURE	58.00	57.00	57.00	56.00	55.00	(2.00)	(3.5%)
<b>Department Total</b>		<b>216.00</b>	<b>215.50</b>	<b>215.50</b>	<b>213.50</b>	<b>(2.00)</b>	<b>(0.9%)</b>

## Staffing Variance Analysis

The Office of Enterprise Technology continues to inactivate positions that have been vacant for extended periods of time in order to create positions that are able to cross train and have a higher level of expertise. Usually, two positions will be inactivated to create one higher level position which has occurred between FY 2016 and FY 2017 causing a negative variance.

## General Adjustments

### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$206,196 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$9,970 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$1,079 for the impact of the changes in retirement contribution rates.
- Decrease Other Base Adjustments by \$285,382.
- Increase Internal Service Charges by \$10,843 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$40,613 for the impact of the changes in the base level telecommunication charges.
- Increase Personnel Savings by \$663,404 from 4.98% to 8.99%.
- Increase revenue by \$88,720 for additional Aerial Photography Services.
- Increase Personnel by \$22,415 for Justice Courts Enterprise EDMS Project Manager.

#### General Fund (100) Operating Major Maintenance

- Increase other services by \$25,000 for Board of Supervisors audio visual professional services.
- Increase repairs and maintenance by \$16,289 for Board of Supervisors audio visual maintenance.
- Increase repairs and maintenance by \$145,045 for content management system.
- Decrease repairs and maintenance by \$289,496 for data network infrastructure.
- Increase rent and operating leases by \$139,900 for Phoenix IO data center site lease.
- Increase repairs and maintenance by \$904,650 for data center maintenance and other repairs.
- Decrease repairs and maintenance by \$7,512 for Microsoft Enterprise License Agreement.
- Increase repairs and maintenance by \$1,008,549 for Cyber Security tools and software services.

#### General Fund (100) VMWare

- Budget revenue of \$8,007 for VMWare Software from Districts.
- Budget transfers out of \$1,335,475 for VMWare Software.

#### General Fund (100) Advantage 2X Hosting Charges

- Budget repairs and maintenance of \$280,000 of carry forward for CGI 2x hosting charges.

**General Fund (100) Content Management System Web**

- Budget other services of \$985,629 of carry forward for Content Management System Web Services.

**General Fund (100) Cyber Security**

- Budget other services of \$820,000 for Cyber Security tools and software services.
- Budget other services of \$1,296,703 of carry forward for Cyber Security tools and software services.

**General Fund (100) Cyber Security Major Maintenance**

- Budget repairs and maintenance of \$259,000 for Cyber Security tools.

**General Fund (100) Desktop Laptop Replacement**

- Budget repairs and maintenance of \$100,000 for PC and Laptop Replacement.

**General Fund (100) Enterprise Data Center Systems Major Maintenance**

- Budget other services of \$2,797,017 of carry forward for enterprise data center operational growth and services management system.

**Detention Fund (255) Operating**

- Decrease expenditures by \$1,900 to maintain department requested budget.

**Technology Infrastructure Fund (681) Operating**

- Increase Regular Benefits by \$70,586 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$2,036 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$365 for the impact of the changes in retirement contribution rates.
- Increase expenditures by \$2,884,951 to maintain structural balance.
- Increase Internal Service Charges by \$11,285 for the impact of the changes in risk management charges.
- Increase Personnel Savings by \$426,582 from 3.15% to 11.96%.
- Increase revenues by \$2,713,295 to maintain structural balance.
- Increase expenditures by \$174,726 to maintain structural balance.

**Technology Infrastructure Fund (681) Non Recurring Non Project**

- Increase Regular Benefits by \$1,247 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$13 for the impact of the changes in retirement contribution rates.
- Budget utilities of \$989,800 of carry forward for additional bandwidth with CenturyLink.
- Budget services allocation in of \$40,000 of carry forward for Wireless Radio Systems services.
- Budget salary and benefits and other services of \$173,487 for IT Division Manager.

## Programs and Activities

### Information Technology Infrastructure Program

The purpose of the Information Technology Infrastructure (Telecommunications) program is to provide a common integrated, robust, electronic platform to County departments, participating jurisdictions and the public so they can conveniently and dependably conduct business regardless of location.

### Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of all completed radio service requests finished within two business days or less.	96.4%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent "uptime" of radio network.	99.8%	99.6%	99.6%	99.6%	(0.0%)	-0.0%
Percent of time external systems (Internet) access is available.	100.0%	98.6%	98.6%	98.6%	0.0%	0.0%
Percent of time enterprise email is available.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of time Smart devices enterprise services are available.	99.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of new service work orders resolved.	71.4%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of help requests resolved during reporting period.	74.9%	77.2%	77.2%	77.2%	(0.0%)	-0.0%

Activities that comprise this program include:

- Enterprise Network Services
- Customer Resource
- Wireless Systems

### Enterprise Network Services Activity

The purpose of the Enterprise Network Services Activity is to provide enterprise-level network and network monitoring services to County government so they can access all technology services to meet organizational goals.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of time external systems (Internet) access is available.	100.0%	98.6%	99.3%	98.6%	0.0%	0.0%
Result	Percent of time enterprise email is available.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of time Smart devices enterprise services are available.	99.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of new service work orders resolved.	71.4%	100.0%	88.4%	100.0%	0.0%	0.0%
Output	Total hours representing 100% availability of external systems (Internet) in the reporting period.	8,676	8,568	8,616	8,568	-	0.0%
Output	Total hours representing 100% availability (email) in the reporting period.	8,562	8,448	8,496	8,448	-	0.0%
Output	Total hours representing 100% availability (Smart devices) in the reporting period.	8,562	8,448	8,496	8,448	-	0.0%
Output	Number of new service work order requests received during the reporting period.	1,230	1,000	1,102	1,000	-	0.0%
Demand	Total hours representing 100% availability of external systems (Internet) in the reporting period.	8,604	8,448	8,526	8,448	-	0.0%
Demand	Total hours representing 100% availability (email) in the reporting period.	8,562	8,448	8,496	8,448	-	0.0%
Demand	Total hours representing 100% availability (Smart devices) in the reporting period.	8,542	8,448	8,476	8,448	-	0.0%
Demand	Number of new service work order requests received.	1,230	1,000	1,102	1,000	-	0.0%
Expenditure Ratio	Total expenditure per new work order request resolved.	\$ 23,394.68	\$ 31,351.63	\$ 25,092.76	\$ 29,399.04	\$ 1,952.59	6.2%
<i>Revenue</i>							
	100 - GENERAL	\$ -	\$ 8,007	\$ 8,007	\$ 8,007	\$ -	0.0%
	681 - TECHNOLOGY INFRASTRUCTURE	5,431,781	807,191	3,713,259	6,193,617	5,386,426	667.3%
	TOTAL SOURCES	\$ 5,431,781	\$ 815,198	\$ 3,721,266	\$ 6,201,624	\$ 5,386,426	660.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 24,260,961	\$ 25,439,736	\$ 22,925,186	\$ 23,129,358	\$ 2,310,378	9.1%
	255 - DETENTION OPERATIONS	-	150,000	150,000	-	150,000	100.0%
	681 - TECHNOLOGY INFRASTRUCTURE	4,514,491	5,761,891	4,577,031	6,269,682	(507,791)	-8.8%
	TOTAL USES	\$ 28,775,452	\$ 31,351,627	\$ 27,652,217	\$ 29,399,040	\$ 1,952,587	6.2%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 100% of the demand for service access and maintenance. Services contained in this activity include DNS/Wins/Directory/Authentication, Electronic Communications, Internal County Applications, External Systems Access, Network Monitoring and Maintenance, New Technology Access, and Reliable, Redundant Enterprise Network Services. The increase in revenue for the Technology Infrastructure Fund is due to the transition of telephony maintenance from the General Fund.

**Customer Resource Activity**

The purpose of the Customer Resource Activity is to provide desktop, data, voice, and help desk support services to County employees, their vendors, and citizens with County interests so they can maintain business continuity.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of help requests resolved during reporting period.	74.9%	77.2%	89.3%	77.2%	(0.0%)	-0.0%
Output	Number of help requests received during reporting period.	49,157	38,846	41,257	38,846	-	0.0%
Output	Number of help request resolved.	36,803	30,000	36,833	30,000	-	0.0%
Demand	Number of help requests received.	49,157	38,846	41,257	38,846	-	0.0%
Expenditure Ratio	Total expenditure per help resolution resolved.	\$ 290.52	\$ 397.44	\$ 323.77	\$ 398.47	\$ (1.03)	-0.3%
<i>Revenue</i>							
	681 - TECHNOLOGY INFRASTRUCTURE	\$ 8,576,151	\$ 13,130,672	\$ 11,044,172	\$ 12,220,707	\$ (909,965)	-6.9%
	TOTAL SOURCES	\$ 8,576,151	\$ 13,130,672	\$ 11,044,172	\$ 12,220,707	\$ (909,965)	-6.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,790,091	\$ 4,316,861	\$ 1,927,161	\$ 858,333	\$ 3,458,528	80.1%
	255 - DETENTION OPERATIONS	-	15,000	14,883	-	15,000	100.0%
	681 - TECHNOLOGY INFRASTRUCTURE	7,901,749	7,591,352	9,983,541	11,095,800	(3,504,448)	-46.2%
	TOTAL USES	\$ 10,691,840	\$ 11,923,213	\$ 11,925,585	\$ 11,954,133	\$ (30,920)	-0.3%

**Activity Narrative:** Services in this Activity include Administration, Customer Resource Center, PC/LAN, and Voice Network Infrastructure. Due to the transition of telephony maintenance from the General Fund to the Technology Infrastructure Fund, expenditures have decreased in the General Fund while increasing in the Technology Infrastructure Fund as well as the revenue decrease in the Technology Infrastructure Fund which transitioned to the Enterprise Network Services Activity. Also, the Technology Infrastructure Fund revenues have moved to the Enterprise Network Services Activity due to the telephony transition.

### Wireless Systems (Radio) Activity

The purpose of the Wireless Systems (Radio) Activity is to provide public safety radio communications and maintenance services to County and other government public safety radio users so they can communicate across a reliable private wireless network.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of all completed radio service requests finished within two business days or less.	96.4%	100.0%	98.9%	100.0%	0.0%	0.0%
Result	Percent "uptime" of radio network.	99.8%	99.6%	99.7%	99.6%	(0.0%)	-0.0%
Output	Number of radio service requests completed.	8,592	8,000	6,597	8,000	-	0.0%
Demand	Number of push-to-talk transmissions attempted.	10,904,300	13,750,000	12,775,306	13,750,000	-	0.0%
Demand	Number of radio service requests requested.	8,592	8,000	6,597	8,000	-	0.0%
Expenditure Ratio	Total expenditure per radio service request completed.	\$ 258.65	\$ 309.03	\$ 360.00	\$ 323.25	\$ (14.23)	-4.6%
<i>Revenue</i>							
	100 - GENERAL	\$ -	\$ 4,800	\$ 3,600	\$ -	\$ (4,800)	-100.0%
	681 - TECHNOLOGY INFRASTRUCTURE	3,347,501	3,112,441	2,926,285	3,203,002	90,561	2.9%
	TOTAL SOURCES	\$ 3,347,501	\$ 3,117,241	\$ 2,929,885	\$ 3,203,002	\$ 85,761	2.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ 90,500	\$ 84,313	\$ 102,072	\$ (11,572)	-12.8%
	681 - TECHNOLOGY INFRASTRUCTURE	2,222,341	2,381,720	2,290,618	2,483,960	(102,240)	-4.3%
	TOTAL USES	\$ 2,222,341	\$ 2,472,220	\$ 2,374,931	\$ 2,586,032	\$ (113,812)	-4.6%

**Activity Narrative:** Services in this Activity include Mobile and Portable Radios Maintenance and Repair Services, Mobile Data Terminal Installations, Radio Programming Templates, and Two-Way Radio Network. In FY 2017, OET is continuing to implement the new counting method of number of radio transmissions instead of push-to-talk transmissions.

## Information Technology Management Program

The purpose of the Information Technology Management Program is to provide IT management, leadership and services to client departments so they can obtain maximum benefit from the IT resource.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Production Support service requests resolved.	98.1%	97.6%	97.6%	97.6%	0.0%	0.0%
Percent of Project Development service requests resolved.	98.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of analyses completed.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Application Development and Support Services
- IT Consulting

### Application Development and Support Services Activity

The purpose of the Application Development and Support Services Activity is to provide development and support services to County departments so they can work more efficiently to serve their customers.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Production Support service requests resolved.	98.1%	97.6%	97.9%	97.6%	0.0%	0.0%
Result	Percent of Project Development service requests resolved.	98.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Production Support service requests resolved.	3,369	3,500	3,434	3,500	-	0.0%
Output	Number of Project Development service requests resolved.	89	178	134	178	-	0.0%
Demand	Number of Production Support service requests.	3,305	3,415	3,360	3,415	-	0.0%
Demand	Number of Project Development service requests.	189	178	184	178	-	0.0%
Expenditure Ratio	Total expenditure per Production Support requests completed.	\$ 746.08	\$ 2,040.44	\$ 1,626.01	\$ 1,796.21	\$ 244.23	12.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,465,779	\$ 6,968,101	\$ 5,465,005	\$ 6,135,841	\$ 832,260	11.9%
	TOTAL USES	\$ 2,465,779	\$ 6,968,101	\$ 5,465,005	\$ 6,135,841	\$ 832,260	11.9%

**Activity Narrative:** Services contained in this activity include General Ledger Application Support, Internet/Intranet Hosting, Other Application Support, and Website Development Services. Expenditures have decreased for this Activity due to a reduction of non recurring funds for the County's new financial system, Advantage 3x, and Content Management Web Services.

### IT Consulting Activity

The purpose of the IT Consulting Activity is to provide technology evaluation services to County departments so they can provide IT-enabled, high quality, cost effective services to customers.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of analyses completed.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of initial analysis provided.	N/A	600	600	600	-	0.0%
Demand	Number of analysis requests initiated.	N/A	600	600	600	-	0.0%
Expenditure Ratio	Total expenditure per analysis provided.	N/A	\$ 2,350.20	\$ 2,552.10	\$ 2,518.53	\$ (168.33)	-7.2%
<b>Expenditure</b>							
	100 - GENERAL	\$ 1,828,985	\$ 1,145,942	\$ 1,395,336	\$ 1,193,018	\$ (47,076)	-4.1%
	681 - TECHNOLOGY INFRASTRUCTURE	-	264,176	135,921	318,099	(53,923)	-20.4%
	TOTAL USES	\$ 1,828,985	\$ 1,410,118	\$ 1,531,257	\$ 1,511,117	\$ (100,999)	-7.2%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 100% of the demand for this Activity. The increased expenditure is due to salary and benefits associated with the personnel within this Activity. Services within the Activity include Business Analysis, Electronic Document Management and Workflow Analysis, Project Management, and Technology Evaluation Services.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 11,193,593</b>	<b>\$ 465,100</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 11,193,593</b>	<b>\$ 465,100</b>
Adjustments:		
<b>Reallocations</b>	<b>\$ 116,068</b>	<b>\$ -</b>
<i>Reallocation Between Depts</i>	116,068	-
<b>FY 2017 Baseline Budget</b>	<b>\$ 11,309,661</b>	<b>\$ 465,100</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 197,305</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	206,196	-
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	(9,970)	-
<i>Retirement Contributions</i>	1,079	-
<b>Base Adjustments</b>	<b>\$ (897,330)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	(285,382)	-
<i>Risk Management Adjustment</i>	10,843	-
<i>Base Telecom Adjustment</i>	40,613	-
<i>Personnel Savings</i>	(663,404)	-
<i>From 4.98% to 8.99%</i>	\$ (663,404)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 88,720</b>
<i>ProgRevenue Volume Inc/Dec</i>	-	88,720
<b>FY 2017 Tentative Budget</b>	<b>\$ 10,609,636</b>	<b>\$ 553,820</b>
<i>Percent Change from Baseline Amount</i>	-6.2%	19.1%
Adjustments:		
<b>Reallocations</b>	<b>\$ 22,415</b>	<b>\$ -</b>
<i>Reallocation Between Depts</i>	22,415	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 10,632,051</b>	<b>\$ 553,820</b>
<i>Percent Change from Baseline Amount</i>	-6.0%	19.1%

General Fund (100) (continued)

	Expenditures	Revenue
<b>MAJOR MAINTENANCE OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 14,976,798</b>	<b>\$ -</b>
Adjustments:		
<b>Major Maintenance Projects</b>	<b>\$ 702,000</b>	<b>\$ -</b>
<i>Xfer to OET for MJMO Data</i>	<i>702,000</i>	<i>-</i>
Agenda Item:		
C-41-16-006-M-00		
<b>FY 2016 Revised Budget</b>	<b>\$ 15,678,798</b>	<b>\$ -</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ (73,154)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(73,154)</i>	<i>-</i>
<b>Major Maintenance Projects</b>	<b>\$ (702,000)</b>	<b>\$ -</b>
<i>Xfer to OET for MJMO Data</i>	<i>(702,000)</i>	<i>-</i>
<b>Reallocations</b>	<b>\$ (1,853,727)</b>	<b>\$ -</b>
<i>Reallocation Between Funds</i>	<i>(1,853,727)</i>	<i>-</i>
Agenda Item:		
C-41-16-006-M-00		
<b>FY 2017 Baseline Budget</b>	<b>\$ 13,049,917</b>	<b>\$ -</b>
Adjustments:		
<b>Major Maintenance Projects</b>	<b>\$ 1,937,145</b>	<b>\$ -</b>
<i>Major Maintenance Program</i>	<i>1,937,145</i>	<i>-</i>
<i>Board of Supervisors Audio/Visual - Professional Services</i>	<i>\$ 25,000</i>	<i>-</i>
<i>Board of Supervisors Audio/Visual - Maintenance</i>	<i>16,289</i>	<i>-</i>
<i>Content Management System</i>	<i>139,765</i>	<i>-</i>
<i>Data Network Infrastructure</i>	<i>(289,496)</i>	<i>-</i>
<i>Phoenix IO Data Center Site Lease</i>	<i>139,900</i>	<i>-</i>
<i>Data Center Maintenance and Other Repairs</i>	<i>904,650</i>	<i>-</i>
<i>Microsoft Enterprise License Agreement</i>	<i>(7,512)</i>	<i>-</i>
<i>Cyber Security Tools and Software Services</i>	<i>1,008,549</i>	<i>-</i>
<b>FY 2017 Tentative Budget</b>	<b>\$ 14,987,062</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		<i>14.8%</i>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 5,280</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>5,280</i>	<i>-</i>
<i>Content Management System</i>	<i>\$ 5,280</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 14,992,342</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		<i>14.9%</i>
	<b>Expenditures</b>	<b>Revenue</b>
<b>ADVANTAGE 2X HOSTING CHARGES</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,153,944</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,153,944</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ (1,153,944)</b>	<b>\$ -</b>
<i>Other IT Non Recurring</i>	<i>(1,153,944)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 280,000</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>280,000</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 280,000</b>	<b>\$ -</b>

General Fund (100) (continued)

	Expenditures	Revenue
<b>CONTENT MANAGEMENT SYSTEM WEB</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,250,000</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,250,000</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ (1,250,000)</b>	
<i>Other IT Non Recurring</i>	<i>(1,250,000)</i>	-
Agenda Item:		
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>1,000,000</i>	-
<b>FY 2017 Tentative Budget</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (14,371)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(14,371)</i>	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 985,629</b>	<b>\$ -</b>
<b>CYBER SECURITY NRNP</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 3,585,000</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (138,058)</b>	<b>\$ -</b>
<i>Non Recurring &amp; Capital Budget Recon</i>	<i>(138,058)</i>	-
Agenda Item:		
<i>C-49-16-009-2-00</i>		
<b>FY 2016 Revised Budget</b>	<b>\$ 3,446,942</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ (2,935,000)</b>	<b>\$ -</b>
<i>Other IT Non Recurring</i>	<i>(2,935,000)</i>	-
<b>Non Recurring</b>	<b>\$ (511,942)</b>	<b>\$ -</b>
<i>Non Recurring &amp; Capital Budget Recon</i>	<i>138,058</i>	-
<i>Non Recurring Carry Forward</i>	<i>(650,000)</i>	-
Agenda Item:		
<i>C-49-16-009-2-00</i>		
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ 820,000</b>	<b>\$ -</b>
<i>Other IT Non Recurring</i>	<i>820,000</i>	-
<i>Cyber Security - Tools and Software Services</i>	<i>\$ 820,000</i>	-
<b>Non Recurring</b>	<b>\$ 1,296,703</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>1,296,703</i>	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 2,116,703</b>	<b>\$ -</b>

General Fund (100) (continued)

	Expenditures	Revenue
<b>CYBER SECURITY MAJOR MAINT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 185,149</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 185,149</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ (185,149)</b>	<b>-</b>
<i>Other IT Non Recurring</i>	<i>(185,149)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ 259,000</b>	<b>-</b>
<i>Other IT Non Recurring</i>	<i>259,000</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 259,000</b>	<b>\$ -</b>
	Expenditures	Revenue
<b>DESKTOP LAPTOP REPLACEMENT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 250,000</b>	<b>\$ -</b>
Adjustments:	Agenda Item:	
<b>Technology Projects</b>		<b>\$ 706,073</b>
<i>PC Laptop and VDI Funding Adjustment</i>	<i>C-41-16-004-M-00</i>	<i>706,073</i>
<b>FY 2016 Revised Budget</b>	<b>\$ 956,073</b>	<b>\$ -</b>
Adjustments:	Agenda Item:	
<b>Technology Projects</b>		<b>\$ (706,073)</b>
<i>PC Laptop and VDI Funding Adjustment</i>	<i>C-41-16-004-M-00</i>	<i>(706,073)</i>
<b>Non Recurring</b>		<b>\$ (250,000)</b>
<i>Other Non Recurring</i>		<i>(250,000)</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Technology Projects</b>		<b>\$ 100,000</b>
<i>PC and Laptop Replacement</i>		<i>100,000</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 100,000</b>	<b>\$ -</b>

General Fund (100) (continued)

		Expenditures	Revenue
<b>ENTPRISE DATA CNTR SYSTEMS</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 4,606,700</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ (93,884)</b>	<b>\$ -</b>
<i>Non Recurring &amp; Capital Budget Recon</i>	C-49-16-009-2-00	<i>(93,884)</i>	<i>-</i>
<b>FY 2016 Revised Budget</b>		<b>\$ 4,512,816</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Information and Communications Technology</b>		<b>\$ (2,406,700)</b>	<b>\$ -</b>
<i>Other IT Non Recurring</i>		<i>(2,406,700)</i>	<i>-</i>
<b>Non Recurring</b>		<b>\$ (2,106,116)</b>	<b>\$ -</b>
<i>Non Recurring &amp; Capital Budget Recon</i>	C-49-16-009-2-00	<i>93,884</i>	<i>-</i>
<i>Non Recurring Carry Forward</i>		<i>(2,200,000)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 2,797,017</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>		<i>2,797,017</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>		<b>\$ 2,797,017</b>	<b>\$ -</b>
		Expenditures	Revenue
<b>VMWARE</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ -</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>		<b>\$ -</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Fees and Other Revenues</b>		<b>\$ -</b>	<b>\$ 8,007</b>
<i>ProgRevenue Volume Inc/Dec</i>		<i>-</i>	<i>8,007</i>
<b>Non Recurring</b>		<b>\$ 1,335,475</b>	<b>\$ -</b>
<i>Non Recurring Fund Transfer</i>		<i>1,335,475</i>	<i>-</i>
<i>VMWare</i>	\$ 1,335,475		
<b>FY 2017 Adopted Budget</b>		<b>\$ 1,335,475</b>	<b>\$ 8,007</b>

Detention Fund (255)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 986,484</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 986,484</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 986,484</b>	<b>\$ -</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ (1,900)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(1,900)</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 984,584</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		<i>-0.2%</i>

Technology Infrastructure Fund (681)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 17,069,304</b>	<b>\$ 17,069,304</b>
Adjustments:		
<b>Technology Projects</b>	<b>\$ 1,800,000</b>	<b>\$ 788,000</b>
<i>Expenditure Auth Adj for Infrastructure Fund</i>	<i>1,800,000</i>	<i>788,000</i>
Agenda Item:		
<i>C-41-16-014-M-00</i>		
<b>FY 2016 Revised Budget</b>	<b>\$ 18,869,304</b>	<b>\$ 17,857,304</b>
Adjustments:		
<b>Technology Projects</b>	<b>\$ (1,800,000)</b>	<b>\$ (788,000)</b>
<i>Expenditure Auth Adj for Infrastructure Fund</i>	<i>(1,800,000)</i>	<i>(788,000)</i>
Agenda Item:		
<i>C-41-16-014-M-00</i>		
<b>Reallocations</b>	<b>\$ 1,853,727</b>	<b>\$ 1,853,727</b>
<i>Reallocation Between Funds</i>	<i>1,853,727</i>	<i>1,853,727</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ 18,923,031</b>	<b>\$ 18,923,031</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 68,915</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>70,586</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	<i>(2,036)</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>365</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 2,469,654</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>2,884,951</i>	<i>-</i>
<i>Risk Management Adjustment</i>	<i>11,285</i>	<i>-</i>
<i>Personnel Savings</i>	<i>(426,582)</i>	<i>-</i>
<i>From 3.15% to 11.96%</i>	<i>\$ (426,582)</i>	<i>-</i>
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 2,713,295</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>2,713,295</i>
<b>Structural Balance</b>	<b>\$ 174,726</b>	<b>\$ -</b>
<i>Structural Balance</i>	<i>174,726</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 21,636,326</b>	<b>\$ 21,636,326</b>
<i>Percent Change from Baseline Amount</i>		<i>14.3%</i>

Technology Infrastructure Fund (681) (continued)

		Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2016 Adopted Budget</b>		\$ 1,952,154	\$ -
Adjustments:	Agenda Item:		
<b>Technology Projects</b>		\$ 300,000	\$ -
<i>Expenditure Auth Adj for Infrastructure Fund</i>	<i>C-41-16-014-M-00</i>	300,000	-
<b>FY 2016 Revised Budget</b>		\$ 2,252,154	\$ -
Adjustments:	Agenda Item:		
<b>Technology Projects</b>		\$ (300,000)	\$ -
<i>Expenditure Auth Adj for Infrastructure Fund</i>	<i>C-41-16-014-M-00</i>	(300,000)	-
<b>Non Recurring</b>		\$ (1,952,154)	\$ -
<i>Other Non Recurring</i>		(1,952,154)	-
<b>FY 2017 Baseline Budget</b>		\$ -	\$ -
Adjustments:			
<b>Employee Retirement and Benefits</b>		\$ 1,260	\$ -
<i>Employee Health/Dental Premiums</i>		1,247	-
<i>Retirement Contributions</i>		13	-
<b>Non Recurring</b>		\$ 1,203,287	\$ -
<i>Non Recurring Carry Forward</i>		1,029,800	-
<i>Additional Bandwidth with CenturyLink</i>	\$ 989,800		-
<i>Wireless Radio Systems Services</i>	40,000		-
<i>Other Non Recurring</i>		173,487	-
<i>IT Division Manager</i>	\$ 173,487		-
<b>FY 2017 Adopted Budget</b>		\$ 1,204,547	\$ -

Technology Infrastructure Fund (681) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 2,918,791	\$ 1,999,755	\$ 1,999,755	\$ 3,025,903	\$ 579,896
Sources:					
Operating	\$ 17,370,789	\$ 17,069,304	\$ 17,857,304	\$ 17,701,187	\$ 21,636,326
Total Sources:	\$ 17,370,789	\$ 17,069,304	\$ 17,857,304	\$ 17,701,187	\$ 21,636,326
Uses:					
Operating	\$ 16,358,199	\$ 17,069,304	\$ 18,869,304	\$ 19,224,840	\$ 21,636,326
Non-Recurring	905,480	1,952,154	2,252,154	922,354	1,204,547
Total Uses:	\$ 17,263,679	\$ 19,021,458	\$ 21,121,458	\$ 20,147,194	\$ 22,840,873
Structural Balance	\$ 1,012,590	\$ -	\$ (1,012,000)	\$ (1,523,653)	\$ -
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Committed	3,025,903	47,601	-	579,896	-
Unassigned	-	-	(1,264,399)	-	(624,651)
Total Ending Spendable Fund Balance	\$ 3,025,903	\$ 47,601	\$ (1,264,399)	\$ 579,896	\$ (624,651)

## Environmental Services

*Analysis by Carmine L. Davis, Management and Budget Supervisor*

### Summary

#### Mission

The mission of the Environmental Services Department is to provide safe food, water, waste disposal and vector borne disease reduction controls to the people of Maricopa County so they may enjoy living in a healthy and safe community.

#### Vision

As the recognized regional environmental leader, we will develop and foster innovative environmental health protection programs for the safety of our residents and their environment.

### Strategic Goals

#### Safe Communities

**By June 30, 2022, 75% of citizen's requests for vector control services will be addressed in one business day.**

Status: This is a newly established goal for FY 2017. Currently, Vector Control has addressed citizen's requests for services in one business day 69.51% 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: This is a newly established goal for FY 2017. Currently, Environmental Services is processing 27% of all plan reviews and new business electronically. The Water & Waste Division has targeted an FY 2016 implementation date for online and electronic processing while 100% of Environmental Health applications are currently available online in electronic format.

#### Department Specific

**By June 30, 2022, 90% of all inspection reports will be processed electronically.**

Status: This is a newly established goal for FY 2017. Currently, Environmental Services is only processing 9% of construction inspection reports electronically. The Water & Waste Division, excluding construction inspection reports, are currently at 100%. Environmental Health inspection reports are also currently at 100%.

#### Department Specific

**By June 30, 2022, 90% of all permit renewals will be conducted electronically through an on-line payment system.**

Status: This is a newly established goal for FY 2017. Currently, 13.83% of permit renewals have been conducted electronically. 20% of all revenue is received online.

*Department  
Specific*

**By June 30, 2022, 95% of all customer requests will be conducted via electronic methods.**

Status: This is a newly established goal for FY 2017. Currently, Environmental Services is processing customer requests via electronic methods 93% of the time. Environmental Services is working to implement solutions within the database software to receive requests directly allowing customers to monitor the status of their requests online. The direct requests will improve employee efficiency by reducing manual processing time.

*Department  
Specific*

**By June 30, 2022, ESD turnover will be 10% or less.**

Status: This is a newly established goal for FY 2017. Environmental Services turnover for FY 2015 was 9.45%. The turnover tracked by the department is true turnover. Only true separations, i.e., retirements and both voluntary and involuntary separations, are included in the data. It does not include internal transfers or other internal actions of any kind.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
EHPR - ENV HEALTH PLAN REVIEW	\$ 1,294,362	\$ 1,313,300	\$ 1,313,300	\$ 1,308,604	\$ 1,313,362	\$ 62	0.0%
FSIA - FOOD NON FOOD INSPECTIONS	12,141,636	11,962,992	11,831,349	11,940,931	11,805,693	(25,656)	-0.2%
FWBI - ENV RELATED ILLNESS INVESTIG	22,596	-	-	-	-	-	N/A
88EH - ENVIRONMENTAL HEALTH SERVICES	\$ 13,458,594	\$ 13,276,292	\$ 13,144,649	\$ 13,249,535	\$ 13,119,055	\$ (25,594)	-0.2%
EHEN - ENV HEALTH ENFORCEMENT	\$ 256,972	\$ 243,233	\$ 243,233	\$ 238,557	\$ 249,733	\$ 6,500	2.7%
88EP - ENVIRONMENTAL ENFORCEMENT	\$ 256,972	\$ 243,233	\$ 243,233	\$ 238,557	\$ 249,733	\$ 6,500	2.7%
WWIA - WW MANAGEMENT INSPECTIONS	\$ 3,582,131	\$ 3,527,947	\$ 3,636,169	\$ 3,514,763	\$ 3,582,131	\$ (54,038)	-1.5%
WWPR - WW PLAN REVIEW	2,510,877	2,325,950	2,514,650	2,492,227	2,479,701	(34,949)	-1.4%
88WW - WATER AND WASTE MANAGEMENT	\$ 6,093,008	\$ 5,853,897	\$ 6,150,819	\$ 6,006,990	\$ 6,061,832	\$ (88,987)	-1.4%
GGOV - GENERAL GOVERNMENT	\$ 47,645	\$ 32,000	\$ 32,000	\$ 47,383	\$ 42,000	\$ 10,000	31.3%
99GV - GENERAL OVERHEAD	\$ 47,645	\$ 32,000	\$ 32,000	\$ 47,383	\$ 42,000	\$ 10,000	31.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 19,856,219</b>	<b>\$ 19,405,422</b>	<b>\$ 19,570,701</b>	<b>\$ 19,542,465</b>	<b>\$ 19,472,620</b>	<b>\$ (98,081)</b>	<b>-0.5%</b>
<b>USES</b>							
EHPR - ENV HEALTH PLAN REVIEW	\$ 1,020,696	\$ 898,211	\$ 873,103	\$ 961,164	\$ 1,064,069	\$ (190,966)	-21.9%
FSIA - FOOD NON FOOD INSPECTIONS	10,084,596	8,686,874	8,957,540	8,733,595	9,204,657	(247,117)	-2.8%
FWBI - ENV RELATED ILLNESS INVESTIG	218,975	207,638	148,380	190,318	232,271	(83,891)	-56.5%
88EH - ENVIRONMENTAL HEALTH SERVICES	\$ 11,324,267	\$ 9,792,723	\$ 9,979,023	\$ 9,885,077	\$ 10,500,997	\$ (521,974)	-5.2%
EHEN - ENV HEALTH ENFORCEMENT	\$ 830,744	\$ 842,869	\$ 868,106	\$ 837,641	\$ 882,486	\$ (14,380)	-1.7%
SWCE - STORMWATER PUBLIC EDUCATION	55,669	153,301	152,829	113,232	155,560	(2,731)	-1.8%
SWIA - STORMWATER DISCHARGE	313,719	311,959	315,014	301,279	333,263	(18,249)	-5.8%
88EP - ENVIRONMENTAL ENFORCEMENT	\$ 1,200,132	\$ 1,308,129	\$ 1,335,949	\$ 1,252,152	\$ 1,371,309	\$ (35,360)	-2.6%
VECT - VECTOR CTRL PUB ED SURV TRTMNT	\$ 3,510,144	\$ 3,147,446	\$ 3,131,243	\$ 3,103,724	\$ 3,444,479	\$ (313,236)	-10.0%
88VC - VECTOR CONTROL	\$ 3,510,144	\$ 3,147,446	\$ 3,131,243	\$ 3,103,724	\$ 3,444,479	\$ (313,236)	-10.0%
WWIA - WW MANAGEMENT INSPECTIONS	\$ 1,825,961	\$ 2,081,145	\$ 2,049,807	\$ 2,021,723	\$ 2,081,190	\$ (31,383)	-1.5%
WWPR - WW PLAN REVIEW	2,157,741	2,159,613	2,165,531	2,103,847	2,184,612	(19,081)	-0.9%
88WW - WATER AND WASTE MANAGEMENT	\$ 3,983,702	\$ 4,240,758	\$ 4,215,338	\$ 4,125,570	\$ 4,265,802	\$ (50,464)	-1.2%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 176,096	\$ 202,755	\$ 202,755	\$ 194,013	\$ 212,996	\$ (10,241)	-5.1%
FACI - FACILITIES MANAGEMENT	153,134	94,224	94,224	74,366	90,778	3,446	3.7%
HRAC - HUMAN RESOURCES	128,652	-	-	-	-	-	N/A
ODIR - EXECUTIVE MANAGEMENT	216,530	218,590	234,805	153,567	212,490	22,315	9.5%
POOL - POOLED COSTS	-	379,332	-	-	321,283	(321,283)	N/A
PROC - PROCUREMENT	-	-	4,413	-	-	4,413	100.0%
RECO - RECORDS MANAGEMENT	50,761	58,298	58,298	48,489	62,164	(3,866)	-6.6%
SPPT - OPERATIONS SUPPORT	1,391,251	1,639,229	1,895,634	1,816,093	1,371,415	524,219	27.7%
99AS - INDIRECT SUPPORT	\$ 2,116,424	\$ 2,592,428	\$ 2,490,129	\$ 2,286,528	\$ 2,271,126	\$ 219,003	8.8%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 1,083,662	\$ 1,045,635	\$ 1,045,635	\$ 1,045,638	\$ 620,124	\$ 425,511	40.7%
INFR - INFRASTRUCTURE	251,464	209,619	209,619	238,190	304,932	(95,313)	-45.5%
RISK - RISK PREMIUMS	197,012	193,427	193,427	193,416	190,962	2,465	1.3%
99GV - GENERAL OVERHEAD	\$ 1,532,138	\$ 1,448,681	\$ 1,448,681	\$ 1,477,244	\$ 1,116,018	\$ 332,663	23.0%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,356,401	\$ 1,493,857	\$ 1,493,857	\$ 1,552,300	\$ 1,851,070	\$ (357,213)	-23.9%
99IT - INFORMATION TECHNOLOGY	\$ 1,356,401	\$ 1,493,857	\$ 1,493,857	\$ 1,552,300	\$ 1,851,070	\$ (357,213)	-23.9%
<b>TOTAL PROGRAMS</b>	<b>\$ 25,023,208</b>	<b>\$ 24,024,022</b>	<b>\$ 24,094,220</b>	<b>\$ 23,682,595</b>	<b>\$ 24,820,801</b>	<b>\$ (726,581)</b>	<b>-3.0%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 15,502,826	\$ 15,489,739	\$ 15,301,039	\$ 15,256,490	\$ 15,286,543	\$ (14,496)	-0.1%
<b>SUBTOTAL</b>	\$ 15,502,826	\$ 15,489,739	\$ 15,301,039	\$ 15,256,490	\$ 15,286,543	\$ (14,496)	-0.1%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ -	\$ -	\$ 70,198	\$ 70,198	\$ 67,198	\$ (3,000)	-4.3%
<b>SUBTOTAL</b>	\$ -	\$ -	\$ 70,198	\$ 70,198	\$ 67,198	\$ (3,000)	-4.3%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 3,773,010	\$ 3,639,250	\$ 3,827,950	\$ 3,764,111	\$ 3,782,381	\$ (45,569)	-1.2%
<b>SUBTOTAL</b>	\$ 3,773,010	\$ 3,639,250	\$ 3,827,950	\$ 3,764,111	\$ 3,782,381	\$ (45,569)	-1.2%
<b>FINES &amp; FOREFEITS</b>							
0637 - FINES & FORFEITS	\$ 256,972	\$ 243,233	\$ 243,233	\$ 238,557	\$ 249,733	\$ 6,500	2.7%
<b>SUBTOTAL</b>	\$ 256,972	\$ 243,233	\$ 243,233	\$ 238,557	\$ 249,733	\$ 6,500	2.7%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 47,645	\$ 32,000	\$ 32,000	\$ 47,383	\$ 42,000	\$ 10,000	31.3%
0650 - MISCELLANEOUS REVENUE	149,330	1,200	1,200	101,936	44,765	43,565	3630.4%
<b>SUBTOTAL</b>	\$ 196,975	\$ 33,200	\$ 33,200	\$ 149,319	\$ 86,765	\$ 53,565	161.3%
<b>ALL REVENUES</b>	\$ 19,729,783	\$ 19,405,422	\$ 19,475,620	\$ 19,478,675	\$ 19,472,620	\$ (3,000)	0.0%
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 126,436	\$ -	\$ 95,081	\$ 63,790	\$ -	\$ (95,081)	-100.0%
<b>ALL OTHER FINANCING SOURCES</b>	\$ 126,436	\$ -	\$ 95,081	\$ 63,790	\$ -	\$ (95,081)	-100.0%
<b>TOTAL SOURCES</b>	\$ 19,856,219	\$ 19,405,422	\$ 19,570,701	\$ 19,542,465	\$ 19,472,620	\$ (98,081)	-0.5%
CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 12,384,938	\$ 12,682,797	\$ 12,417,629	\$ 12,304,202	\$ 12,204,084	\$ 213,545	1.7%
0710 - OVERTIME	125,762	-	-	40,568	-	-	N/A
0750 - FRINGE BENEFITS	4,754,322	5,107,132	4,992,962	4,930,228	5,294,598	(301,636)	-6.0%
0790 - OTHER PERSONNEL SERVICES	35,122	-	-	5,199	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(422,156)	(188,825)	(188,825)	(289,147)	(213,343)	24,518	13.0%
0796 - PERSONNEL SERVICES ALLOC-IN	1,372,849	1,224,559	1,294,757	1,360,549	1,312,652	(17,895)	-1.4%
<b>SUBTOTAL</b>	\$ 18,250,837	\$ 18,825,663	\$ 18,516,523	\$ 18,351,599	\$ 18,597,991	\$ (81,468)	-0.4%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 1,134,511	\$ 879,464	\$ 879,464	\$ 758,659	\$ 838,071	\$ 41,393	4.7%
0803 - FUEL	226,489	268,650	268,650	217,675	230,114	38,536	14.3%
0804 - NON-CAPITAL EQUIPMENT	71,333	47,000	47,000	14,984	11,500	35,500	75.5%
0805 - SUPPLIES-ALLOCATION OUT	(9,393)	(4,253)	(4,253)	(4,302)	(2,988)	(1,265)	-29.7%
0806 - SUPPLIES-ALLOCATION IN	19,801	5,180	5,180	12,273	419,080	(413,900)	-7990.3%
<b>SUBTOTAL</b>	\$ 1,442,741	\$ 1,196,041	\$ 1,196,041	\$ 999,289	\$ 1,495,777	\$ (299,736)	-25.1%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 1,523	\$ 14,500	\$ 14,500	\$ 6,331	\$ 11,000	\$ 3,500	24.1%
0812 - OTHER SERVICES	1,530,944	230,335	609,673	628,473	790,345	(180,672)	-29.6%
0820 - RENT & OPERATING LEASES	888,866	836,743	836,743	787,780	837,524	(781)	-0.1%
0825 - REPAIRS AND MAINTENANCE	110	2,380	2,380	500	-	2,380	100.0%
0830 - INTERGOVERNMENTAL PAYMENTS	500	500	500	-	500	-	0.0%
0839 - INTERNAL SERVICE CHARGES	1,885,611	1,772,962	1,772,962	1,826,665	1,468,433	304,529	17.2%
0841 - TRAVEL	91,913	102,354	102,354	107,767	150,406	(48,052)	-46.9%
0842 - EDUCATION AND TRAINING	74,237	87,023	87,023	65,167	97,109	(10,086)	-11.6%
0843 - POSTAGE/FREIGHT/SHIPPING	83,715	80,596	80,596	65,727	68,891	11,705	14.5%
0850 - UTILITIES	3,870	5,460	5,460	3,795	5,520	(60)	-1.1%
0872 - SERVICES-ALLOCATION OUT	(98,778)	(177,146)	(177,146)	(177,452)	(173,175)	(3,971)	-2.2%
0873 - SERVICES-ALLOCATION IN	465,608	455,785	438,462	402,326	404,604	33,858	7.7%
<b>SUBTOTAL</b>	\$ 4,928,119	\$ 3,411,492	\$ 3,773,507	\$ 3,717,079	\$ 3,661,157	\$ 112,350	3.0%
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 80,640	\$ -	\$ -	\$ 190	\$ 210,000	\$ (210,000)	N/A
0920 - CAPITAL EQUIPMENT	36,733	143,400	143,400	146,899	454,220	(310,820)	-216.8%
0930 - VEHICLES & CONSTRUCTION EQUIP	146,138	138,000	138,000	138,000	233,364	(95,364)	-69.1%
0956 - CAPITAL-ALLOCATION IN	138,000	309,426	309,426	312,216	150,969	158,457	51.2%
<b>SUBTOTAL</b>	\$ 401,511	\$ 590,826	\$ 590,826	\$ 597,305	\$ 1,048,553	\$ (457,727)	-77.5%
<b>ALL EXPENDITURES</b>	\$ 25,023,208	\$ 24,024,022	\$ 24,076,897	\$ 23,665,272	\$ 24,803,478	\$ (726,581)	-3.0%

Sources and Uses by Category (continued)

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ -	\$ -	\$ 17,323	\$ 17,323	\$ 17,323	\$ -	0.0%
<b>ALL OTHER FINANCING USES</b>	\$ -	\$ -	\$ 17,323	\$ 17,323	\$ 17,323	\$ -	0.0%
<b>TOTAL USES</b>	\$ 25,023,208	\$ 24,024,022	\$ 24,094,220	\$ 23,682,595	\$ 24,820,801	\$ (726,581)	-3.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 31,679	\$ 22,221	\$ 22,221	\$ 22,221	\$ 22,221	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 31,679	\$ 22,221	\$ 22,221	\$ 22,221	\$ 22,221	\$ -	0.0%
<b>505 ENVIRONMENTAL SERVICES GRANTS</b>							
OPERATING	\$ -	\$ -	\$ 70,198	\$ 70,198	\$ 67,198	\$ (3,000)	-4.3%
<b>FUND TOTAL SOURCES</b>	\$ -	\$ -	\$ 70,198	\$ 70,198	\$ 67,198	\$ (3,000)	-4.3%
<b>506 ENVIRONMTL SVCS ENV HEALTH</b>							
OPERATING	\$ 19,698,104	\$ 19,383,201	\$ 19,383,201	\$ 19,386,256	\$ 19,383,201	\$ -	0.0%
NON RECURRING NON PROJECT	126,436	-	95,081	63,790	-	(95,081)	-100.0%
<b>FUND TOTAL SOURCES</b>	\$ 19,824,540	\$ 19,383,201	\$ 19,478,282	\$ 19,450,046	\$ 19,383,201	\$ (95,081)	-0.5%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 19,729,783	\$ 19,405,422	\$ 19,475,620	\$ 19,478,675	\$ 19,472,620	\$ (3,000)	0.0%
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	\$ 126,436	\$ -	\$ 95,081	\$ 63,790	\$ -	\$ (95,081)	-100.0%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 19,856,219	\$ 19,405,422	\$ 19,570,701	\$ 19,542,465	\$ 19,472,620	\$ (98,081)	-0.5%
<b>FUND / FUNCTION CLASS</b>							
<b>100 GENERAL</b>							
OPERATING	\$ 4,215,989	\$ 4,026,395	\$ 4,026,395	\$ 4,026,395	\$ 4,152,458	\$ (126,063)	-3.1%
NON RECURRING NON PROJECT	400,635	142,600	142,600	142,600	485,587	(342,987)	-240.5%
<b>FUND TOTAL USES</b>	\$ 4,616,624	\$ 4,168,995	\$ 4,168,995	\$ 4,168,995	\$ 4,638,045	\$ (469,050)	-11.3%
<b>505 ENVIRONMENTAL SERVICES GRANTS</b>							
OPERATING	\$ -	\$ -	\$ 70,198	\$ 70,198	\$ 67,198	\$ 3,000	4.3%
<b>FUND TOTAL USES</b>	\$ -	\$ -	\$ 70,198	\$ 70,198	\$ 67,198	\$ 3,000	4.3%
<b>506 ENVIRONMTL SVCS ENV HEALTH</b>							
OPERATING	\$ 18,914,502	\$ 19,383,201	\$ 19,383,201	\$ 18,982,676	\$ 19,166,315	\$ 216,886	1.1%
NON RECURRING NON PROJECT	1,492,082	471,826	471,826	460,726	949,243	(477,417)	-101.2%
<b>FUND TOTAL USES</b>	\$ 20,406,584	\$ 19,855,027	\$ 19,855,027	\$ 19,443,402	\$ 20,115,558	\$ (260,531)	-1.3%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 23,130,491	\$ 23,409,596	\$ 23,479,794	\$ 23,079,269	\$ 23,385,971	\$ 93,823	0.4%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 1,892,717	\$ 614,426	\$ 614,426	\$ 603,326	\$ 1,434,830	\$ (820,404)	-133.5%
<b>DEPARTMENT TOTAL USES</b>	\$ 25,023,208	\$ 24,024,022	\$ 24,094,220	\$ 23,682,595	\$ 24,820,801	\$ (726,581)	-3.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>BUSINESS SERVICES</b>							
HEALTH CODE PERMITTING	13.20	-	-	-	-	-	N/A
PROGRAM TOTAL	13.20	-	-	-	-	-	N/A
<b>ENVIRONMENTAL ENFORCEMENT</b>							
ENV HEALTH ENFORCEMENT	17.00	10.00	10.00	10.00	10.00	-	0.0%
STORMWATER DISCHARGE	6.00	4.80	4.80	4.80	4.80	-	0.0%
STORMWATER PUBLIC EDUCATION	1.00	2.20	2.20	2.20	2.20	-	0.0%
PROGRAM TOTAL	24.00	17.00	17.00	17.00	17.00	-	0.0%
<b>ENVIRONMENTAL HEALTH SERVICES</b>							
ENV HEALTH PLAN REVIEW	13.77	13.02	12.95	12.95	12.95	-	0.0%
ENV RELATED ILLNESS INVESTIG	4.00	4.00	3.00	3.00	3.00	-	0.0%
FOOD NON FOOD INSPECTIONS	119.23	143.98	149.05	138.05	139.05	(10.00)	(6.7%)
FOOD SERVICE LICENSE	9.80	-	-	-	-	-	N/A
PROGRAM TOTAL	146.80	161.00	165.00	154.00	155.00	(10.00)	(6.1%)
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	3.00	3.00	3.00	3.00	3.00	-	0.0%
EXECUTIVE MANAGEMENT	3.00	2.00	2.00	2.00	2.00	-	0.0%
OPERATIONS SUPPORT	11.00	12.00	11.00	11.00	11.00	-	0.0%
PROCUREMENT	1.00	-	-	-	-	-	N/A
RECORDS MANAGEMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	19.00	18.00	17.00	17.00	17.00	-	0.0%
<b>VECTOR CONTROL</b>							
VECTOR CTRL PUB ED SURV TRTMNT	36.00	38.00	38.00	38.00	38.00	-	0.0%
PROGRAM TOTAL	36.00	38.00	38.00	38.00	38.00	-	0.0%
<b>WATER AND WASTE MANAGEMENT</b>							
WW MANAGEMENT INSPECTIONS	27.87	30.48	30.38	30.38	30.38	-	0.0%
WW PLAN REVIEW	23.13	23.52	23.62	23.62	23.62	-	0.0%
PROGRAM TOTAL	51.00	54.00	54.00	54.00	54.00	-	0.0%
DEPARTMENT TOTAL	290.00	288.00	291.00	280.00	281.00	(10.00)	(3.4%)

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Accounting Specialist	-	-	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	5.00	4.00	4.00	4.00	4.00	-	0.0%
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	3.00	3.00	3.00	2.00	3.00	-	0.0%
Chemical Applicatns Tech	27.00	27.00	26.00	26.00	26.00	-	0.0%
Collector	1.00	-	-	-	-	-	N/A
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Environmental Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Services Supervisor	1.00	1.00	2.00	2.00	2.00	-	0.0%
Development Svcs Technician	18.00	17.00	7.00	7.00	7.00	-	0.0%
Development Svcs Technician Ld	-	-	2.00	2.00	2.00	-	0.0%
Development Svcs Technician Sr	-	-	13.00	13.00	13.00	-	0.0%
Director - Environmental Svcs	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineer	10.00	10.00	10.00	10.00	10.00	-	0.0%
Engineering Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Environmental Enforcement Specialist	7.00	5.00	6.00	6.00	6.00	-	0.0%
Environmental Enforcement Specialist - Trainee	-	1.00	-	-	-	-	N/A
Environmental Services Division Manger	3.00	3.00	3.00	3.00	3.00	-	0.0%
Environmental Services Operations Supervisor	7.00	7.00	7.00	7.00	7.00	-	0.0%
Environmental Spec Trainee	15.00	15.00	16.00	16.00	16.00	-	0.0%
Environmental Specialist	123.00	123.00	121.00	121.00	123.00	2.00	1.7%
Environmental Specialist Senior	-	-	2.00	2.00	-	(2.00)	(100.0%)
Environmental Specialist Supervisor	28.00	28.00	27.00	27.00	27.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Finance Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Technician	-	2.00	3.00	3.00	3.00	-	0.0%
Management Analyst	4.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant	12.00	13.00	10.00	-	-	(10.00)	(100.0%)
Office Assistant Specialized	10.00	9.00	9.00	9.00	9.00	-	0.0%
Procurement Specialist	1.00	-	-	-	-	-	N/A
Special Projects Manager	-	1.00	-	-	-	-	N/A
<b>Department Total</b>	<b>290.00</b>	<b>288.00</b>	<b>291.00</b>	<b>280.00</b>	<b>281.00</b>	<b>(10.00)</b>	<b>(3.4%)</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	45.00	46.00	46.00	46.00	46.00	-	0.0%
506 ENVIRONMTL SVCS ENV HEALTH	245.00	242.00	245.00	234.00	235.00	(10.00)	(4.1%)
<b>Department Total</b>	<b>290.00</b>	<b>288.00</b>	<b>291.00</b>	<b>280.00</b>	<b>281.00</b>	<b>(10.00)</b>	<b>(3.4%)</b>

### General Adjustments

**Personnel:** FY 2017 personnel expenditures have decreased due to the inactivation of ten (10) FTE's as a result of the functions relating to Food Handler Worker Cards changing from required for all food service handlers to managers only.

### Other Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$61,260 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$3,705 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$188 for the impact of the changes in retirement contribution rates.

- Decrease Personal Services by \$2,314.
- Increase Supplies & Services by \$53,662 for increases in Information Technology, internal allocations and other miscellaneous supplies and services.
- Decrease Internal Service Charges by \$592 for the impact of the changes in risk management charges.
- Increase Internal Services Charges by \$15,250 for the impact of the changes in base level telecommunication charges.
- Increase Personnel Savings by \$2,314 from 6.04% to 6.09%.

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

- FY 2017 Non Recurring Non Project budget of \$485,587 includes:
  - \$24,367 for Storage Increases, Infrastructure Upgrade, Enterprise Solution Move and Accela Data Read Only.
  - \$7,000 for two (2) CF-54 Panasonic GPS-Enabled Laptops.
  - \$166,502 for Mobile Vector Control Database Upgrade.
  - \$152,718 for Drop Vision Fluorescence System (Mosquito Resistance Testing Equipment), Nucleic Acid Extractor, Automated Liquid Handling Device and Insect Growth Chamber (Insecticide Resistance Testing Equipment).
  - \$60,000 for Equipment for Lab Remodel.
  - Increase Capital Equipment by \$75,000 for six (6) Electric Foggers.

**Environmental Services Grants Fund (505) Operating**

- Increase Revenue and Expenditures by \$67,198 for the continuation of a cooperative agreement with the U.S. Department of Health and Human Services Food and Drug Administration.

**Environmental Services Environmental Health Fund (506) Operating**

- Increase Regular Benefits by \$323,673 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$32,780 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$1,182 for the impact of the changes in retirement contribution rates.
- Decrease by \$164,374 for the impact of the Department submitting budget under baseline.
- Decrease Personal Services by \$422,777 for the impact of eliminating 10 Office Assistants.
- Decrease Internal Service Charges by \$1,873 for the impact of the changes in risk management charges.
- Increase Internal Services Charges by \$80,063 for the impact of the changes in base level telecommunication charges.

**Environmental Services Environmental Health Fund (506) Non Recurring Non Project**

- FY 2017 Non Recurring Non Project budget of \$949,243 includes:
  - \$379,277 for Developer Tools, System Tools, Desktop Replacements, Laptop Replacements and Replacement Monitor.
  - \$210,000 for Tenant Improvements at the 1645 E. Roosevelt Location.
  - \$233,364 for four (7) replacement vehicles.
  - \$126,602 for Storage Increases, Infrastructure Upgrade, Enterprise Solution Move and Accela Data Read Only.

## Programs and Activities

### Enforcement Program

The purpose of the Enforcement Program is to provide complaint intake, investigations and enforcement proceedings for violators/complainants of the Maricopa County Health Code so they can either receive due process in resolving non-compliance issues and/or an environmental problem solution.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of enforcement actions processed within 10 calendar days	97.6%	98.5%	97.8%	98.5%	0.0%	0.0%
Percent of priority nuisance complaint investigations initiated within seven calendar days	N/A	N/A	36.8%	N/A	N/A	N/A
Percent of nuisance complaint investigations resolved within 60 calendar days	N/A	N/A	208.3%	N/A	N/A	N/A
Percent of non-permitted enforcement actions processed within 30 days of last inspection	N/A	N/A	49.7%	N/A	N/A	N/A
Percent of total urbanized unincorporated area of Maricopa County inspected	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of County facilities receiving required inspections	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of required public educational sessions conducted within the required timeframe	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Enforcement Activity
- Environmental Related Illness Investigations
- Stormwater Discharge
- Stormwater Public Education

### Enforcement Activity

The purpose of the Enforcement Activity is to provide enforcement proceedings for the regulated community of Maricopa County so they can receive due process in resolving non-compliance issues.

**Mandates:** A.R.S. §36-601 which states public nuisances dangerous to public health and A.R.S. §36-136 which states the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of enforcement actions processed within 10 calendar days	97.6%	98.5%	97.8%	98.5%	0.0%	0.0%
Result	Percent of priority nuisance complaint investigations initiated within seven calendar days	N/A	N/A	36.8%	N/A	N/A	N/A
Result	Percent of nuisance complaint investigations resolved within 60 calendar days	N/A	N/A	208.3%	N/A	N/A	N/A
Result	Percent of non-permitted enforcement actions processed within 30 days of last inspection	N/A	N/A	49.7%	N/A	N/A	N/A
Output	Number of enforcement actions processed	992	1,000	1,068	1,000	-	0.0%
Output	Number of nuisance complaints required to be investigated	N/A	N/A	603	N/A	N/A	N/A
Output	Number of non-permitted enforcement actions processed	N/A	N/A	98	N/A	N/A	N/A
Output	Number of priority nuisance complaints received	N/A	N/A	356	N/A	N/A	N/A
Demand	Number of enforcement actions requested	1,002	1,025	1,089	1,025	-	0.0%
Expenditure Ratio	Cost per enforcement action processed	\$ 837.44	\$ 868.11	\$ 784.31	\$ 882.49	\$ (14.38)	-1.7%
<i>Revenue</i>							
	100 - GENERAL	\$ 31,679	\$ 22,221	\$ 22,221	\$ 22,221	\$ -	0.0%
	506 - ENVIRONMTL SVCS ENV HEALTH	225,293	221,012	216,336	227,512	6,500	2.9%
	TOTAL SOURCES	\$ 256,972	\$ 243,233	\$ 238,557	\$ 249,733	\$ 6,500	2.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 68,311	\$ 127,577	\$ 126,585	\$ 130,159	\$ (2,582)	-2.0%
	506 - ENVIRONMTL SVCS ENV HEALTH	762,433	740,529	711,056	752,327	(11,798)	-1.6%
	TOTAL USES	\$ 830,744	\$ 868,106	\$ 837,641	\$ 882,486	\$ (14,380)	-1.7%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 98.5% of the demand. The increase in revenue and expenditures for FY 2017 are due to an update to the Department's strategic plan in which the Non-Permit Related Compliance Activity is now included within the Enforcement Activity.

**Environmental Related Illness Investigations Activity**

The purpose of the Environmental Related Illness Investigations Activity is to provide environmental related illness investigations to Maricopa County residents, so they can mitigate exposure to contaminated food, water and/or environmental related illnesses.

**Mandates:** The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of environmental related illness complaints where contact was attempted within 24 business hours from the time it was received	99.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of outbreak investigations initiated within 72 business hours of being declared	208.3%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Communicable Disease Alert investigations initiated within 72 business hours	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of environmental illness complaints received and contact initiated	854	880	915	880	-	0.0%
Output	Number of outbreak investigations initiated	12	15	16	15	-	0.0%
Output	Number of Communicable Disease Alert investigations initiated	35	30	35	30	-	0.0%
Demand	Number of environmental illness complaints received	854	880	915	880	-	0.0%
Demand	Number of outbreaks identified	12	15	16	15	-	0.0%
Demand	Number of Communicable Disease Alerts that are issued by Maricopa County Department of Public Health	35	30	35	30	-	0.0%
Expenditure Ratio	Cost per environmental illness complaint response initiated	\$ 256.41	\$ 168.61	\$ 208.00	\$ 263.94	\$ (95.33)	-56.5%
<i>Revenue</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 22,596	\$ -	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ 22,596	\$ -	\$ -	\$ -	\$ -	N/A
<i>Expenditure</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 218,975	\$ 148,380	\$ 190,318	\$ 232,271	\$ (83,891)	-56.5%
	TOTAL USES	\$ 218,975	\$ 148,380	\$ 190,318	\$ 232,271	\$ (83,891)	-56.5%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 100% of the demand for investigations conducted. The number of complaints and outbreaks that the Department is planning for in FY 2017 is consistent with an upward trend in the number of complaints received year over year for the past four fiscal years. These complaints can change dramatically based on any given situation that may occur. For example, in 2010, the H1N1 pandemic caused great concern and the Department received over 1,000 complaints. In order to determine the forecasted number of complaints, pandemics, such as H1N1, are taken out of the equation, as these are unusual situations, and will cause fluctuations in the number of complaints from one year to the next. The FY 2017 expenditures are increasing due to higher salaries and benefits costs.

### Stormwater Discharge Activity

The purpose of the Stormwater Discharge Activity is to provide response and investigative services to complainants so they can benefit from timely complaint resolution.

**Mandates:** The Stormwater Permit from Arizona Department of Environmental Quality mandates this activity.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of total urbanized unincorporated area of Maricopa County inspected	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of County facilities receiving required inspections	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of County facility inspections within the urbanized area conducted	150	72	72	72	-	0.0%
Output	Number of square miles of urbanized unincorporated Maricopa County inspected	34	40	42	40	-	0.0%
Demand	Square miles of urbanized unincorporated area in Maricopa County required to be inspected per the ADEQ permit	30	40	40	40	-	0.0%
Demand	Number of County facility inspections within the urbanized area required	72	72	72	72	-	0.0%
Expenditure Ratio	Cost per square miles of urbanized unincorporated Maricopa County inspections	\$ 9,334.10	\$ 7,875.35	\$ 7,124.12	\$ 8,331.58	\$ (456.23)	-5.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 313,719	\$ 315,014	\$ 301,279	\$ 333,263	\$ (18,249)	-5.8%
	TOTAL USES	\$ 313,719	\$ 315,014	\$ 301,279	\$ 333,263	\$ (18,249)	-5.8%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 100% of demand of Stormwater complaint inspections provided in five days, as well as total urbanized unincorporated area of Maricopa County. The FY 2017 expenditures are increasing due to expenditures for two GPS enabled laptops.

### Stormwater Public Education Activity

The purpose of the Stormwater Public Education Activity is to provide educational services to Maricopa County residents so they can increase their awareness to help reduce or eliminate stormwater pollution.

**Mandates:** The Stormwater Permit from Arizona Department of Environmental Quality mandates this activity.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of required public educational sessions conducted within the required timeframe	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of public educational sessions conducted	211	100	100	100	-	0.0%
Demand	Number of public educational sessions requested	211	100	100	100	-	0.0%
Expenditure Ratio	Cost per public educational session	\$ 263.83	\$ 1,528.29	\$ 1,132.32	\$ 1,555.60	\$ (27.31)	-1.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 55,669	\$ 152,829	\$ 113,232	\$ 155,560	\$ (2,731)	-1.8%
	TOTAL USES	\$ 55,669	\$ 152,829	\$ 113,232	\$ 155,560	\$ (2,731)	-1.8%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 100% of the demand for this activity. The FY 2017 expenditures are increasing due to higher benefits costs.

### Environmental Health Services Program

The purpose of the Environmental Health Program is to provide environmental health review, investigative, permitting and licensing services to regulated facilities and the general population so they can operate their business in compliance with the Maricopa County Environmental Health code and to ensure a safe and healthy environment for our community.

Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of environmental health plan reviews completed within 30 business days	100.3%	94.3%	93.7%	94.3%	0.0%	0.0%
Percent of comprehensive food inspections completed with no foodborne illness risk factors reported	64.5%	68.9%	66.8%	68.9%	0.0%	0.0%
Percent of required comprehensive inspections completed for all food permits	100.0%	94.4%	99.7%	94.4%	0.0%	0.0%
Percent of all food permits that received the required number of inspections	100.0%	N/A	N/A	N/A	N/A	N/A
Percent of environmental related illness complaints where contact was attempted within 24 business hours from the time it was received	99.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of outbreak investigations initiated within 72 business hours of being declared	208.3%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Communicable Disease Alert investigations initiated within 72 business hours	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Some measures within the Environmental Health Services Program were newly established in FY 2014.

Activities that comprise this program include:

- Environmental Health Plan Review
- Food/Non-Food Inspection

**Environmental Health Plan Review Activity**

The purpose of the Environmental Health Plan Review Activity is to provide plan review and construction inspection services to owners of regulated establishments so they can design and construct facilities compliant with Maricopa County Environmental Health Code and obtain a permit to operate their business.

**Mandates:** A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of environmental health plan reviews completed within 30 business days	100.3%	94.3%	93.7%	94.3%	0.0%	0.0%
Output	Number of inspections conducted	5,999	6,250	6,077	6,250	-	0.0%
Demand	Number of environmental health plan reviews requested	1,569	1,709	1,667	1,709	-	0.0%
Demand	Number of inspection requests received	6,224	6,130	6,159	6,130	-	0.0%
Expenditure Ratio	Expenditures per inspection conducted	\$ 170.14	\$ 139.70	\$ 158.16	\$ 170.25	\$ (30.55)	-21.9%
<i>Revenue</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 1,294,362	\$ 1,313,300	\$ 1,308,604	\$ 1,313,362	\$ 62	0.0%
	TOTAL SOURCES	\$ 1,294,362	\$ 1,313,300	\$ 1,308,604	\$ 1,313,362	\$ 62	0.0%
<i>Expenditure</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 1,020,696	\$ 873,103	\$ 961,164	\$ 1,064,069	\$ (190,966)	-21.9%
	TOTAL USES	\$ 1,020,696	\$ 873,103	\$ 961,164	\$ 1,064,069	\$ (190,966)	-21.9%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 94.3% of the demand. The FY 2017 expenditures are increasing due to higher salaries and benefits costs, employee training and education.

**Food/Non-Food Inspection Activity**

The purpose of the Food/Non-Food Inspection Activity is to provide inspections to regulated facility owners and operators so they can maintain compliance with the Maricopa County Environmental Health Code and operate their business.

**Mandates:** The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of comprehensive food inspections completed with no foodborne illness risk factors reported	64.5%	68.9%	66.8%	68.9%	0.0%	0.0%
Result	Percent of required comprehensive inspections completed for all food permits	100.0%	94.4%	99.7%	94.4%	0.0%	0.0%
Result	Percent of all food permits that received the required number of inspections	100.0%	N/A	N/A	N/A	N/A	N/A
Output	Number of comprehensive inspections completed for all food establishments	56,666	50,900	52,408	50,900	-	0.0%
Demand	Number of comprehensive inspections required for all food establishments	54,861	54,800	55,748	54,800	-	0.0%
Expenditure Ratio	Expenditure per comprehensive food establishment inspection completed	\$ 177.97	\$ 175.98	\$ 166.65	\$ 180.84	\$ (4.85)	-2.8%
<b>Revenue</b>							
	505 - ENVIRONMENTAL SERVICES GRANTS	\$ -	\$ 70,198	\$ 70,198	\$ 67,198	\$ (3,000)	-4.3%
	506 - ENVIRONMTL SVCS ENV HEALTH	12,141,636	11,761,151	11,870,733	11,738,495	(22,656)	-0.2%
	TOTAL SOURCES	\$ 12,141,636	\$ 11,831,349	\$ 11,940,931	\$ 11,805,693	\$ (25,656)	-0.2%
<b>Expenditure</b>							
	505 - ENVIRONMENTAL SERVICES GRANTS	\$ -	\$ 70,198	\$ 70,198	\$ 67,198	\$ 3,000	4.3%
	506 - ENVIRONMTL SVCS ENV HEALTH	10,084,596	8,887,342	8,663,397	9,137,459	(250,117)	-2.8%
	TOTAL USES	\$ 10,084,596	\$ 8,957,540	\$ 8,733,595	\$ 9,204,657	\$ (247,117)	-2.8%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 94.4% of all food permits receiving the required number of inspections. FY 2017 budgeted expenditures are increasing due to higher salaries and benefits costs and one-time tenant improvements at the 1645 E. Roosevelt location.

**Vector Control Program**

The purpose of the Vector Control Program is to provide human disease carrying vector surveillance, investigative, treatment and education services to Maricopa County residents so they can benefit from reduced vector borne disease exposure.

Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of Field Surveillance Tests completed (RTs)	100.0%	100.0%	93.6%	100.0%	0.0%	0.0%
Percent of Routine Sites treated for mosquito breeding (RSIs)	38.7%	40.1%	36.0%	40.1%	0.0%	0.0%
Percent of initial complaints with an investigation completed within five business days	101.0%	100.0%	106.8%	100.0%	0.0%	0.0%
Percent change of positive mosquito samples collected from previous year	N/A	N/A	138.6%	N/A	N/A	N/A
Percent of initial complaints with an investigation completed in one business day	N/A	N/A	68.3%	N/A	N/A	N/A

Some measures within the Vector Control Program were newly established in FY 2013.

Activities that comprise this program include:

- Vector Control

**Vector Control Activity**

The purpose of the Vector Control Activity is to provide local vector compliant investigation, surveillance, education and treatment to the residents of Maricopa County so they can benefit from reduced vector borne disease exposure.

**Mandates:** A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Field Surveillance Tests completed (RTs)	100.0%	100.0%	93.6%	100.0%	0.0%	0.0%
Result	Percent of Routine Sites treated for mosquito breeding (RSIs)	38.7%	40.1%	36.0%	40.1%	0.0%	0.0%
Result	Percent of initial complaints with an investigation completed within five business days	101.0%	100.0%	106.8%	100.0%	0.0%	0.0%
Result	Percent change of positive mosquito samples collected from previous year	N/A	N/A	138.6%	N/A	N/A	N/A
Result	Percent of initial complaints with an investigation completed in one business day	N/A	N/A	68.3%	N/A	N/A	N/A
Output	Number of acres treated with adulticide	362,390	195,000	237,403	195,000	-	0.0%
Output	Number of Routine Site Inspections performed for mosquito breeding (RSI)	17,294	19,125	20,170	19,125	-	0.0%
Output	Number of complaints investigated	16,451	8,200	7,092	8,200	-	0.0%
Output	Total investigations performed	69,875	53,200	59,435	53,200	-	0.0%
Output	Number of acres treated with larvicide	75	160	111	160	-	0.0%
Output	Total number of acres treated with larvicide and adulticide	362,465	237,000	258,434	237,000	-	0.0%
Output	Number of positive mosquito samples collected	N/A	N/A	83	N/A	N/A	N/A
Output	Number of routine sites treated	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of field surveillance traps (RT) that need to be set	36,205	26,600	34,060	26,600	-	0.0%
Demand	Number of complaints received	16,547	7,500	6,921	7,500	-	0.0%
Expenditure Ratio	Cost per investigation performed	\$ 50.23	\$ 58.86	\$ 52.22	\$ 64.75	\$ (5.89)	-10.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,510,144	\$ 3,131,243	\$ 3,103,724	\$ 3,444,479	\$ (313,236)	-10.0%
	TOTAL USES	\$ 3,510,144	\$ 3,131,243	\$ 3,103,724	\$ 3,444,479	\$ (313,236)	-10.0%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 100% of the demand for surveillance tests completed within 48 hours. The Department takes a pro-active approach to mosquito control and uses surveillance and larviciding as the preferred methods of control. FY 2017 budgeted expenditures are increasing due to higher benefits costs and one-time expenses to include additional machinery to test for the West Nile Virus, St. Luis Encephalitis, Chikungunya, Dengue Fever and Zika, new laboratory equipment, replacement foggers and an IT infrastructure upgrade.

## Water and Waste Management Program

The purpose of the Water and Waste Management Program is to provide construction plan review, construction inspection and facility compliance inspection services to individuals, entities and facility operators so they construct their facilities in a timely manner in compliance with current regulations or maintain compliance with those regulations.

## Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of plan review application initial substantive reviews provided within the program's established standard for number of business days	102.3%	100.0%	100.2%	83.5%	(16.5%)	-16.5%
Percent of facilities and vehicles receiving the required number of operating inspections	106.6%	100.0%	100.3%	100.0%	0.0%	0.0%

The Water and Waste Management Program was condensed in FY 2015. These activities and subsequent measures were new in FY 2015.

Activities that comprise this program include:

- Water and Waste Management Inspections
- Water and Waste Plan Review

### Water and Waste Management Inspections Activity

The purpose of the Water and Waste Management Inspections Activity is to provide compliance inspection services to individuals or entities that operate public water systems, wastewater treatment facilities, waste transport vehicles and related facilities, and public/semi-public swimming pools so they can continue to operate their permitted facility or vehicle in compliance with regulations.

**Mandates:** The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of facilities and vehicles receiving the required number of operating inspections	106.6%	100.0%	100.3%	100.0%	0.0%	0.0%
Output	Sum of the number of operating inspections required	11,140	34,500	34,500	34,500	-	0.0%
Output	Sum of the number of public water systems, wastewater treatment facilities, waste transport vehicles, related facilities and public / semi-public swimming pool compliance inspections required	35,768	29,500	47,322	29,500	-	0.0%
Demand	Sum of the number of public water systems, wastewater treatment facilities, waste transport vehicles and related facilities, and public / semi-public swimming pool operating inspections required	35,768	36,000	36,000	36,000	-	0.0%
Expenditure Ratio	Cost per operating inspection provided	\$ 51.05	\$ 69.48	\$ 52.62	\$ 70.55	\$ (1.06)	-1.5%
<i>Revenue</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 3,582,131	\$ 3,636,169	\$ 3,514,763	\$ 3,582,131	\$ (54,038)	-1.5%
	TOTAL SOURCES	\$ 3,582,131	\$ 3,636,169	\$ 3,514,763	\$ 3,582,131	\$ (54,038)	-1.5%
<i>Expenditure</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 1,825,961	\$ 2,049,807	\$ 2,021,723	\$ 2,081,190	\$ (31,383)	-1.5%
	TOTAL USES	\$ 1,825,961	\$ 2,049,807	\$ 2,021,723	\$ 2,081,190	\$ (31,383)	-1.5%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 100% of the demand for this Activity. The FY 2017 budgeted revenues have decreased due to a decrease in the cost per inspection required. The FY 2017 budgeted expenditures have increased due to higher benefits costs.

### Water and Waste Plan Review Activity

The purpose of the Water and Waste Plan Review Activity is to provide plan review services to individuals or entities who submit applications for approval of plans for water, wastewater and bathing place facilities so they can construct and operate their facilities in a timely manner in compliance with applicable regulations.

**Mandates:** The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of plan review application initial substantive reviews provided within the program's established standard for number of business days	102.3%	100.0%	100.2%	83.5%	(16.5%)	-16.5%
Output	Sum of the number of initial substantive plan reviews provided	3,755	5,200	4,103	5,200	-	0.0%
Output	Sum of the number of initial substantive plan reviews requested	3,840	6,225	6,225	6,225	-	0.0%
Demand	Sum of the number of initial substantive plan reviews requested	3,840	6,225	4,603	6,225	-	0.0%
Expenditure Ratio	Cost per initial substantive plan reviews provided	\$ 561.91	\$ 416.45	\$ 512.76	\$ 420.12	\$ (3.67)	-0.9%
<i>Revenue</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 2,510,877	\$ 2,514,650	\$ 2,492,227	\$ 2,479,701	\$ (34,949)	-1.4%
	TOTAL SOURCES	\$ 2,510,877	\$ 2,514,650	\$ 2,492,227	\$ 2,479,701	\$ (34,949)	-1.4%
<i>Expenditure</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 2,157,741	\$ 2,165,531	\$ 2,103,847	\$ 2,184,612	\$ (19,081)	-0.9%
	TOTAL USES	\$ 2,157,741	\$ 2,165,531	\$ 2,103,847	\$ 2,184,612	\$ (19,081)	-0.9%

**Activity Narrative:** The FY 2016 budget supports the Department in meeting 83.5% of the demand for this Activity. The decrease in revenues is due to a decrease in the cost per plan review provided. The increase in expenditures for FY 2017 is due to an update to the Department's strategic plan in which the Stormwater Construction and Water and Waste Construction Inspection Activities are now included within the Water and Waste Plan Review Activity.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 4,026,395</b>	<b>\$ 22,221</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 4,026,395</b>	<b>\$ 22,221</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 4,026,395</b>	<b>\$ 22,221</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 57,743</b>	<b>\$ -</b>
Employee Health/Dental Premiums	61,260	-
Vacancy Savings Assoc with Benefit Adjustments	(3,705)	-
Retirement Contributions	188	-
<b>Base Adjustments</b>	<b>\$ 68,320</b>	<b>\$ -</b>
Other Base Adjustments	(2,314)	-
Decrease Personal Services	\$ (2,314)	-
Base Adjustment Increases	53,662	-
Increase Supplies and Services, Increase in Information Technology, Internal Allocations and Other Miscellaneous Supplies and Services	\$ 53,662	-
Risk Management Adjustment	(592)	-
Base Telecom Adjustment	15,250	-
Personnel Savings	2,314	-
From 6.04% to 6.09%	\$ 2,314	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 4,152,458</b>	<b>\$ 22,221</b>
Percent Change from Baseline Amount	3.1%	0.0%
	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 142,600</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 142,600</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ (2,600)</b>	<b>\$ -</b>
Other IT Non Recurring	(2,600)	-
<b>Non Recurring</b>	<b>\$ (140,000)</b>	<b>\$ -</b>
Other Non Recurring	(140,000)	-
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ 197,869</b>	<b>\$ -</b>
Other IT Non Recurring	197,869	-
Storage Increases, Infrastructure Upgrade, Enterprise Solution Move and Accela Data Read Only	\$ 24,367	-
CF-54 Panasonic GPS Enabled Laptops (2)	7,000	-
Mobile Vector Control Database Upgrade	166,502	-
<b>Non Recurring</b>	<b>\$ 287,718</b>	<b>\$ -</b>
Other Non Recurring	287,718	-
Drop Vision Fluorescence System (Mosquito Resistance Testing Equipment), Nucleic Acid Extractor, Automated Liquid Handling Device and Insect Growth Chamber (Insecticide Resistance Testing Equipment)	\$ 152,718	-
Equipment for Lab Remodel	60,000	-
Electric Foggers (6)	75,000	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 485,587</b>	<b>\$ -</b>

Environmental Services Grants Fund (505)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Grants</b>		<b>\$ 3,000</b>	<b>\$ 3,000</b>
<i>FDA Pacific Reg Retail Food</i>	<i>C-88-16-007-G-00</i>	<i>3,000</i>	<i>3,000</i>
<b>Intergovernmental Agreements</b>		<b>\$ 67,198</b>	<b>\$ 67,198</b>
<i>US Dept of Health and Human Services FDA IGA</i>	<i>C-88-16-004-G-00</i>	<i>67,198</i>	<i>67,198</i>
<b>FY 2016 Revised Budget</b>		<b>\$ 70,198</b>	<b>\$ 70,198</b>
Adjustments:	Agenda Item:		
<b>Grants</b>		<b>\$ (3,000)</b>	<b>\$ (3,000)</b>
<i>FDA Pacific Reg Retail Food</i>	<i>C-88-16-007-G-00</i>	<i>(3,000)</i>	<i>(3,000)</i>
<b>Intergovernmental Agreements</b>		<b>\$ (67,198)</b>	<b>\$ (67,198)</b>
<i>US Dept of Health and Human Services FDA IGA</i>	<i>C-88-16-004-G-00</i>	<i>(67,198)</i>	<i>(67,198)</i>
<b>FY 2017 Baseline Budget</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Intergovernmental Agreements</b>		<b>\$ 67,198</b>	<b>\$ 67,198</b>
<i>US Dept of Health and Human Services FDA IGA</i>	<i>C-88-16-004-G-00</i>	<i>67,198</i>	<i>67,198</i>
<b>FY 2017 Adopted Budget</b>		<b>\$ 67,198</b>	<b>\$ 67,198</b>

Environmental Services Grants Fund (505) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Sources:					
Operating	\$ -	\$ -	\$ 70,198	\$ 70,198	\$ 67,198
Total Sources:	\$ -	\$ -	\$ 70,198	\$ 70,198	\$ 67,198
Uses:					
Operating	\$ -	\$ -	\$ 70,198	\$ 70,198	\$ 67,198
Total Uses:	\$ -	\$ -	\$ 70,198	\$ 70,198	\$ 67,198
Ending Spendable Fund Balance:					

Environmental Services Environmental Health Fund (506)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 19,383,201</b>	<b>\$ 19,383,201</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 19,383,201</b>	<b>\$ 19,383,201</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 19,383,201</b>	<b>\$ 19,383,201</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 292,075</b>	<b>\$ -</b>
Employee Health/Dental Premiums	323,673	-
Vacancy Savings Assoc with Benefit Adjustments	(32,780)	-
Retirement Contributions	1,182	-
<b>Base Adjustments</b>	<b>\$ (508,961)</b>	<b>\$ -</b>
Other Base Adjustments	(587,151)	-
Department Submitted Under Baseline	\$ (164,374)	-
Decrease in Personal Services for 10 Inactivated FTEs	(422,777)	-
Risk Management Adjustment	(1,873)	-
Base Telecom Adjustment	80,063	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 19,166,315</b>	<b>\$ 19,383,201</b>
<i>Percent Change from Baseline Amount</i>	<i>-1.1%</i>	<i>0.0%</i>

Environmental Services Environmental Health Fund (506) (continued)

		Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 471,826</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ -</b>	<b>\$ 95,081</b>
<i>FY 16 Reimburse Environmental Services for Fee Waiver</i>	<i>C-88-16-003-2-00</i>	<i>-</i>	<i>34,815</i>
<i>FY16 Reimb Env Svcs Fees Q1</i>	<i>C-88-16-006-2-00</i>	<i>-</i>	<i>17,030</i>
<i>FY16 Reim Env Serv for Fee Wvr</i>	<i>C-88-16-008-2-00</i>	<i>-</i>	<i>11,945</i>
<i>FY 16 Env Svc Fee Waiver Q3</i>	<i>C-88-16-010-2-00</i>	<i>-</i>	<i>31,291</i>
<b>FY 2016 Revised Budget</b>		<b>\$ 471,826</b>	<b>\$ 95,081</b>
Adjustments:	Agenda Item:		
<b>Base Adjustments</b>		<b>\$ (153,400)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>		<i>(153,400)</i>	<i>-</i>
<b>Information and Communications Technology</b>		<b>\$ (318,426)</b>	<b>\$ -</b>
<i>Other IT Non Recurring</i>		<i>(318,426)</i>	<i>-</i>
<b>Non Recurring</b>		<b>\$ -</b>	<b>\$ (95,081)</b>
<i>FY 16 Reimburse Environmental Services for Fee Waiver</i>	<i>C-88-16-003-2-00</i>	<i>-</i>	<i>(34,815)</i>
<i>FY16 Reimb Env Svcs Fees Q1</i>	<i>C-88-16-006-2-00</i>	<i>-</i>	<i>(17,030)</i>
<i>FY16 Reim Env Serv for Fee Wvr</i>	<i>C-88-16-008-2-00</i>	<i>-</i>	<i>(11,945)</i>
<i>FY 16 Env Svc Fee Waiver Q3</i>	<i>C-88-16-010-2-00</i>	<i>-</i>	<i>(31,291)</i>
<b>FY 2017 Baseline Budget</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Information and Communications Technology</b>		<b>\$ 379,277</b>	<b>\$ -</b>
<i>Other IT Non Recurring</i>		<i>379,277</i>	<i>-</i>
<i>Developer Tools, System Tools, Desktop Replacements, Laptop Replacements and Replacement Monitor</i>	<i>\$ 379,277</i>		
<b>Non Recurring</b>		<b>\$ 486,511</b>	<b>\$ -</b>
<i>Other Non Recurring</i>		<i>486,511</i>	<i>-</i>
<i>Tenant Improvements at 1645 E. Roosevelt Location</i>	<i>\$ 210,000</i>		
<i>Replacement Vehicles (4)</i>	<i>149,909</i>		
<i>Storage Increase, Infrastructure Upgrade, Enterprise Move and Accela Data Read Only Prod</i>	<i>126,602</i>		
<b>FY 2017 Tentative Budget</b>		<b>\$ 865,788</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>			
Adjustments:			
<b>Non Recurring</b>		<b>\$ 83,455</b>	<b>\$ -</b>
<i>Other Non Recurring</i>		<i>83,455</i>	<i>-</i>
<i>Replacement Vehicles (3)</i>	<i>\$ 83,455</i>		
<b>FY 2017 Adopted Budget</b>		<b>\$ 949,243</b>	<b>\$ -</b>

**Environmental Services Environmental Health Fund (506) Fund Balance Summary**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ADOPTED</b>	<b>FY 2016 REVISED</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 ADOPTED</b>
Beginning Spendable Fund Balance	\$ 9,434,563	\$ 8,102,377	\$ 8,102,377	\$ 8,852,508	\$ 8,859,152
Sources:					
Operating	\$ 19,698,104	\$ 19,383,201	\$ 19,383,201	\$ 19,386,256	\$ 19,383,201
Non-Recurring	126,436	-	95,081	63,790	-
Total Sources:	\$ 19,824,540	\$ 19,383,201	\$ 19,478,282	\$ 19,450,046	\$ 19,383,201
Uses:					
Operating	\$ 18,914,502	\$ 19,383,201	\$ 19,383,201	\$ 18,982,676	\$ 19,166,315
Non-Recurring	1,492,082	471,826	471,826	460,726	949,243
Total Uses:	\$ 20,406,584	\$ 19,855,027	\$ 19,855,027	\$ 19,443,402	\$ 20,115,558
Structural Balance	\$ 783,602	\$ -	\$ -	\$ 403,580	\$ 216,886
Accounting Adjustments	\$ (11)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Committed	8,852,508	7,630,551	7,725,632	8,859,152	8,126,795
Total Ending Spendable Fund Balance	\$ 8,852,508	\$ 7,630,551	\$ 7,725,632	\$ 8,859,152	\$ 8,126,795

## Equipment Services

*Analysis by Alice Kirk, Management and Budget Analyst*

### Summary

#### Mission

The mission of the Equipment Services Department is to provide fleet services to departments of Maricopa County so they can have transportation and equipment in support of the community.

#### Vision

To be the leader in providing unprecedented professional fleet services in an environmentally and fiscally responsible manner.

### Strategic Goals

**Department Specific**

**By 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 percent or above.**

Status: This is a new goal for FY 2017 and data will be available in FY 2018.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
FSUP - FLEET SUPPORT SERVICES	\$ 17,540,072	\$ 15,884,045	\$ 15,884,045	\$ 16,005,761	\$ 16,758,029	\$ 873,984	5.5%
PMVR - PREVENTATIVE MAINTENANCE	37,899	873,984	873,984	364,275	-	(873,984)	-100.0%
RENT - RENTAL POOL	45,615	33,372	33,372	29,932	33,372	-	0.0%
74FM - FLEET MANAGEMENT	\$ 17,623,586	\$ 16,791,401	\$ 16,791,401	\$ 16,399,968	\$ 16,791,401	\$ -	0.0%
SPPT - OPERATIONS SUPPORT	\$ -	\$ 54,392	\$ 54,392	\$ 22,668	\$ 54,392	\$ -	0.0%
99AS - INDIRECT SUPPORT	\$ -	\$ 54,392	\$ 54,392	\$ 22,668	\$ 54,392	\$ -	0.0%
GGOV - GENERAL GOVERNMENT	\$ 14,117	\$ 8,900	\$ 8,900	\$ 10,393	\$ 8,900	\$ -	0.0%
99GV - GENERAL OVERHEAD	\$ 14,117	\$ 8,900	\$ 8,900	\$ 10,393	\$ 8,900	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 17,637,703</b>	<b>\$ 16,854,693</b>	<b>\$ 16,854,693</b>	<b>\$ 16,433,029</b>	<b>\$ 16,854,693</b>	<b>\$ -</b>	<b>0.0%</b>
<b>USES</b>							
FSUP - FLEET SUPPORT SERVICES	\$ 15,373,639	\$ 15,637,786	\$ 15,751,770	\$ 14,610,548	\$ 15,327,474	\$ 424,296	2.7%
PMVR - PREVENTATIVE MAINTENANCE	78,866	67,086	10,232	16,913	-	10,232	100.0%
RENT - RENTAL POOL	22,956	11,780	11,780	59,867	11,984	(204)	-1.7%
74FM - FLEET MANAGEMENT	\$ 15,475,461	\$ 15,716,652	\$ 15,773,782	\$ 14,687,328	\$ 15,339,458	\$ 434,324	2.8%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 151,710	\$ 192,584	\$ 192,584	\$ 155,513	\$ 132,944	\$ 59,640	31.0%
ODIR - EXECUTIVE MANAGEMENT	494,440	152,190	138,770	387,977	140,049	(1,279)	-0.9%
POOL - POOLED COSTS	-	97,438	73,840	64,994	69,818	4,022	5.4%
PROC - PROCUREMENT	77,211	74,748	74,748	79,168	76,073	(1,325)	-1.8%
SPPT - OPERATIONS SUPPORT	244,076	807,578	787,466	425,023	1,179,583	(392,117)	-49.8%
99AS - INDIRECT SUPPORT	\$ 967,437	\$ 1,324,538	\$ 1,267,408	\$ 1,112,675	\$ 1,598,467	\$ (331,059)	-26.1%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 605,390	\$ 668,596	\$ 668,596	\$ 668,600	\$ 744,648	\$ (76,052)	-11.4%
INFR - INFRASTRUCTURE	5,454	40,220	40,220	20,225	53,764	(13,544)	-33.7%
RISK - RISK PREMIUMS	203,508	72,187	72,187	72,201	124,856	(52,669)	-73.0%
99GV - GENERAL OVERHEAD	\$ 814,352	\$ 781,003	\$ 781,003	\$ 761,026	\$ 923,268	\$ (142,265)	-18.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 17,257,250</b>	<b>\$ 17,822,193</b>	<b>\$ 17,822,193</b>	<b>\$ 16,561,029</b>	<b>\$ 17,861,193</b>	<b>\$ (39,000)</b>	<b>-0.2%</b>

### Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 3,053,440	\$ 2,809,338	\$ 2,809,338	\$ 2,536,208	\$ 2,809,338	\$ -	0.0%
0636 - INTERNAL SERVICE CHARGES	14,499,075	14,012,455	14,012,455	13,819,950	14,012,455	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 17,552,515</b>	<b>\$ 16,821,793</b>	<b>\$ 16,821,793</b>	<b>\$ 16,356,158</b>	<b>\$ 16,821,793</b>	<b>\$ -</b>	<b>0.0%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 14,117	\$ 8,900	\$ 8,900	\$ 10,393	\$ 8,900	\$ -	0.0%
0650 - MISCELLANEOUS REVENUE	71,071	24,000	24,000	66,478	24,000	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 85,188</b>	<b>\$ 32,900</b>	<b>\$ 32,900</b>	<b>\$ 76,871</b>	<b>\$ 32,900</b>	<b>\$ -</b>	<b>0.0%</b>
<b>ALL REVENUES</b>	<b>\$ 17,637,703</b>	<b>\$ 16,854,693</b>	<b>\$ 16,854,693</b>	<b>\$ 16,433,029</b>	<b>\$ 16,854,693</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 17,637,703</b>	<b>\$ 16,854,693</b>	<b>\$ 16,854,693</b>	<b>\$ 16,433,029</b>	<b>\$ 16,854,693</b>	<b>\$ -</b>	<b>0.0%</b>
CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 2,416,055	\$ 2,486,477	\$ 2,455,068	\$ 2,379,829	\$ 2,408,079	\$ 46,989	1.9%
0705 - TEMPORARY PAY	9,768	-	34,452	34,337	34,452	-	0.0%
0710 - OVERTIME	161,116	180,000	180,000	173,384	180,000	-	0.0%
0750 - FRINGE BENEFITS	1,103,567	1,056,021	1,052,978	1,043,650	1,081,005	(28,027)	-2.7%
0790 - OTHER PERSONNEL SERVICES	(402)	-	-	386	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(981)	-	-	(164)	(1,400)	1,400	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	133,117	184,537	184,537	172,643	203,281	(18,744)	-10.2%
<b>SUBTOTAL</b>	<b>\$ 3,822,240</b>	<b>\$ 3,907,035</b>	<b>\$ 3,907,035</b>	<b>\$ 3,804,065</b>	<b>\$ 3,905,417</b>	<b>\$ 1,618</b>	<b>0.0%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 4,545,150	\$ 3,485,665	\$ 3,485,665	\$ 4,322,089	\$ 4,000,262	\$ (514,597)	-14.8%
0803 - FUEL	7,003,910	7,602,394	7,602,394	6,139,131	6,871,891	730,503	9.6%
0804 - NON-CAPITAL EQUIPMENT	71,331	121,300	78,643	49,264	113,300	(34,657)	-44.1%
0806 - SUPPLIES-ALLOCATION IN	3,360	3,750	3,750	2,163	2,462	1,288	34.3%
<b>SUBTOTAL</b>	<b>\$ 11,623,751</b>	<b>\$ 11,213,109</b>	<b>\$ 11,170,452</b>	<b>\$ 10,512,647</b>	<b>\$ 10,987,915</b>	<b>\$ 182,537</b>	<b>1.6%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 98,771	\$ 56,620	\$ 56,620	\$ 74,641	\$ 575,038	\$ (518,418)	-915.6%
0820 - RENT & OPERATING LEASES	1,838	40,080	40,080	31,682	39,039	1,041	2.6%
0825 - REPAIRS AND MAINTENANCE	767,480	650,000	650,000	776,670	940,373	(290,373)	-44.7%
0839 - INTERNAL SERVICE CHARGES	753,290	780,073	780,073	789,888	929,514	(149,441)	-19.2%
0841 - TRAVEL	3,540	6,182	6,182	2,101	6,182	-	0.0%
0842 - EDUCATION AND TRAINING	2,603	35,000	35,000	20,328	35,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	15,759	15,000	15,000	11,859	15,000	-	0.0%
0850 - UTILITIES	68,688	80,000	80,000	75,930	80,000	-	0.0%
0873 - SERVICES-ALLOCATION IN	6,406	9,594	9,594	6,372	10,215	(621)	-6.5%
<b>SUBTOTAL</b>	<b>\$ 1,718,375</b>	<b>\$ 1,672,549</b>	<b>\$ 1,672,549</b>	<b>\$ 1,789,471</b>	<b>\$ 2,630,361</b>	<b>\$ (957,812)</b>	<b>-57.3%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 50,773	\$ 1,029,500	\$ 1,029,500	\$ 375,451	\$ 337,500	\$ 692,000	67.2%
0930 - VEHICLES & CONSTRUCTION EQUIP	24,966	-	-	79,395	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 75,739</b>	<b>\$ 1,029,500</b>	<b>\$ 1,029,500</b>	<b>\$ 454,846</b>	<b>\$ 337,500</b>	<b>\$ 692,000</b>	<b>67.2%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 17,240,105</b>	<b>\$ 17,822,193</b>	<b>\$ 17,779,536</b>	<b>\$ 16,561,029</b>	<b>\$ 17,861,193</b>	<b>\$ (81,657)</b>	<b>-0.5%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 17,145	\$ -	\$ 42,657	\$ -	\$ -	\$ 42,657	100.0%
<b>ALL OTHER FINANCING USES</b>	<b>\$ 17,145</b>	<b>\$ -</b>	<b>\$ 42,657</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 42,657</b>	<b>100.0%</b>
<b>TOTAL USES</b>	<b>\$ 17,257,250</b>	<b>\$ 17,822,193</b>	<b>\$ 17,822,193</b>	<b>\$ 16,561,029</b>	<b>\$ 17,861,193</b>	<b>\$ (39,000)</b>	<b>-0.2%</b>

### Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
654 EQUIPMENT SERVICES							
OPERATING	\$ 17,637,703	\$ 16,854,693	\$ 16,854,693	\$ 16,433,029	\$ 16,854,693	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 17,637,703</b>	<b>\$ 16,854,693</b>	<b>\$ 16,854,693</b>	<b>\$ 16,433,029</b>	<b>\$ 16,854,693</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 17,637,703</b>	<b>\$ 16,854,693</b>	<b>\$ 16,854,693</b>	<b>\$ 16,433,029</b>	<b>\$ 16,854,693</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 17,637,703</b>	<b>\$ 16,854,693</b>	<b>\$ 16,854,693</b>	<b>\$ 16,433,029</b>	<b>\$ 16,854,693</b>	<b>\$ -</b>	<b>0.0%</b>
FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
654 EQUIPMENT SERVICES							
OPERATING	\$ 17,008,870	\$ 16,854,693	\$ 16,854,693	\$ 16,133,029	\$ 16,854,693	\$ -	0.0%
NON RECURRING NON PROJECT	248,380	967,500	967,500	428,000	1,006,500	(39,000)	-4.0%
<b>FUND TOTAL USES</b>	<b>\$ 17,257,250</b>	<b>\$ 17,822,193</b>	<b>\$ 17,822,193</b>	<b>\$ 16,561,029</b>	<b>\$ 17,861,193</b>	<b>\$ (39,000)</b>	<b>-0.2%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 17,008,870</b>	<b>\$ 16,854,693</b>	<b>\$ 16,854,693</b>	<b>\$ 16,133,029</b>	<b>\$ 16,854,693</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 248,380</b>	<b>\$ 967,500</b>	<b>\$ 967,500</b>	<b>\$ 428,000</b>	<b>\$ 1,006,500</b>	<b>\$ (39,000)</b>	<b>-4.0%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 17,257,250</b>	<b>\$ 17,822,193</b>	<b>\$ 17,822,193</b>	<b>\$ 16,561,029</b>	<b>\$ 17,861,193</b>	<b>\$ (39,000)</b>	<b>-0.2%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
<b>FLEET MANAGEMENT</b>							
FLEET SUPPORT SERVICES	45.15	44.95	47.15	46.15	47.15	-	0.0%
PREVENTATIVE MAINTENANCE	2.00	1.00	.00	-	-	-	N/A
RENTAL POOL	.15	.15	.15	.15	.15	-	0.0%
<b>PROGRAM TOTAL</b>	<b>47.30</b>	<b>46.10</b>	<b>47.30</b>	<b>46.30</b>	<b>47.30</b>	<b>-</b>	<b>0.0%</b>
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	2.00	3.00	2.00	3.00	2.00	-	0.0%
EXECUTIVE MANAGEMENT	1.20	1.00	1.00	1.00	1.00	-	0.0%
OPERATIONS SUPPORT	3.00	2.90	2.70	2.70	2.70	-	0.0%
PROCUREMENT	.50	1.00	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>6.70</b>	<b>7.90</b>	<b>6.70</b>	<b>7.70</b>	<b>6.70</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accounting Specialist	1.00	2.00	1.00	2.00	1.00	-	0.0%
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Equipment Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Equipment Svcs Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	-	-	-	-	-	N/A
Finance Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Fleet Parts Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Mechanic - Automotive	16.00	17.00	18.00	18.00	18.00	-	0.0%
Mechanic - Automotive Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mechanic - Heavy Equip Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mechanic - Heavy Equipment	13.00	13.00	13.00	13.00	13.00	-	0.0%
Mechanic Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	3.00	3.00	3.00	3.00	3.00	-	0.0%
Preventive Maintenance Tech	4.00	3.00	2.00	2.00	2.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Specialist	-	-	1.00	-	1.00	-	0.0%
<b>Department Total</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
654 EQUIPMENT SERVICES	54.00	54.00	54.00	54.00	54.00	-	0.0%
<b>Department Total</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

#### Base Adjustments:

#### Equipment Services Fund (654) Operating

- Increase Regular Benefits by \$71,632 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$2,070 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$248 for the impact of the changes in retirement contribution rates.
- Decrease expenditures by \$122,479 to maintain structural balance.
- Increase Internal Service Charges by \$52,669 for the impact of the changes in risk management charges.

**Equipment Services Fund (654) Non Recurring**

- Budget other services of \$450,000 for the upgrade of the Fleet and Fuel Management System.
- Budget capital equipment of \$17,000 for behind and standard floor scrubbers.
- Budget repairs and maintenance of \$284,000 of carry forward for above ground tank refurbishment, fuel site cameras at Durango, Surprise, and Mesa, fuel storage tank monitoring system, upgrade fuel master FMUs at 15 fuel sites, and new fuel dispensers.
- Budget capital equipment of \$255,500 of carry forward for lubrication system at Durango, convert manual shop hoist to electric, three car wash driers, air compressors with driers at Mesa and Buckeye, and four mobile column lifts.

**Programs and Activities**

**Fleet Management Program**

The purpose of the Fleet Management Program is to provide operational vehicles and equipment to Maricopa County departments so they have reliable and cost-effective transportation for County activities.

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of customers satisfied with the timeliness and/or professionalism of preventative maintenance services.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of preventative maintenance services provided within the scheduled time frame.	85.4%	96.2%	92.1%	96.3%	0.0%	0.0%
Percent of customers satisfied as evidenced by customer survey rating vehicle safety and cleanliness and rental convenience.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of fleet available for department use (fleet availability).	97.9%	96.5%	97.3%	97.0%	0.5%	0.5%
Percent of customers satisfied with the timeliness and/or professionalism of the fleet repair/maintenance experience.	100.0%	100.0%	124.5%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Fleet Support Services
- Preventative Maintenance
- Rental Pool

**Fleet Support Services Activity**

The purpose of the Fleet Support Services Activity is to provide fleet support services to County departments so they can conduct County business in a safe and efficient manner.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of fleet available for department use (fleet availability).	97.9%	96.5%	97.3%	97.0%	0.5%	0.5%
Result	Percent of customers satisfied with the timeliness and/or professionalism of the fleet repair/maintenance experience.	100.0%	100.0%	124.5%	100.0%	0.0%	0.0%
Output	Number of repair/maintenance services provided.	23,253	25,968	22,641	25,200	(768)	-3.0%
Output	Number of gallons of fuel provided.	2,788,562	2,783,477	2,765,914	2,784,000	523	0.0%
Demand	Number of repair/maintenance services requested.	29,140	27,113	25,763	27,000	(113)	-0.4%
Expenditure Ratio	Expenditure per repair/maintenance service provided.	\$ 661.15	\$ 606.58	\$ 645.31	\$ 608.44	\$ (1.86)	-0.3%
<i>Revenue</i>							
	654 - EQUIPMENT SERVICES	\$ 17,540,072	\$ 15,884,045	\$ 16,005,761	\$ 16,758,029	\$ 873,984	5.5%
	TOTAL SOURCES	\$ 17,540,072	\$ 15,884,045	\$ 16,005,761	\$ 16,758,029	\$ 873,984	5.5%
<i>Expenditure</i>							
	654 - EQUIPMENT SERVICES	\$ 15,373,639	\$ 15,751,770	\$ 14,610,548	\$ 15,332,735	\$ 419,035	2.7%
	TOTAL USES	\$ 15,373,639	\$ 15,751,770	\$ 14,610,548	\$ 15,332,735	\$ 419,035	2.7%

**Activity Narrative:** This Activity supports the acquisition and disposition of County fleet vehicles along with the mechanical repair of the fleet to maintain its road worthiness. Maintaining an appropriate parts inventory along with the procurement and sale of fuel at various locations across the County is also an important function within this Activity. In FY 2017, the increase in revenue and expenditures is due to the movement of revenues from the Preventative Maintenance Activity to the Fleet Support Services Activity. Equipment Services will continue to see an increase in output due to the increased size in the County fleet.

### Preventative Maintenance Activity

The purpose of the Preventative Maintenance Activity is to provide fleet preventative maintenance services to County departments so they can conduct County business in a safe and environmentally compliant manner.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of customers satisfied with the timeliness and/or professionalism of preventative maintenance services.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of preventative maintenance services provided within the scheduled time frame.	85.4%	96.2%	92.1%	96.3%	0.0%	0.0%
Output	Number of preventative maintenance services completed within a scheduled time frame.	4,952	5,586	5,177	6,600	1,014	18.2%
Output	Number of preventative maintenance services provided.	5,887	5,826	5,622	6,960	1,134	19.5%
Demand	Number of vehicles due for preventative maintenance services.	9,240	7,900	7,642	8,200	300	3.8%
Expenditure Ratio	Expenditure per preventative maintenance service provided.	\$ 13.40	\$ 1.76	\$ 3.01	N/A	N/A	N/A
<i>Revenue</i>							
	654 - EQUIPMENT SERVICES	\$ 37,899	\$ 873,984	\$ 364,275	\$ -	\$ (873,984)	-100.0%
	TOTAL SOURCES	\$ 37,899	\$ 873,984	\$ 364,275	\$ -	\$ (873,984)	-100.0%
<i>Expenditure</i>							
	654 - EQUIPMENT SERVICES	\$ 78,866	\$ 10,232	\$ 16,913	\$ -	\$ 10,232	100.0%
	TOTAL USES	\$ 78,866	\$ 10,232	\$ 16,913	\$ -	\$ 10,232	100.0%

**Activity Narrative:** Equipment Services will no longer be capturing revenues and expenditures within the Preventative Maintenance Activity as these are now being captured in the Fleet Support Services

Activity. In FY 2017 the measures will remain and the Department will continue to report to them, however, these measures will be moved into the Fleet Support Services Activity during the FY 2018 strategic planning process.

### Rental Pool Activity

The purpose of the Rental Pool Activity is to provide rental vehicles to County Departments so they can conduct County business.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of customers satisfied as evidenced by customer survey rating vehicle safety and cleanliness and rental convenience.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of vehicles rented.	1,021	840	777	840	-	0.0%
Output	Number of vehicle days rented.	1,228	888	813	888	-	0.0%
Demand	Number of vehicle days requested.	1,029	840	787	840	-	0.0%
Demand	Number of requests for vehicles.	1,072	876	803	876	-	0.0%
Expenditure Ratio	Expenditure per vehicle rented.	\$ 22.48	\$ 14.02	\$ 77.05	\$ 14.27	\$ (0.24)	-1.7%
<b>Revenue</b>							
	654 - EQUIPMENT SERVICES	\$ 45,615	\$ 33,372	\$ 29,932	\$ 33,372	\$ -	0.0%
	TOTAL SOURCES	\$ 45,615	\$ 33,372	\$ 29,932	\$ 33,372	\$ -	0.0%
<b>Expenditure</b>							
	654 - EQUIPMENT SERVICES	\$ 22,956	\$ 11,780	\$ 59,867	\$ 11,984	\$ (204)	-1.7%
	TOTAL USES	\$ 22,956	\$ 11,780	\$ 59,867	\$ 11,984	\$ (204)	-1.7%

**Activity Narrative:** The FY 2017 demand for rental pool vehicles will remain consistent for FY 2016 levels and the budget supports the Department in continuing to provide rental vehicles to County Departments. The expenditures in this activity reflect the fuel and maintenance costs of the rental pool vehicles. Forecasted expenditures for FY 2016 are higher than budgeted due to the replacement of two aging vehicles.

## Appropriated Budget Reconciliations

### Equipment Services Fund (654)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 16,854,693</b>	<b>\$ 16,854,693</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 16,854,693</b>	<b>\$ 16,854,693</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 16,854,693</b>	<b>\$ 16,854,693</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 69,810</b>	<b>\$ -</b>
Employee Health/Dental Premiums	71,632	-
Vacancy Savings Assoc with Benefit Adjustments	(2,070)	-
Retirement Contributions	248	-
<b>Base Adjustments</b>	<b>\$ (69,810)</b>	<b>\$ -</b>
Other Base Adjustments	(122,479)	-
Risk Management Adjustment	52,669	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 16,854,693</b>	<b>\$ 16,854,693</b>
Percent Change from Baseline Amount	0.0%	0.0%

Equipment Services Fund (654) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 967,500</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 967,500</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (967,500)</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>(536,000)</i>	<i>-</i>
<i>Other Non Recurring</i>	<i>(431,500)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 1,006,500</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>539,500</i>	<i>-</i>
<i>Repairs and Maintenance</i>	<i>\$ 284,000</i>	<i>-</i>
<i>Capital Equipment</i>	<i>255,500</i>	<i>-</i>
<i>Other Non Recurring</i>	<i>467,000</i>	<i>-</i>
<i>Upgrade Fleet and Fuel Management System</i>	<i>\$ 450,000</i>	<i>-</i>
<i>Capital Equipment</i>	<i>17,000</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,006,500</b>	<b>\$ -</b>

Equipment Services Fund (654) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 3,311,190	\$ 2,609,046	\$ 2,609,046	\$ 3,691,658	\$ 3,563,658
Sources:					
Operating	\$ 17,637,703	\$ 16,854,693	\$ 16,854,693	\$ 16,433,029	\$ 16,854,693
Total Sources:	\$ 17,637,703	\$ 16,854,693	\$ 16,854,693	\$ 16,433,029	\$ 16,854,693
Uses:					
Operating	\$ 17,008,870	\$ 16,854,693	\$ 16,854,693	\$ 16,133,029	\$ 16,854,693
Non-Recurring	248,380	967,500	967,500	428,000	1,006,500
Total Uses:	\$ 17,257,250	\$ 17,822,193	\$ 17,822,193	\$ 16,561,029	\$ 17,861,193
Structural Balance	\$ 628,833	\$ -	\$ -	\$ 300,000	\$ -
Accounting Adjustments	\$ 15	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Committed	3,691,658	1,641,546	1,641,546	3,563,658	2,557,158
Total Ending Spendable Fund Balance	\$ 3,691,658	\$ 1,641,546	\$ 1,641,546	\$ 3,563,658	\$ 2,557,158

## Facilities Management

*Analysis by Alice Kirk, Management and Budget Analyst*

### Summary

#### 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.

#### Vision

The vision of the Facilities Management Department is to convert capital funds into exceptional facility solutions and provide responsive facility services to every customer, every time, in a collaborative, efficient, and innovative manner while being fiscally prudent.

#### Strategic Goals

##### **Government Operations**

**By June 30, 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 is currently completing 90% of projects on schedule and within established budget parameters. Department is on track to achieve this goal by June 30, 2021.

##### **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 completing 90% of those tasks within an average of 10 days to sustain maintenance of our facilities' infrastructure according to industry standards.**

Status: The Operations and Maintenance (O&M) division continues to strategically align services to meet customer expectations. As of December 31, 2015, the O&M electronic maintenance management system shows an average completion time of 2.7 hours, which is well within the established goal of 24 hour response time.

##### **Department Specific**

**By June 30, 2021, to emphasize optimal flexibility and maintain residual value over the long term, 100% of newly constructed administrative facilities will utilize planning strategies focused on allowing adaptable re-uses.**

Status: This is a new goal for FY 2017 and data will be available in FY 2018.



**By 2017, ensure that fewer than 10% of group involved demonstrations in County buildings on County property disrupt County business.**

Status: This goal was met in FY 2015 and is expected to be met in FY 2016. The department will review this goal during the FY 2018 Strategic Business Plan update process.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
SCRT - SECURITY	\$ 236,815	\$ 235,141	\$ 235,141	\$ 251,945	\$ 235,141	\$ -	0.0%
70PS - PROTECTIVE SERVICES	\$ 236,815	\$ 235,141	\$ 235,141	\$ 251,945	\$ 235,141	\$ -	0.0%
FPDS - FAC PLANNING AND ENERGY MGMT	\$ 278,021	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
91FD - CAPITAL FACILITIES DEVELOPMENT	\$ 278,021	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	\$ 323,295	\$ 24,000	\$ 24,000	\$ 30,516	\$ 18,000	\$ (6,000)	-25.0%
RWAY - REAL ESTATE SERVICES	-	\$ 191,200	\$ 191,200	\$ 201,786	\$ 213,200	\$ 22,000	11.5%
99AS - INDIRECT SUPPORT	\$ 323,295	\$ 215,200	\$ 215,200	\$ 232,302	\$ 231,200	\$ 16,000	7.4%
<b>TOTAL PROGRAMS</b>	<b>\$ 838,131</b>	<b>\$ 450,341</b>	<b>\$ 450,341</b>	<b>\$ 484,247</b>	<b>\$ 466,341</b>	<b>\$ 16,000</b>	<b>3.6%</b>
<b>USES</b>							
BLDR - BUILDINGS AND GROUNDS	\$ 5,963,891	\$ 6,265,672	\$ 6,281,274	\$ 6,534,872	\$ 6,282,169	\$ (895)	0.0%
FAMT - FACILITIES MAINTENANCE	14,968,900	15,482,207	15,445,235	15,203,323	37,989,463	(22,544,228)	-146.0%
700M - FACILITIES OPERATION AND MAINT	\$ 20,932,791	\$ 21,747,879	\$ 21,726,509	\$ 21,738,195	\$ 44,271,632	\$ (22,545,123)	-103.8%
PKMT - PARKING MANAGEMENT	\$ 115,166	\$ 120,419	\$ 120,419	\$ 119,287	\$ 302,535	\$ (182,116)	-151.2%
SCRT - SECURITY	3,860,132	4,004,500	4,004,500	3,990,882	4,020,524	(16,024)	-0.4%
70PS - PROTECTIVE SERVICES	\$ 3,975,298	\$ 4,124,919	\$ 4,124,919	\$ 4,110,169	\$ 4,323,059	\$ (198,140)	-4.8%
FACM - FACILITIES CONSTRUCTION MGMT	\$ 22,978,578	\$ 23,571,760	\$ 24,831,292	\$ 21,295,416	\$ 19,676,143	\$ 5,155,149	20.8%
FPDS - FAC PLANNING AND ENERGY MGMT	21,769,179	23,252,451	23,252,451	20,931,578	-	23,252,451	100.0%
91FD - CAPITAL FACILITIES DEVELOPMENT	\$ 44,747,757	\$ 46,824,211	\$ 48,083,743	\$ 42,226,994	\$ 19,676,143	\$ 28,407,600	59.1%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 424,585	\$ 408,819	\$ 408,819	\$ 430,703	\$ 454,754	\$ (45,935)	-11.2%
ODIR - EXECUTIVE MANAGEMENT	694,352	264,873	264,873	260,583	275,976	(11,103)	-4.2%
PROC - PROCUREMENT	124,657	143,802	143,802	146,440	149,284	(5,482)	-3.8%
RWAY - REAL ESTATE SERVICES	93,761	339,886	334,571	419,176	170,113	164,458	49.2%
SPPT - OPERATIONS SUPPORT	777,336	1,441,822	1,456,114	1,050,903	1,067,292	388,822	26.7%
99AS - INDIRECT SUPPORT	\$ 2,114,691	\$ 2,599,202	\$ 2,608,179	\$ 2,307,805	\$ 2,117,419	\$ 490,760	18.8%
INFR - INFRASTRUCTURE	\$ 535,144	\$ 328,194	\$ 328,194	\$ 361,754	\$ 451,300	\$ (123,106)	-37.5%
RISK - RISK PREMIUMS	789,828	739,717	739,717	739,726	750,497	(10,780)	-1.5%
99GV - GENERAL OVERHEAD	\$ 1,324,972	\$ 1,067,911	\$ 1,067,911	\$ 1,101,480	\$ 1,201,797	\$ (133,886)	-12.5%
TSPT - TECHNOLOGY SUPPORT	\$ 626	\$ 530,598	\$ 530,598	\$ 486,091	\$ 664,912	\$ (134,314)	-25.3%
99IT - INFORMATION TECHNOLOGY	\$ 626	\$ 530,598	\$ 530,598	\$ 486,091	\$ 664,912	\$ (134,314)	-25.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 73,096,135</b>	<b>\$ 76,894,720</b>	<b>\$ 78,141,859</b>	<b>\$ 71,970,734</b>	<b>\$ 72,254,962</b>	<b>\$ 5,886,897</b>	<b>7.5%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 236,815	\$ 235,141	\$ 235,141	\$ 251,945	\$ 235,141	\$ -	0.0%
<b>SUBTOTAL</b>	\$ 236,815	\$ 235,141	\$ 235,141	\$ 251,945	\$ 235,141	\$ -	0.0%
<b>MISCELLANEOUS</b>							
0650 - MISCELLANEOUS REVENUE	\$ 601,316	\$ 215,200	\$ 215,200	\$ 232,302	\$ 231,200	\$ 16,000	7.4%
<b>SUBTOTAL</b>	\$ 601,316	\$ 215,200	\$ 215,200	\$ 232,302	\$ 231,200	\$ 16,000	7.4%
<b>ALL REVENUES</b>	\$ 838,131	\$ 450,341	\$ 450,341	\$ 484,247	\$ 466,341	\$ 16,000	3.6%
<b>TOTAL SOURCES</b>	\$ 838,131	\$ 450,341	\$ 450,341	\$ 484,247	\$ 466,341	\$ 16,000	3.6%
CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 10,983,085	\$ 12,870,944	\$ 12,871,253	\$ 12,513,603	\$ 12,579,386	\$ 291,867	2.3%
0705 - TEMPORARY PAY	3,252	6,264	6,264	4,176	6,264	-	0.0%
0710 - OVERTIME	328,436	327,852	327,852	263,951	310,616	17,236	5.3%
0750 - FRINGE BENEFITS	4,217,597	5,202,537	5,202,335	5,035,190	5,431,210	(228,875)	-4.4%
0790 - OTHER PERSONNEL SERVICES	109,382	140,722	140,615	111,882	123,853	16,762	11.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(2,884,500)	(4,260,456)	(4,260,456)	(3,618,105)	(4,320,856)	60,400	1.4%
0796 - PERSONNEL SERVICES ALLOC-IN	2,585,068	2,446,934	2,446,934	2,585,545	2,584,267	(137,333)	-5.6%
<b>SUBTOTAL</b>	\$ 15,342,320	\$ 16,734,797	\$ 16,734,797	\$ 16,896,242	\$ 16,714,740	\$ 20,057	0.1%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 2,072,160	\$ 2,005,491	\$ 2,005,491	\$ 1,950,218	\$ 1,732,295	\$ 273,196	13.6%
0803 - FUEL	94,616	139,088	139,088	114,919	138,826	262	0.2%
0804 - NON-CAPITAL EQUIPMENT	10,174	6,500	6,500	9,599	-	6,500	100.0%
0805 - SUPPLIES-ALLOCATION OUT	-	(40,160)	(40,160)	(238,964)	(418,160)	378,000	941.2%
0806 - SUPPLIES-ALLOCATION IN	197,629	298,497	288,357	504,861	416,310	(127,953)	-44.4%
<b>SUBTOTAL</b>	\$ 2,374,579	\$ 2,409,416	\$ 2,399,276	\$ 2,340,633	\$ 1,869,271	\$ 530,005	22.1%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 77,543	\$ 58,100	\$ 58,100	\$ 25,000	\$ 58,100	\$ -	0.0%
0811 - HEALTH CARE SERVICES	-	1,600	1,600	-	1,600	-	0.0%
0812 - OTHER SERVICES	329,174	420,517	420,517	557,122	926,070	(505,553)	-120.2%
0820 - RENT & OPERATING LEASES	30,167	176,591	176,591	36,309	58,044	118,547	67.1%
0825 - REPAIRS AND MAINTENANCE	31,198,160	32,123,523	33,370,662	29,669,322	27,534,413	5,836,249	17.5%
0839 - INTERNAL SERVICE CHARGES	1,371,261	1,580,669	1,580,669	1,428,539	1,471,652	109,017	6.9%
0841 - TRAVEL	5,784	14,576	14,576	7,150	15,056	(480)	-3.3%
0842 - EDUCATION AND TRAINING	7,289	63,292	63,292	36,682	69,879	(6,587)	-10.4%
0843 - POSTAGE/FREIGHT/SHIPPING	534,832	609,745	609,745	486,228	563,684	46,061	7.6%
0850 - UTILITIES	21,774,147	22,834,063	22,834,063	20,522,696	22,974,886	(140,823)	-0.6%
0872 - SERVICES-ALLOCATION OUT	-	(146,487)	(146,487)	(61,524)	(399,000)	252,513	172.4%
0873 - SERVICES-ALLOCATION IN	21,627	14,318	14,318	16,195	259,664	(245,346)	-1713.5%
<b>SUBTOTAL</b>	\$ 55,349,984	\$ 57,750,507	\$ 58,997,646	\$ 52,723,719	\$ 53,534,048	\$ 5,463,598	9.3%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 29,252	\$ -	\$ -	\$ -	\$ 46,000	\$ (46,000)	N/A
0956 - CAPITAL-ALLOCATION IN	-	-	-	-	80,763	(80,763)	N/A
<b>SUBTOTAL</b>	\$ 29,252	\$ -	\$ -	\$ -	\$ 126,763	\$ (126,763)	N/A
<b>ALL EXPENDITURES</b>	\$ 73,096,135	\$ 76,894,720	\$ 78,131,719	\$ 71,960,594	\$ 72,244,822	\$ 5,886,897	7.5%
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ -	\$ -	\$ 10,140	\$ 10,140	\$ 10,140	\$ -	0.0%
<b>ALL OTHER FINANCING USES</b>	\$ -	\$ -	\$ 10,140	\$ 10,140	\$ 10,140	\$ -	0.0%
<b>TOTAL USES</b>	\$ 73,096,135	\$ 76,894,720	\$ 78,141,859	\$ 71,970,734	\$ 72,254,962	\$ 5,886,897	7.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 560,110	\$ 450,341	\$ 450,341	\$ 484,247	\$ 466,341	\$ 16,000	3.6%
<b>FUND TOTAL SOURCES</b>	<b>\$ 560,110</b>	<b>\$ 450,341</b>	<b>\$ 450,341</b>	<b>\$ 484,247</b>	<b>\$ 466,341</b>	<b>\$ 16,000</b>	<b>3.6%</b>
255 DETENTION OPERATIONS							
OPERATING	\$ 278,021	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 278,021</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 838,131</b>	<b>\$ 450,341</b>	<b>\$ 450,341</b>	<b>\$ 484,247</b>	<b>\$ 466,341</b>	<b>\$ 16,000</b>	<b>3.6%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 838,131</b>	<b>\$ 450,341</b>	<b>\$ 450,341</b>	<b>\$ 484,247</b>	<b>\$ 466,341</b>	<b>\$ 16,000</b>	<b>3.6%</b>

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
MAJOR MAINTENANCE OPERATING	\$ 7,365,000	\$ 7,877,906	\$ 7,877,906	\$ 7,753,021	\$ 7,877,906	\$ -	0.0%
OPERATING	35,164,570	38,147,513	38,147,513	37,043,109	38,098,140	49,373	0.1%
NON RECURRING NON PROJECT	19,211	52,804	52,804	52,804	139,321	(86,517)	-163.8%
CENTRAL COURT BLDG	1,319,111	3,772,524	3,578,759	700,000	-	3,578,759	100.0%
SOUTH COURT TOWER	24,297	-	-	-	-	-	N/A
EMERGENCY SVCS ADMIN IMP	-	-	221,000	206,719	-	221,000	100.0%
LIFE SAFETY PROJECTS	733,534	-	100,000	94,898	-	100,000	100.0%
WEST COURT BLDG	83,451	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 44,709,174</b>	<b>\$ 49,850,747</b>	<b>\$ 49,977,982</b>	<b>\$ 45,850,551</b>	<b>\$ 46,115,367</b>	<b>\$ 3,862,615</b>	<b>7.7%</b>
255 DETENTION OPERATIONS							
MAJOR MAINTENANCE OPERATING	\$ 5,879,315	\$ 6,726,998	\$ 6,726,998	\$ 6,526,947	\$ 6,726,998	\$ -	0.0%
OPERATING	17,751,586	19,381,975	19,381,975	17,538,332	19,387,545	(5,570)	0.0%
NON RECURRING NON PROJECT	-	-	-	-	25,052	(25,052)	N/A
4TH AVE JAIL MAINTENANCE	2,213,313	435,000	1,100,916	1,100,916	-	1,100,916	100.0%
LBJ COMPLEX	2,542,747	500,000	953,988	953,988	-	953,988	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 28,386,961</b>	<b>\$ 27,043,973</b>	<b>\$ 28,163,877</b>	<b>\$ 26,120,183</b>	<b>\$ 26,139,595</b>	<b>\$ 2,024,282</b>	<b>7.2%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 66,160,471</b>	<b>\$ 72,134,392</b>	<b>\$ 72,134,392</b>	<b>\$ 68,861,409</b>	<b>\$ 72,090,589</b>	<b>\$ 43,803</b>	<b>0.1%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 6,935,664</b>	<b>\$ 4,760,328</b>	<b>\$ 6,007,467</b>	<b>\$ 3,109,325</b>	<b>\$ 164,373</b>	<b>\$ 5,843,094</b>	<b>97.3%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 73,096,135</b>	<b>\$ 76,894,720</b>	<b>\$ 78,141,859</b>	<b>\$ 71,970,734</b>	<b>\$ 72,254,962</b>	<b>\$ 5,886,897</b>	<b>7.5%</b>

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CAPITAL FACILITIES DEVELOPMENT							
FAC PLANNING AND ENERGY MGMT	15.50	13.00	13.00	13.00	-	(13.00)	(100.0%)
FACILITIES CONSTRUCTION MGMT	17.50	19.00	19.00	19.00	32.00	13.00	68.4%
<b>PROGRAM TOTAL</b>	<b>33.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>-</b>	<b>0.0%</b>
FACILITIES OPERATION AND MAINT							
BUILDINGS AND GROUNDS	4.00	4.00	4.00	4.00	4.00	-	0.0%
FACILITIES MAINTENANCE	120.00	120.00	120.00	120.00	120.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>124.00</b>	<b>124.00</b>	<b>124.00</b>	<b>124.00</b>	<b>124.00</b>	<b>-</b>	<b>0.0%</b>
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	7.75	6.00	6.00	6.00	6.00	-	0.0%
EXECUTIVE MANAGEMENT	3.00	1.00	1.00	1.00	1.00	-	0.0%
OPERATIONS SUPPORT	-	2.00	2.00	2.00	2.00	-	0.0%
PROCUREMENT	1.25	2.00	2.00	2.00	2.00	-	0.0%
REAL ESTATE SERVICES	-	30.00	30.00	30.00	30.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>12.00</b>	<b>41.00</b>	<b>41.00</b>	<b>41.00</b>	<b>41.00</b>	<b>-</b>	<b>0.0%</b>
PROTECTIVE SERVICES							
PARKING MANAGEMENT	-	-	.00	-	2.70	2.70	N/A
SECURITY	-	-	.00	-	70.80	70.80	N/A
<b>PROGRAM TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>73.50</b>	<b>73.50</b>	<b>N/A</b>
<b>DEPARTMENT TOTAL</b>	<b>169.00</b>	<b>197.00</b>	<b>197.00</b>	<b>197.00</b>	<b>270.50</b>	<b>73.50</b>	<b>37.3%</b>

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Accounting Specialist	3.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	3.00	4.00	4.00	4.00	6.00	2.00	50.0%
Administrative Staff Supv	-	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Facilities Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Protective Services	-	-	-	-	1.00	1.00	N/A
Dispatcher	1.00	1.00	1.00	1.00	1.00	-	0.0%
Duty Plant Operator	-	4.00	4.00	4.00	4.00	-	0.0%
Electrician	11.00	10.00	10.00	10.00	10.00	-	0.0%
Electronic Technician	2.00	2.00	2.00	2.00	2.00	-	0.0%
Electronic Technician Senior	8.00	8.00	8.00	8.00	8.00	-	0.0%
Engineering Associate	2.00	2.00	2.00	2.00	2.00	-	0.0%
Engineering Specialist	-	3.00	3.00	3.00	3.00	-	0.0%
Engineering Technician	2.00	8.00	8.00	8.00	8.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Cap Proj & Png Div Dir	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Capital Project Div Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Capital Project Mgr	4.00	5.00	6.00	6.00	6.00	-	0.0%
Facil Capital Project Mgr Sr	8.00	8.00	8.00	8.00	8.00	-	0.0%
Facil Contract Service Monitor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Facil Lg Capital Project Exec	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Opts & Maint Div Mgr	2.00	2.00	2.00	2.00	2.00	-	0.0%
Facilities Planner	6.00	5.00	5.00	5.00	5.00	-	0.0%
Facilities Planning Div Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facilities Project Manager	4.00	4.00	4.00	4.00	4.00	-	0.0%
Facilities Project Manager Supervisor	1.00	1.00	-	-	-	-	N/A
Finance Manager - Large	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	3.00	2.00	2.00	2.00	2.00	-	0.0%
General Laborer	1.00	-	-	-	-	-	N/A
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
HVAC Technician	16.00	17.00	20.00	20.00	20.00	-	0.0%
HVAC Technician Senior	2.00	2.00	2.00	2.00	2.00	-	0.0%
IT Operations Manager	-	-	-	-	1.00	1.00	N/A
Locksmith	7.00	5.00	7.00	7.00	7.00	-	0.0%
Office Assistant Specialized	1.00	1.00	1.00	1.00	3.00	2.00	200.0%
Operations Supervisor - PW	-	-	1.00	1.00	1.00	-	0.0%
PC/LAN Technician	-	-	-	-	1.00	1.00	N/A
Plumber	12.00	12.00	12.00	12.00	12.00	-	0.0%
Procurement Officer - Dept	1.00	2.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	1.00	2.00	2.00	2.00	2.00	-	0.0%
Public Works Chief Appraiser	-	1.00	1.00	1.00	1.00	-	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)	(100.0%)
Real Property Specialist	-	12.00	12.00	12.00	12.00	-	0.0%
Real Property Supervisor	-	3.00	2.00	3.00	3.00	1.00	50.0%
Security Officer	-	-	-	-	59.50	59.50	N/A
Security Officer Manager	-	-	-	-	2.00	2.00	N/A
Security Officer Supervisor	-	-	-	-	5.00	5.00	N/A
Technical Program Supv	-	1.00	-	-	-	-	N/A
Trades Generalist	28.00	29.00	30.00	30.00	30.00	-	0.0%
Trades Specialist	14.00	10.00	4.00	4.00	4.00	-	0.0%
Trades Supervisor	8.00	8.00	8.00	8.00	8.00	-	0.0%
Warehouse/Inventory Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Warehouse/Inventory Specialist Lead	-	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Supervisor	1.00	-	-	-	-	-	N/A
<b>Department Total</b>	<b>169.00</b>	<b>197.00</b>	<b>197.00</b>	<b>197.00</b>	<b>270.50</b>	<b>73.50</b>	<b>37.3%</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	137.00	165.00	165.00	165.00	238.50	73.50	44.5%
255 DETENTION OPERATIONS	32.00	32.00	32.00	32.00	32.00	-	0.0%
<b>Department Total</b>	<b>169.00</b>	<b>197.00</b>	<b>197.00</b>	<b>197.00</b>	<b>270.50</b>	<b>73.50</b>	<b>37.3%</b>

## Staffing Variance Analysis

In FY 2017, Protective Services will become part of Facilities Management. This move causes a variance in their staffing for the addition of the 73.50 Protective Services positions into Facilities Management.

## General Adjustments

### **Base Adjustments:**

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

- Increase Regular Benefits by \$316,008 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$16,057 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$1,216 for the impact of the changes in retirement contribution rates.
- Decrease Other Base Adjustments by \$176,819.
- Increase Internal Service Charges by \$18,000 for additional vehicle maintenance costs.
- Increase Allocations In by \$31,732 for additional RDSA HR services.
- Decrease Internal Service Charges by \$17 for the impact of the changes in discretionary charges.
- Increase Internal Service Charges by \$2,557 for the impact of the changes in the radio charges.
- Increase Internal Service Charges by \$6,538 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$91,173 for the impact of the changes in the base level telecommunication charges.
- Increase Personnel Savings by \$323,704 from 6.56% to 8.26%.
- Increase Revenue by \$16,000 for additional real estate revenue.

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

- Budget general supplies of \$4,500 for additional computer scanner training software.
- Budget supplies allocation in of \$25,826 for OET Information Technology non-recurring costs.
- Budget capital equipment of \$46,000 for the replacement of three aging computer servers.
- Budget capital allocation in of \$62,995 for OET Information Technology non-recurring costs.

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

- Increase Regular Benefits by \$42,413 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$1,328 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$149 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$4,242 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$23,891 for the impact of the changes in the base level telecommunication charges.
- Increase Personnel Savings by \$63,797 from 3.06% to 6.00%.

**Detention Fund (255) Non Recurring**

- Budget supplies allocation in of \$7,284 for OET Information Technology non-recurring costs.
- Budget capital allocation in of \$17,768 for OET Information Technology non-recurring costs.

**Programs and Activities**

**Facilities Operations & Maintenance Program**

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.

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of facilities contract janitorial inspections that received a passing rating for cleanliness (passing = no deductions).	99.9%	100.0%	99.5%	100.0%	0.0%	0.0%
Percent of landscape quality inspections that received a passing rating.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition.	54.6%	42.8%	47.2%	100.0%	57.2%	133.6%
Percent Detention Security System is functional 24/7/365.	94.7%	100.0%	100.0%	95.0%	(5.0%)	-5.0%
Percent of County facilities operating within energy efficiency standards (measured by kilowatts per sq foot).	N/A	N/A	N/A	24.7%	N/A	N/A

Activities that comprise this program include:

- Facilities General Maintenance
- Facilities Systems Maintenance

**Facilities General Maintenance Activity**

The purpose of the Facilities General Maintenance Activity is to provide well-maintained and clean facilities to Maricopa County Departments and their customers so they can conduct business in a clean environment.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of facilities contract janitorial inspections that received a passing rating for cleanliness (passing = no deductions).	99.9%	100.0%	99.5%	100.0%	0.0%	0.0%
Result	Percent of landscape quality inspections that received a passing rating.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of square feet of facilities cleaned.	2,886,907	2,850,584	2,850,584	2,886,907	36,323	1.3%
Demand	Number of square feet of facilities required to be cleaned.	2,886,907	2,850,584	2,850,584	2,886,907	36,323	1.3%
Expenditure Ratio	Total expenditure per square foot of facilities cleaned.	\$ 2.07	\$ 2.20	\$ 2.29	\$ 2.18	\$ 0.03	1.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 5,119,441	\$ 5,450,418	\$ 5,520,917	\$ 5,451,313	\$ (895)	-0.0%
	255 - DETENTION OPERATIONS	844,450	830,856	1,013,955	830,856	-	0.0%
	TOTAL USES	\$ 5,963,891	\$ 6,281,274	\$ 6,534,872	\$ 6,282,169	\$ (895)	-0.0%

**Activity Narrative:** The FY 2017 budget supports Facilities Management in meeting 100% of the demand. The services within this Activity include Cemetery Grounds, Clean Buildings, County Property Access Road Maintenance and Repairs, County Owned Vacant Lot Maintenance and Repairs, Grounds Maintenance and Repairs, Indigent Burial Programs, Interior Plants, and Pest and Bird Control Measures. There has been a slight increase in square feet of facilities required to be cleaned, however, the budget is sufficient for this increase due to savings in other areas of this Activity.

**Facilities Systems Maintenance Activity**

The purpose of the Facilities Systems Maintenance Activity is to provide routine, preventive, predictive, scheduled, and unscheduled facilities and systems maintenance to Maricopa County facility occupants so they can work and conduct business in energy-efficient buildings that are responsibly and properly maintained.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition.	54.6%	42.8%	47.2%	100.0%	57.2%	133.6%
Result	Percent Detention Security System is functional 24/7/365.	94.7%	100.0%	100.0%	95.0%	(5.0%)	-5.0%
Result	Percent of County facilities operating within energy efficiency standards (measured by kilowatts per sq foot).	N/A	N/A	N/A	24.7%	N/A	N/A
Output	Number of square feet of facilities maintained.	40,626,851	40,070,360	40,875,100	10,587,110	(29,483,250)	-73.6%
Expenditure Ratio	Total expenditure per square foot maintained.	\$ 0.37	\$ 0.39	\$ 0.37	\$ 3.59	\$ (3.20)	-830.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 10,650,218	\$ 10,624,035	\$ 10,669,851	\$ 21,615,682	\$(10,991,647)	-103.5%
	255 - DETENTION OPERATIONS	4,318,682	4,821,200	4,533,472	16,373,718	(11,552,518)	-239.6%
	TOTAL USES	\$ 14,968,900	\$ 15,445,235	\$ 15,203,323	\$ 37,989,400	\$(22,544,165)	-146.0%

**Activity Narrative:** The FY 2017 budget now includes County utilities in both Fund 100 and 255. This change was a result of the strategic planning process for FY 2017. The strategic planning process caused numerous changes in the Program and Activity structure for all results, demands, and outputs. This is the cause of the variances between FY 2016 and FY 2017.

**Capital Facilities Development Program**

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.

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of construction projects requested that are evaluated by Facilities Management and recommended to the Board of Supervisors.	N/A	N/A	N/A	76.7%	N/A	N/A
Percent of construction projects completed void of litigation.	N/A	N/A	N/A	87.0%	N/A	N/A
Percent of construction projects completed void of warranty claims for defective workmanship.	N/A	N/A	N/A	95.7%	N/A	N/A

Activities that comprise this program include:

- Facility Construction Management

### Facility Construction Management Activity

The purpose of the Facility Construction Management Activity is to provide consultant, general contractor, and vendor oversight of new vertical construction projects and renovations to County Departments so they can have facilities that are unencumbered by construction defects or legal claims.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of construction projects requested that are evaluated by Facilities Management and recommended to the Board of Supervisors.	N/A	N/A	N/A	76.7%	N/A	N/A
Result	Percent of construction projects completed void of litigation.	N/A	N/A	N/A	87.0%	N/A	N/A
Result	Percent of construction projects completed void of warranty claims for defective workmanship.	N/A	N/A	N/A	95.7%	N/A	N/A
Output	Number of new or renovated facility construction projects completed.	90	225	225	115	(110)	-48.9%
Demand	Number of new or renovated construction projects funded.	N/A	N/A	N/A	120	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 11,249,724	\$ 14,278,911	\$ 11,098,885	\$ 11,178,666	\$ 3,100,245	21.7%
	255 - DETENTION OPERATIONS	11,728,854	10,552,381	10,196,531	8,497,477	2,054,904	19.5%
	TOTAL USES	\$ 22,978,578	\$ 24,831,292	\$ 21,295,416	\$ 19,676,143	\$ 5,155,149	20.8%

**Activity Narrative:** The number of facility projects varies year-to-year with respect to number, scope, and complexity of projects. This Activity includes the projects that are part of the annual Major Maintenance Program. The Activity also includes the Annual Program Maintenance. The decrease in expenditures in the General and Detention Fund for FY 2016 is due to a reduction of non recurring major maintenance projects in FY 2017. The FY 2017 strategic planning process caused numerous changes in the Program and Activity structure for all results, demands, and outputs. This is the cause of the variances between FY 2016 and FY 2017.

### Protective Services Program

The purpose of the Protective 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.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of parking spaces utilized in County garages and lots.	100.0%	93.0%	94.8%	97.3%	4.3%	4.6%
Percent of safety and security issues responded to by Protective Services to secure the County's work and business environment.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of ID Badge requests responded to by Protective Services Admin Staff.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Parking Management
- Security

**Parking Management Activity**

The purpose of the Parking Management Activity is to provide parking and transportation services to Maricopa County elected officials, departments, employees, visitors, and jurors so they can have convenient access to County facilities to conduct County and Court business.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of parking spaces utilized in County garages and lots.	100.0%	93.0%	94.8%	97.3%	4.3%	4.6%
Output	Number of vehicles parked in County garages and lots.	1,007,818	980,500	997,654	980,500	-	0.0%
Demand	Number of vehicles requesting to park in County garages and lots.	1,007,818	980,500	997,654	980,500	-	0.0%
Expenditure Ratio	Total expenditures per vehicle parked in County garages and spaces.	\$ 0.11	\$ 0.12	\$ 0.12	\$ 0.31	\$ (0.19)	-151.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 115,166	\$120,419	\$ 119,287	\$ 302,535	\$(182,116)	-151.2%
	TOTAL USES	\$ 115,166	\$120,419	\$ 119,287	\$ 302,535	\$(182,116)	-151.2%

**Activity Narrative:** Protective Services has noticed an increase of parking spaces being utilized in FY 2016 and expects to see that trend continue to increase into FY 2017. Shuttle bus service for employees and jurors was previously budgeted in the Security Activity. However, this is included in the Parking Management Activity according to the strategic plan. Funding for this service was moved from the Security Activity to the Parking Management Activity for FY 2017 which has increased the expenditure for this Activity.

**Security Activity**

The purpose of the Security Activity is to provide public safety and protection to the public, elected officials, departments, employees, visitors, and jurors so they can conduct County business and receive County services in a safe and secure environment.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of safety and security issues responded to by Protective Services to secure the County's work and business environment.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of ID Badge requests responded to by Protective Services Admin Staff.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of incidents reported on County properties that were responded to by Protective Services.	11,336	7,200	8,100	7,200	-	0.0%
Output	Number of ID Badge Actions that were processed by Protective Services Admin Staff.	30,095	35,700	33,604	35,700	-	0.0%
Demand	Number of incident responses needed.	11,336	7,200	8,100	7,200	-	0.0%
Demand	Number of ID Badge requests processed.	30,095	30,000	29,329	30,000	-	0.0%
Expenditure Ratio	Total expenditure per incident response by Protective Services.	\$ 340.52	\$ 556.18	\$ 493.19	\$ 557.89	\$ (1.71)	-0.3%
Expenditure Ratio	Total number of ID Badge requests.	\$ 128.26	\$ 112.17	\$ 118.88	\$ 112.52	\$ (0.34)	-0.3%
<i>Revenue</i>							
	100 - GENERAL	\$ 236,815	\$ 235,141	\$ 235,141	\$ 235,141	\$ -	0.0%
	TOTAL SOURCES	\$ 236,815	\$ 235,141	\$ 235,141	\$ 235,141	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$3,811,190	\$3,955,558	\$3,941,961	\$3,971,582	\$(16,024)	-0.4%
	255 - DETENTION OPERATIONS	48,942	48,942	48,921	48,942	-	0.0%
	TOTAL USES	\$3,860,132	\$4,004,500	\$3,990,882	\$4,020,524	\$(16,024)	\$ (0)

**Activity Narrative:** Shuttle bus service for employees and jurors was previously budgeted in this Activity. For FY 2017 this is included in the Parking Management Activity according to the strategic plan. Funding for this service was moved from the Security Activity to the Parking Management Activity for FY 2017 which has decreased the expenditure for this Activity. Protective Services has also had some increased costs that have been added to their operating budget due to employee and benefits costs and vehicle maintenance cost increases.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 34,006,424</b>	<b>\$ 215,200</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 34,006,424</b>	<b>\$ 215,200</b>
Adjustments:		
<b>Restatements</b>	<b>\$ 4,141,089</b>	<b>\$ 235,141</b>
<i>Prot Svcs to Facilities Mgmt</i>	<i>4,141,089</i>	<i>235,141</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ 38,147,513</b>	<b>\$ 450,341</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 301,167</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>316,008</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	<i>(16,057)</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>1,216</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (350,540)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(127,104)</i>	<i>-</i>
<i>Other Base Adjustments</i>	<i>\$ (176,819)</i>	<i>-</i>
<i>Vehicle Maintenance</i>	<i>18,000</i>	<i>-</i>
<i>RDSA HR Allocations</i>	<i>31,732</i>	<i>-</i>
<i>Discretionary Adjustment</i>	<i>(17)</i>	<i>-</i>
<i>Radio Charges Adjustment</i>	<i>2,557</i>	<i>-</i>
<i>Risk Management Adjustment</i>	<i>6,538</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>91,173</i>	<i>-</i>
<i>Personnel Savings</i>	<i>(323,704)</i>	<i>-</i>
<i>From 6.56% to 8.26%</i>	<i>\$ (323,704)</i>	<i>-</i>
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 16,000</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>16,000</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 38,098,140</b>	<b>\$ 466,341</b>
<i>Percent Change from Baseline Amount</i>	<i>-0.1%</i>	<i>3.6%</i>
	<b>Expenditures</b>	<b>Revenue</b>
<b>MAJOR MAINTENANCE OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 7,877,906</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 7,877,906</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 7,877,906</b>	<b>\$ -</b>
<b>FY 2017 Adopted Budget</b>	<b>\$ 7,877,906</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>	<i>0.0%</i>	

General Fund (100) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 52,804</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 52,804</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ (52,804)</b>	<b>-</b>
<i>Other IT Non Recurring</i>	<i>(52,804)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ 139,321</b>	<b>-</b>
<i>Other IT Non Recurring</i>	<i>139,321</i>	<i>-</i>
<i>Computer Scanner Training Software</i>	<i>\$ 4,500</i>	<i>-</i>
<i>OET Information Technology Supplies</i>	<i>25,826</i>	<i>-</i>
<i>Replace (3) Computer Servers</i>	<i>46,000</i>	<i>-</i>
<i>OET Information Technology Capital Equipment</i>	<i>62,995</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 139,321</b>	<b>\$ -</b>

Detention Fund (255)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 19,333,033</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 19,333,033</b>	<b>\$ -</b>
Adjustments:		
<b>Restatements</b>	<b>\$ 48,942</b>	<b>\$ -</b>
<i>Prot Svcs to Facilities Mgmt</i>	<i>48,942</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ 19,381,975</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 41,234</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>42,413</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	<i>(1,328)</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>149</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (35,664)</b>	<b>\$ -</b>
<i>Risk Management Adjustment</i>	<i>4,242</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>23,891</i>	<i>-</i>
<i>Personnel Savings</i>	<i>(63,797)</i>	<i>-</i>
<i>From 3.06% to 6.00%</i>	<i>\$ (63,797)</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 19,387,545</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		<i>0.0%</i>
<b>MAJOR MAINTENANCE OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 6,726,998</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 6,726,998</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 6,726,998</b>	<b>\$ -</b>
<b>FY 2017 Adopted Budget</b>	<b>\$ 6,726,998</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		<i>0.0%</i>

Detention Fund (255) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	\$ -	\$ -
<b>FY 2016 Revised Budget</b>	\$ -	\$ -
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ 25,052</b>	
<i>Other IT Non Recurring</i>		25,052
<i>OET Information Technology Supplies</i>	\$ 7,284	
<i>OET Information Technology Capital Equipment</i>	17,768	
<b>FY 2017 Adopted Budget</b>	<b>\$ 25,052</b>	<b>\$ -</b>

## Finance

*Analysis by Jack L. Patton, Principal Management and Budget Analyst*

### Summary

#### Mission

The mission of the Department of Finance is to provide financial information and services to Maricopa County government so they can effectively manage their resources.

#### Vision

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

### Strategic Goals

#### **Fiscal Strength and Responsibility**

**By 2019, Finance will be able to conduct 90% of requested training within 3 business weeks.**

Status: This is a new goal for FY 2017 and data will be available in FY 2018.

#### **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, 2019, 90% of users will be satisfied with the ease of use with Business Objects.**

Status: The Department is on target to achieve this goal. They currently report a 94% of users satisfied with the ease of use with Business Objects. They will continue to meet this goal by providing training classes through County training and as requested.

#### **Fiscal Strength and Responsibility**

**By June 30, 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 is July, 1, 2016.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CLCT - COLLECTIONS	\$ 342,294	\$ 285,000	\$ 285,000	\$ 309,097	\$ 285,000	\$ -	0.0%
18CL - COLLECTIONS	\$ 342,294	\$ 285,000	\$ 285,000	\$ 309,097	\$ 285,000	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 342,294</b>	<b>\$ 285,000</b>	<b>\$ 285,000</b>	<b>\$ 309,097</b>	<b>\$ 285,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>USES</b>							
CLCT - COLLECTIONS	\$ 316,988	\$ 342,439	\$ 385,689	\$ 360,702	\$ 294,453	\$ 91,236	23.7%
18CL - COLLECTIONS	\$ 316,988	\$ 342,439	\$ 385,689	\$ 360,702	\$ 294,453	\$ 91,236	23.7%
FINR - FINANCIAL MGMT REPORTING	\$ -	\$ -	\$ 18,616	\$ -	\$ 1,823,655	\$ (1,805,039)	-9696.2%
PYPR - PAYMENT PROCESSING	\$ 367,714	\$ 505,988	\$ 475,894	\$ 489,944	\$ 336,810	\$ 139,084	29.2%
18FM - FINANCIAL MANAGEMENT	\$ 367,714	\$ 505,988	\$ 494,510	\$ 489,944	\$ 2,160,465	\$ (1,665,955)	-336.9%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 1,778,325	\$ 1,769,595	\$ 1,728,378	\$ 1,498,029	\$ -	\$ 1,728,378	100.0%
ODIR - EXECUTIVE MANAGEMENT	\$ 236,080	\$ 154,176	\$ 154,176	\$ 167,179	\$ 159,917	\$ (5,741)	-3.7%
SPPT - OPERATIONS SUPPORT	\$ -	\$ 48,393	\$ 48,915	\$ 51,336	\$ 191,514	\$ (142,599)	-291.5%
99AS - INDIRECT SUPPORT	\$ 2,014,405	\$ 1,972,164	\$ 1,931,469	\$ 1,716,544	\$ 351,431	\$ 1,580,038	81.8%
INFR - INFRASTRUCTURE	\$ 27,034	\$ 24,276	\$ 33,199	\$ 26,557	\$ 39,312	\$ (6,113)	-18.4%
RISK - RISK PREMIUMS	\$ 13,872	\$ 10,534	\$ 10,534	\$ 10,531	\$ 9,740	\$ 794	7.5%
99GV - GENERAL OVERHEAD	\$ 40,906	\$ 34,810	\$ 43,733	\$ 37,088	\$ 49,052	\$ (5,319)	-12.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 2,740,013</b>	<b>\$ 2,855,401</b>	<b>\$ 2,855,401</b>	<b>\$ 2,604,278</b>	<b>\$ 2,855,401</b>	<b>\$ -</b>	<b>0.0%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 342,294	\$ 285,000	\$ 285,000	\$ 309,097	\$ 285,000	\$ -	0.0%
<b>SUBTOTAL</b>	<b>\$ 342,294</b>	<b>\$ 285,000</b>	<b>\$ 285,000</b>	<b>\$ 309,097</b>	<b>\$ 285,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>ALL REVENUES</b>	<b>\$ 342,294</b>	<b>\$ 285,000</b>	<b>\$ 285,000</b>	<b>\$ 309,097</b>	<b>\$ 285,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 342,294</b>	<b>\$ 285,000</b>	<b>\$ 285,000</b>	<b>\$ 309,097</b>	<b>\$ 285,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,857,804	\$ 2,275,013	\$ 2,253,170	\$ 2,065,125	\$ 2,162,273	\$ 90,897	4.0%
0710 - OVERTIME	\$ 28	\$ -	\$ -	\$ 19	\$ -	\$ -	N/A
0750 - FRINGE BENEFITS	\$ 640,659	\$ 821,672	\$ 814,137	\$ 745,642	\$ 822,676	\$ (8,539)	-1.0%
0790 - OTHER PERSONNEL SERVICES	\$ -	\$ -	\$ 10,093	\$ -	\$ -	\$ 10,093	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	\$ (365,427)	\$ (494,353)	\$ (471,122)	\$ (384,938)	\$ (366,618)	\$ (104,504)	-22.2%
0796 - PERSONNEL SERVICES ALLOC-IN	\$ 349,973	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	<b>\$ 2,483,037</b>	<b>\$ 2,602,332</b>	<b>\$ 2,606,278</b>	<b>\$ 2,425,848</b>	<b>\$ 2,618,331</b>	<b>\$ (12,053)</b>	<b>-0.5%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 47,766	\$ 42,566	\$ 42,566	\$ 30,989	\$ 49,221	\$ (6,655)	-15.6%
0804 - NON-CAPITAL EQUIPMENT	\$ 11,472	\$ -	\$ -	\$ 63	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	<b>\$ 59,238</b>	<b>\$ 42,566</b>	<b>\$ 42,566</b>	<b>\$ 31,052</b>	<b>\$ 49,221</b>	<b>\$ (6,655)</b>	<b>-15.6%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 81,121	\$ 92,559	\$ 88,613	\$ 62,356	\$ 48,106	\$ 40,507	45.7%
0820 - RENT & OPERATING LEASES	\$ 729	\$ 8,500	\$ 8,500	\$ -	\$ 8,500	\$ -	0.0%
0825 - REPAIRS AND MAINTENANCE	\$ 190	\$ 5,000	\$ 5,000	\$ -	\$ 5,000	\$ -	0.0%
0830 - INTERGOVERNMENTAL PAYMENTS	\$ 7,700	\$ 8,000	\$ 8,000	\$ 7,700	\$ 8,100	\$ (100)	-1.3%
0839 - INTERNAL SERVICE CHARGES	\$ 41,084	\$ 34,002	\$ 34,002	\$ 37,609	\$ 51,988	\$ (17,986)	-52.9%
0841 - TRAVEL	\$ 12,906	\$ 3,000	\$ 3,000	\$ 780	\$ 3,000	\$ -	0.0%
0842 - EDUCATION AND TRAINING	\$ 8,685	\$ 12,542	\$ 12,542	\$ 8,379	\$ 14,755	\$ (2,213)	-17.6%
0843 - POSTAGE/FREIGHT/SHIPPING	\$ 45,323	\$ 46,900	\$ 46,900	\$ 42,028	\$ 48,400	\$ (1,500)	-3.2%
0872 - SERVICES-ALLOCATION OUT	\$ (20,932)	\$ -	\$ -	\$ (11,474)	\$ -	\$ -	N/A
0873 - SERVICES-ALLOCATION IN	\$ 20,932	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	<b>\$ 197,738</b>	<b>\$ 210,503</b>	<b>\$ 206,557</b>	<b>\$ 147,378</b>	<b>\$ 187,849</b>	<b>\$ 18,708</b>	<b>9.1%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 2,740,013</b>	<b>\$ 2,855,401</b>	<b>\$ 2,855,401</b>	<b>\$ 2,604,278</b>	<b>\$ 2,855,401</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL USES</b>	<b>\$ 2,740,013</b>	<b>\$ 2,855,401</b>	<b>\$ 2,855,401</b>	<b>\$ 2,604,278</b>	<b>\$ 2,855,401</b>	<b>\$ -</b>	<b>0.0%</b>

### Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED	
						VAR	%
100 GENERAL							
OPERATING	\$ 342,294	\$ 285,000	\$ 285,000	\$ 309,097	\$ 285,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 342,294	\$ 285,000	\$ 285,000	\$ 309,097	\$ 285,000	\$ -	0.0%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 342,294	\$ 285,000	\$ 285,000	\$ 309,097	\$ 285,000	\$ -	0.0%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 342,294	\$ 285,000	\$ 285,000	\$ 309,097	\$ 285,000	\$ -	0.0%

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED	
						VAR	%
100 GENERAL							
OPERATING	\$ 2,740,012	\$ 2,855,401	\$ 2,855,401	\$ 2,604,278	\$ 2,855,401	\$ -	0.0%
NON RECURRING NON PROJECT	1	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	\$ 2,740,013	\$ 2,855,401	\$ 2,855,401	\$ 2,604,278	\$ 2,855,401	\$ -	0.0%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 2,740,012	\$ 2,855,401	\$ 2,855,401	\$ 2,604,278	\$ 2,855,401	\$ -	0.0%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>DEPARTMENT TOTAL USES</b>	\$ 2,740,013	\$ 2,855,401	\$ 2,855,401	\$ 2,604,278	\$ 2,855,401	\$ -	0.0%

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED	
						VARIANCE	VAR %
COLLECTIONS							
COLLECTIONS	4.00	4.00	5.00	5.00	4.00	(1.00)	(20.0%)
<b>PROGRAM TOTAL</b>	4.00	4.00	5.00	5.00	4.00	(1.00)	(20.0%)
FINANCIAL MANAGEMENT							
FINANCIAL MGMT REPORTING	-	-	.00	-	26.00	26.00	N/A
PAYMENT PROCESSING	8.00	8.00	7.00	8.00	6.00	(1.00)	(14.3%)
<b>PROGRAM TOTAL</b>	8.00	8.00	7.00	8.00	32.00	25.00	357.1%
GENERAL OVERHEAD							
INFRASTRUCTURE	-	-	1.00	-	-	(1.00)	(100.0%)
<b>PROGRAM TOTAL</b>	-	-	1.00	-	-	(1.00)	(100.0%)
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	25.00	25.00	23.00	24.00	-	(23.00)	(100.0%)
EXECUTIVE MANAGEMENT	2.00	1.00	1.00	1.00	1.00	-	0.0%
OPERATIONS SUPPORT	-	1.00	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	27.00	27.00	25.00	26.00	2.00	(23.00)	(92.0%)
<b>DEPARTMENT TOTAL</b>	39.00	39.00	38.00	39.00	38.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED	
						VARIANCE	VAR %
Accountant	-	2.00	2.00	2.00	2.00	-	0.0%
Accounting Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Accounting Specialist Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collections Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collector	3.00	3.00	4.00	4.00	4.00	-	0.0%
Deputy Director - Finance	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - County	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst - County	17.00	15.00	14.00	15.00	15.00	1.00	7.1%
Financial Supervisor - County	4.00	4.00	4.00	4.00	3.00	(1.00)	(25.0%)
Office Assistant Specialized	3.00	3.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>39.00</b>	<b>39.00</b>	<b>38.00</b>	<b>39.00</b>	<b>38.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED	
						VARIANCE	VAR %
100 GENERAL	39.00	39.00	38.00	39.00	38.00	-	0.0%
<b>Department Total</b>	<b>39.00</b>	<b>39.00</b>	<b>38.00</b>	<b>39.00</b>	<b>38.00</b>	<b>-</b>	<b>0.0%</b>

## General Adjustments

### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$49,966 for the impact of the changes in the health/dental premium rates.
- Increase Personnel Benefits Savings by \$999 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular benefits by \$232 for the impact of the changes in retirement contribution rates.
- Decrease Other Services by \$35,543 based on actual and forecasted levels
- Decrease Internal Service Charges by \$794 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$18,282 for the impact of the changes in base level telecommunication charges.
- Increase Vacancy Savings by \$31,144 to take rate from 3.05% to 4.17%, consistent with vacancy trend.

## Programs and Activities

### Collections Program

The purpose of the Collections Program is to provide collections services to the court, government agencies, victims, and interested parties so they can hold the responsible parties accountable and the appropriate parties can realize financial restitution.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of collectible accounts that are paying.	100.0%	100.0%	100.0%	88.9%	(11.1%)	-11.1%

Activities that comprise this program include:

- Collections

### Collections Activity

The purpose of the Collections Activity is to provide collection services to the court, government agencies, victims and interested parties so they can hold the responsible parties accountable and the appropriate parties can realize financial restitution.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of collectible accounts that are paying.	100.0%	100.0%	100.0%	88.9%	(11.1%)	-11.1%
Output	Total number of collectible accounts internal to County Collections Unit (CCU).	2,364	2,261	2,542	2,542	281	12.4%
Output	Number of accounts sent to Private Collections.	6,456	14,500	69,334	14,500	-	0.0%
Output	Total number of accounts at County Collections Unit.	126,995	114,500	119,293	119,293	4,793	4.2%
Demand	Number of accounts to County Collections Unit per Fiscal Year.	13,120	14,500	14,730	14,740	240	1.7%
Expenditure Ratio	Expenditure per collectible accounts internal to County Collections Unit (CCU).	\$ 33.53	\$ 42.65	\$ 35.48	\$ 28.96	\$ 13.69	32.1%
<i>Revenue</i>							
	100 - GENERAL	\$ 342,294	\$ 285,000	\$ 309,097	\$ 285,000	\$ -	0.0%
	TOTAL SOURCES	\$ 342,294	\$ 285,000	\$ 309,097	\$ 285,000	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 316,988	\$ 385,689	\$ 360,702	\$ 294,453	\$ 91,236	23.7%
	TOTAL USES	\$ 316,988	\$ 385,689	\$ 360,702	\$ 294,453	\$ 91,236	23.7%

**Activity Narrative:** Due to new laws regarding the placement of liens on motor vehicles, collection revenue fees continue to be negatively affected. FY 2017 revenues are expected to be remaining consistent with the FY 2016 Forecast amounts and below the FY 2015 actuals.

### Financial Management and Reporting

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.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of monthly Executive Variance Reports produced within 10 business days of month-end close.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of new capital project debt issuances with rates in line with Maricopa County's AAA bond rating.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of financial systems and report classes provided within 3 weeks of request.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of financial systems and report class participants, who respond to a survey following training that they are confident in their ability to build reports.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of Accounts Payable payments processed within 5 business days.	100.0%	97.0%	97.8%	97.0%	0.0%	0.0%

Activities that comprise this program include:

- Financial Management and Reporting
- Payment Processing

### Financial Management and Reporting Activity

The purpose of the Financial Management and Reporting Activity 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.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of monthly Executive Variance Reports produced within 10 business days of month-end close.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of new capital project debt issuances with rates in line with Maricopa County's AAA bond rating.	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of financial systems and report classes provided within 3 weeks of request.	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of financial systems and report class participants, who respond to a survey following training that they are confident in their ability to build reports.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of reports produced.	48	54	53	54	-	0.0%
Output	Number of Executive Variance monthly reports.	48	48	48	48	-	0.0%
Output	Number of financial systems and report classes conducted.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of participants in financial system and report classes.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of reports required/requested.	48	6	17	6	-	0.0%
Demand	Number of training classes requested.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Expenditure per report produced.	N/A	\$ 344.74	N/A	\$ 33,771.39	\$ (33,426.65)	-9696.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ 18,616	\$ -	\$ 1,823,655	\$ (1,805,039)	-9696.2%
	TOTAL USES	\$ -	\$ 18,616	\$ -	\$ 1,823,655	\$ (1,805,039)	-9696.2%

**Activity Narrative:** Finance continues to meet the goal for producing Financial Reports in a timely manner. The remainder of this activity is new for FY 2017 and historic information is not currently available. As a result of the County's effort to implement an integrated Financial System (ERP), financial system and report classes were not offered in FY2016. They are expected to resume in FY 2017 when needed training for the new system is identified. The department is currently collecting information and reporting should be available in FY 2018.

### Payment Processing Activity

The purpose of the Payment Processing Activity is to provide both final audit and payment approval to departments and the court system so they can pay their vendors or interested parties timely and accurately.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Accounts Payable payments processed within 5 business days.	100.0%	97.0%	97.8%	97.0%	0.0%	0.0%
Output	Number of Accounts Payable payments processed.	96,473	87,000	89,669	87,000	-	0.0%
Demand	Number of Accounts Payable payment requests.	104,501	90,500	94,346	94,348	3,848	4.3%
Expenditure Ratio	Expenditure per Accounts Payable payment processed.	\$ 3.81	\$ 5.47	\$ 5.46	\$ 3.87	\$ 1.60	29.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 367,714	\$ 475,894	\$ 489,944	\$ 336,810	\$ 139,084	29.2%
	TOTAL USES	\$ 367,714	\$ 475,894	\$ 489,944	\$ 336,810	\$ 139,084	29.2%

**Activity Narrative:** The percentage of payments processed within 5 business days have improved. This improvement is contributed to regularly scheduled training within the department and ongoing training for other departments and is expected to improve even more as the new CGI system is implemented in July of 2016.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 2,855,401</b>	<b>\$ 285,000</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 2,855,401</b>	<b>\$ 285,000</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 2,855,401</b>	<b>\$ 285,000</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 49,199</b>	<b>\$ -</b>
Employee Health/Dental Premiums	49,966	-
Vacancy Savings Assoc with Benefit Adjustments	(999)	-
Retirement Contributions	232	-
<b>Base Adjustments</b>	<b>\$ (49,199)</b>	<b>\$ -</b>
Other Base Adjustments	(35,543)	-
Decrease Other Services	\$ (35,543)	-
Risk Management Adjustment	(794)	-
Base Telecom Adjustment	18,282	-
Personnel Savings	(31,144)	-
Increase Vacancy Savings from 3.05% to 4.17%	\$ (31,144)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 2,855,401</b>	<b>\$ 285,000</b>
Percent Change from Baseline Amount	0.0%	0.0%

## Human Resources

*Analysis by Cristi Cost, Management and Budget Analyst*

### Summary

#### 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.

#### Vision

Professional, fully-engaged employees who support fulfillment of Maricopa County departments' missions.

#### Strategic Goals

##### **Government Operations**

**By 2022, the voluntary turnover rate for fully accomplished (or equivalent) employees will be at or below 10%.**

Status: With the implementation of the new Employee Engagement Survey and enhanced employee development tools we expect to achieve this goal by the deadline.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
MERT - MERIT SYSTEM RULES COMPLIANCE	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
31ED - EMPLOYEE AND MANAGEMENT RLT	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
PAYR - PAYROLL	\$ 54,065	\$ 41,000	\$ 41,000	\$ 44,520	\$ 41,000	\$ -	0.0%
RECD - RECORDS MANAGEMENT	\$ 9,165	\$ 14,000	\$ 14,000	\$ 13,188	\$ 14,000	\$ -	0.0%
31PR - PAYROLL AND RECORDS MGMT	\$ 63,230	\$ 55,000	\$ 55,000	\$ 57,708	\$ 55,000	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 63,242</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ 57,708</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>USES</b>							
DVTY - DIVERSITY	\$ 86,148	\$ 72,880	\$ 72,159	\$ 71,954	\$ 77,112	\$ (4,953)	-6.9%
20DV - DIVERSITY	\$ 86,148	\$ 72,880	\$ 72,159	\$ 71,954	\$ 77,112	\$ (4,953)	-6.9%
EPMS - EMPLOYEE AND MANAGEMENT RLT	\$ 469,030	\$ 452,312	\$ 404,575	\$ 390,892	\$ 372,065	\$ 32,510	8.0%
MERT - MERIT SYSTEM RULES COMPLIANCE	\$ 82,874	\$ 133,111	\$ 129,159	\$ 123,061	\$ 132,211	\$ (3,052)	-2.4%
STDV - EMPLOYEE DEVELOPMENT	\$ 415,635	\$ 597,875	\$ 601,995	\$ 626,406	\$ 724,849	\$ (122,854)	-20.4%
31ED - EMPLOYEE AND MANAGEMENT RLT	\$ 967,539	\$ 1,183,298	\$ 1,135,729	\$ 1,140,359	\$ 1,229,125	\$ (93,396)	-8.2%
EMPL - EMPLOYMENT SERVICES	\$ 553,327	\$ 677,975	\$ 724,859	\$ 721,938	\$ 770,099	\$ (45,240)	-6.2%
31ES - EMPLOYMENT SERVICES	\$ 553,327	\$ 677,975	\$ 724,859	\$ 721,938	\$ 770,099	\$ (45,240)	-6.2%
PAYR - PAYROLL	\$ 857,839	\$ 842,332	\$ 841,635	\$ 817,864	\$ 853,867	\$ (12,232)	-1.5%
RECD - RECORDS MANAGEMENT	\$ 398,130	\$ 422,715	\$ 421,472	\$ 426,284	\$ 420,747	\$ 725	0.2%
31PR - PAYROLL AND RECORDS MGMT	\$ 1,255,969	\$ 1,265,047	\$ 1,263,107	\$ 1,244,148	\$ 1,274,614	\$ (11,507)	-0.9%
ECOM - EMPLOYEE COMPENSATION	\$ 548,538	\$ 899,370	\$ 871,875	\$ 671,952	\$ 735,215	\$ 136,660	15.7%
49EC - EMPLOYEE COMPENSATION	\$ 548,538	\$ 899,370	\$ 871,875	\$ 671,952	\$ 735,215	\$ 136,660	15.7%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 58,616	\$ 71,763	\$ 75,678	\$ 76,453	\$ 44,159	\$ 31,519	41.6%
HRAC - HUMAN RESOURCES	\$ 18,772	\$ 17,994	\$ 19,297	\$ 24,837	\$ -	\$ 19,297	100.0%
ODIR - EXECUTIVE MANAGEMENT	\$ 153,818	\$ 170,513	\$ 170,513	\$ 178,860	\$ 159,687	\$ 10,826	6.3%
PROC - PROCUREMENT	\$ 13,940	\$ 17,994	\$ 19,297	\$ 18,976	\$ -	\$ 19,297	100.0%
SPPT - OPERATIONS SUPPORT	\$ -	\$ 14,886	\$ 14,886	\$ 111	\$ 115,100	\$ (100,214)	-673.2%
99AS - INDIRECT SUPPORT	\$ 245,146	\$ 293,150	\$ 299,671	\$ 299,237	\$ 318,946	\$ (19,275)	-6.4%
INFR - INFRASTRUCTURE	\$ -	\$ 35,817	\$ 35,817	\$ 40,724	\$ 57,894	\$ (22,077)	-61.6%
RISK - RISK PREMIUMS	\$ 32,856	\$ 12,708	\$ 12,708	\$ 12,703	\$ 12,628	\$ 80	0.6%
99GV - GENERAL OVERHEAD	\$ 32,856	\$ 48,525	\$ 48,525	\$ 53,427	\$ 70,522	\$ (21,997)	-45.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 3,689,523</b>	<b>\$ 4,440,245</b>	<b>\$ 4,415,925</b>	<b>\$ 4,203,015</b>	<b>\$ 4,475,633</b>	<b>\$ (59,708)</b>	<b>-1.4%</b>

Sources by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 54,065	\$ 55,000	\$ 55,000	\$ 57,708	\$ 55,000	\$ -	0.0%
<b>SUBTOTAL</b>	<b>\$ 54,065</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ 57,708</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>MISCELLANEOUS</b>							
0650 - MISCELLANEOUS REVENUE	\$ 9,177	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	<b>\$ 9,177</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ALL REVENUES</b>	<b>\$ 63,242</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ 57,708</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 63,242</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ 57,708</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>0.0%</b>

Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 2,399,633	\$ 2,382,877	\$ 2,382,877	\$ 2,401,140	\$ 2,379,716	\$ 3,161	0.1%
0710 - OVERTIME	263	-	-	704	-	-	N/A
0750 - FRINGE BENEFITS	885,956	919,598	919,598	916,544	976,029	(56,431)	-6.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(636)	(3,883)	(3,883)	(2,491)	(3,645)	(238)	-6.1%
0796 - PERSONNEL SERVICES ALLOC-IN	(3,102)	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 3,282,114</b>	<b>\$ 3,298,592</b>	<b>\$ 3,298,592</b>	<b>\$ 3,315,897</b>	<b>\$ 3,352,100</b>	<b>\$ (53,508)</b>	<b>-1.6%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 83,601	\$ 45,857	\$ 45,857	\$ 48,669	\$ 45,626	\$ 231	0.5%
0804 - NON-CAPITAL EQUIPMENT	9,173	3,150	3,150	-	2,033	1,117	35.5%
<b>SUBTOTAL</b>	<b>\$ 92,774</b>	<b>\$ 49,007</b>	<b>\$ 49,007</b>	<b>\$ 48,669</b>	<b>\$ 47,659</b>	<b>\$ 1,348</b>	<b>2.8%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 11,146	\$ 36,384	\$ 36,384	\$ 36,001	\$ 36,384	\$ -	0.0%
0812 - OTHER SERVICES	242,993	969,041	944,721	730,598	910,603	34,118	3.6%
0820 - RENT & OPERATING LEASES	6,218	19,446	19,446	21,855	19,446	-	0.0%
0825 - REPAIRS AND MAINTENANCE	2,383	1,420	1,420	1,263	1,420	-	0.0%
0839 - INTERNAL SERVICE CHARGES	35,606	55,492	55,492	54,580	78,867	(23,375)	-42.1%
0841 - TRAVEL	2,828	4,402	4,402	2,264	4,402	-	0.0%
0842 - EDUCATION AND TRAINING	8,333	12,525	12,525	7,104	14,532	(2,007)	-16.0%
0843 - POSTAGE/FREIGHT/SHIPPING	9,413	10,220	10,220	7,892	10,220	-	0.0%
0872 - SERVICES-ALLOCATION OUT	(4,610)	(16,284)	(16,284)	(23,108)	-	(16,284)	-100.0%
0873 - SERVICES-ALLOCATION IN	325	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 314,635</b>	<b>\$ 1,092,646</b>	<b>\$ 1,068,326</b>	<b>\$ 838,449</b>	<b>\$ 1,075,874</b>	<b>\$ (7,548)</b>	<b>-0.7%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 3,689,523</b>	<b>\$ 4,440,245</b>	<b>\$ 4,415,925</b>	<b>\$ 4,203,015</b>	<b>\$ 4,475,633</b>	<b>\$ (59,708)</b>	<b>-1.4%</b>
<b>TOTAL USES</b>	<b>\$ 3,689,523</b>	<b>\$ 4,440,245</b>	<b>\$ 4,415,925</b>	<b>\$ 4,203,015</b>	<b>\$ 4,475,633</b>	<b>\$ (59,708)</b>	<b>-1.4%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 63,242	\$ 55,000	\$ 55,000	\$ 57,708	\$ 55,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 63,242</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ 57,708</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 63,242</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ 57,708</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 63,242</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ 57,708</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>FUND / FUNCTION CLASS</b>							
100 GENERAL							
LEARNING MANAGEMENT OPER	\$ -	\$ -	\$ 185,800	\$ 185,800	\$ -	\$ 185,800	100.0%
OPERATING	3,658,203	3,985,245	3,806,445	3,806,445	4,262,723	(456,278)	-12.0%
JOB ANALYSIS CONSULTANT	31,320	385,000	353,680	150,770	202,910	150,770	42.6%
LEARNING MANAGEMENT	-	70,000	70,000	60,000	10,000	60,000	85.7%
<b>FUND TOTAL USES</b>	<b>\$ 3,689,523</b>	<b>\$ 4,440,245</b>	<b>\$ 4,415,925</b>	<b>\$ 4,203,015</b>	<b>\$ 4,475,633</b>	<b>\$ (59,708)</b>	<b>-1.4%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 3,658,203</b>	<b>\$ 3,985,245</b>	<b>\$ 3,992,245</b>	<b>\$ 3,992,245</b>	<b>\$ 4,262,723</b>	<b>\$ (270,478)</b>	<b>-6.8%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 31,320</b>	<b>\$ 455,000</b>	<b>\$ 423,680</b>	<b>\$ 210,770</b>	<b>\$ 212,910</b>	<b>\$ 210,770</b>	<b>49.7%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 3,689,523</b>	<b>\$ 4,440,245</b>	<b>\$ 4,415,925</b>	<b>\$ 4,203,015</b>	<b>\$ 4,475,633</b>	<b>\$ (59,708)</b>	<b>-1.4%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
DIVERSITY							
DIVERSITY	.88	.80	.80	.80	.80	-	0.0%
PROGRAM TOTAL	.88	.80	.80	.80	.80	-	0.0%
EMPLOYEE AND MANAGEMENT RLT							
EMPLOYEE AND MANAGEMENT RLT	5.25	5.00	4.00	4.00	4.00	-	0.0%
EMPLOYEE DEVELOPMENT	5.25	4.20	4.20	4.20	4.20	-	0.0%
MERIT SYSTEM RULES COMPLIANCE	1.10	1.30	1.30	1.30	1.30	-	0.0%
PROGRAM TOTAL	11.60	10.50	9.50	9.50	9.50	-	0.0%
EMPLOYEE COMPENSATION							
EMPLOYEE COMPENSATION	6.00	6.00	6.00	6.00	6.00	-	0.0%
PROGRAM TOTAL	6.00	6.00	6.00	6.00	6.00	-	0.0%
EMPLOYMENT SERVICES							
EMPLOYMENT SERVICES	9.27	9.70	10.70	10.70	10.70	-	0.0%
PROGRAM TOTAL	9.27	9.70	10.70	10.70	10.70	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	.80	1.15	1.15	1.15	.55	(.60)	(52.2%)
EXECUTIVE MANAGEMENT	.95	1.25	1.25	1.25	1.00	(.25)	(20.0%)
HUMAN RESOURCES	.30	.30	.30	.30	-	-	(100.0%)
OPERATIONS SUPPORT	-	-	.00	-	1.45	1.45	N/A
PROCUREMENT	.20	.30	.30	.30	-	(.30)	(100.0%)
PROGRAM TOTAL	2.25	3.00	3.00	3.00	3.00	-	0.0%
PAYROLL AND RECORDS MGMT							
PAYROLL	9.50	9.25	9.25	9.25	9.25	-	0.0%
RECORDS MANAGEMENT	6.50	6.75	6.75	6.75	6.75	-	0.0%
PROGRAM TOTAL	16.00	16.00	16.00	16.00	16.00	-	0.0%
DEPARTMENT TOTAL	46.00	46.00	46.00	46.00	46.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Administrative Services Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Compensation Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Deputy Director – Human Resources	1.00	1.00	1.00	1.00	1.00	-	0.0%
Employee Records Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Employee Records Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Employee Relations Analyst-Cty	4.00	4.00	4.00	4.00	4.00	-	0.0%
Human Resources Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Mngr - County	3.00	4.00	4.00	4.00	4.00	-	0.0%
Human Resources Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Supervisor – County	4.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	5.00	5.00	5.00	5.00	5.00	-	0.0%
Payroll Specialist – County	3.00	3.00	3.00	3.00	3.00	-	0.0%
Payroll Specialist Lead – County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Payroll/Time and Labor Spec	2.00	2.00	2.00	2.00	2.00	-	0.0%
Recruiter	4.00	4.00	4.00	4.00	4.00	-	0.0%
Trainer	3.00	3.00	2.00	2.00	3.00	1.00	50.0%
Training Officer	-	-	1.00	1.00	-	(1.00)	(100.0%)
<b>Department Total</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	46.00	46.00	46.00	46.00	46.00	-	4.3%
<b>Department Total</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>-</b>	<b>4.3%</b>

## General Adjustments

### **Base Adjustments:**

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

- Increase Regular Benefits by \$60,693 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$2,450 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$246 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by \$80 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$22,077 for the impact of the changes in the base level telecommunication charges.
- Increase Other Services by \$28,504 for the Learning Management System taxes.

## Programs and Activities

### Diversity and Inclusion Program

The purpose of the Diversity and Inclusion Program is to provide diversity training, education and 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.

### Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of employees reporting satisfied or very satisfied with overall workplace diversity and inclusion.	N/A	N/A	N/A	88.0%	N/A	N/A
Percent of Diversity & Inclusion class participants who respond to post-training survey who indicate that their knowledge, understanding and/or awareness increased.	N/A	60.0%	60.0%	95.0%	35.0%	58.3%

Activities that comprise this program include:

- Diversity and Inclusion

### **Diversity and Inclusion Activity**

The purpose of the Diversity and Inclusion Activity is to provide diversity training, education and 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.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of employees reporting satisfied or very satisfied with overall workplace diversity & inclusion.	0.0%	N/A	N/A	88.0%	N/A	N/A
Result	Percent of Diversity & Inclusion class participants who respond to post-training survey who indicate that their knowledge, understanding and/or awareness increased.	N/A	60.0%	60.0%	95.0%	35.0%	58.3%
Output	Number of diversity and inclusion classes provided.	N/A	40	40	40	-	0.0%
Demand	Number of diversity and inclusion classes requested.	177	40	40	40	-	0.0%
Expenditure Ratio	Expenditure per diversity & inclusion class provided.	N/A	\$ 1,803.98	\$ 1,798.85	\$ 1,927.80	\$ (123.82)	-6.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 86,148	\$ 72,159	\$ 71,954	\$ 77,112	\$ (4,953)	-6.9%
	TOTAL USES	\$ 86,148	\$ 72,159	\$ 71,954	\$ 77,112	\$ (4,953)	-6.9%

**Activity Narrative:** The Diversity and Inclusion Activity transitioned in FY 2016 and while diversity events and activities still took place, the services provided by the Division changed. The department has experienced a hardship with the tool they currently use to conduct surveys and is limited in what information it provides. While the department anticipates having the same number of classes in the future, the type of events will change in FY 2017. This activity will be reviewed and likely revamped during the FY 2018 Strategic Business Plan update.

### Employee and Management Relations Program

The purpose of the Employee and Management Relations Program is to provide organizational development services, competency-based training, and strategic interventions to all County departments so they can retain a productive and professional workforce.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of complaints that warrant an investigation.	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of Merit Commission final orders that were not appealed.	80.0%	83.3%	83.3%	83.3%	0.0%	0.0%
Percent of participants reporting satisfied or very satisfied that the stated goals and objectives of the class were met in core competency courses.	N/A	98.1%	98.1%	98.1%	0.0%	0.0%
Percent of participants who agree they can apply the knowledge, skills, and abilities gained from core competency courses.	N/A	98.1%	98.1%	98.1%	0.0%	0.0%

Activities that comprise this program include:

- Employee and Management Relations
- Merit System Rules Compliance
- Employee Development

### Employee and Management Relations Activity

The purpose of the Employee and Management Relations Activity is to provide advice, consultations, and investigative services to employees and management so they can prevent and resolve workplace issues and maintain regulatory compliance conducive to the achievement of departments' missions.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of complaints that warrant an investigation.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of employee/department consultations provided.	304	508	391	508	-	0.0%
Output	Number of investigations completed.	14	16	15	16	-	0.0%
Output	Number of unemployment claim responses provided.	N/A	568	507	568	-	0.0%
Output	Number of Employee Relations trainings provided.	N/A	N/A	N/A	16	N/A	N/A
Output	Total number of complaints, consultations, unemployment claims, and employee relations trainings.	N/A	N/A	N/A	1,124	N/A	N/A
Demand	Number of employee/department consultations requested.	304	508	391	400	(108)	-21.3%
Demand	Number of complaints received.	63	16	49	56	40	250.0%
Demand	Number of unemployment claims responses required.	N/A	568	507	506	(62)	-10.9%
Demand	Number of Employee Relations training topics requested.	N/A	N/A	N/A	16	N/A	N/A
Expenditure Ratio	Total activity expenditure per complaint resolution, consultation, unemployment claim response, and employee relation training delivered.	N/A	N/A	N/A	\$ 331.02	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 469,030	\$ 404,575	\$ 390,892	\$ 372,065	\$ 32,510	8.0%
	TOTAL USES	\$ 469,030	\$ 404,575	\$ 390,892	\$ 372,065	\$ 32,510	8.0%

**Activity Narrative:** The department developed new measures in FY 2017 in order to better track investigations and unemployment claims. Historical comparison is not available.

### Employee Development Activity

The purpose of the Employee Development Activity is to provide training services, in a collaborative way, to departments and their employees so they can enhance professional growth and support departments' missions.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of participants reporting satisfied or very satisfied that the stated goals and objectives of the class were met in core competency courses.	N/A	98.1%	98.1%	98.1%	0.0%	0.0%
Result	Percent of participants who agree they can apply the knowledge, skills, and abilities gained from core competency courses.	N/A	98.1%	98.1%	98.1%	0.0%	0.0%
Output	Number of Employee Development sponsored trainings.	180	420	420	420	-	0.0%
Output	Number of training courses developed in-house by Employee Development staff.	N/A	N/A	N/A	80	N/A	N/A
Demand	Number of participant registrations for training classes.	5,197	8,000	8,000	8,000	-	0.0%
Expenditure Ratio	Expenditure per participant in Employee Development sponsored trainings.	\$ 79.98	\$ 75.25	\$ 78.30	\$ 90.61	\$ (15.36)	-20.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 415,635	\$ 601,995	\$ 626,406	\$ 724,849	\$ (122,854)	-20.4%
	TOTAL USES	\$ 415,635	\$ 601,995	\$ 626,406	\$ 724,849	\$ (122,854)	-20.4%

**Activity Narrative:** The department is in the final stages of the implementation of a Learning Management System. This system is expected to be fully functional by mid FY 2017. This activity

should be reassessed during the FY 2018 Strategic Business Plan update process to accommodate the new system.

**Base Adjustments:**

**General Fund (100) Non Recurring**

- Carry forward \$10,000 from FY 2016 for final implementation of a Learning Management System.

**Merit Systems Rules Compliance Activity**

The purpose of the Merit Systems Rules Compliance Activity is to provide administrative and operational support services to classified employees, departments, appellants, and Merit Commissions so they can receive, deliver, and/or enforce uniform and equitable personnel actions.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Merit Commission final orders that were not appealed.	80.0%	83.3%	83.3%	83.3%	0.0%	0.0%
Output	Number of appeal hearings scheduled.	23	38	38	38	-	0.0%
Output	Number of scheduled hearings that were withdrawn or dismissed.	9	12	12	12	-	0.0%
Output	Number of appeal hearings conducted.	5	12	12	12	-	0.0%
Demand	Number of appeals filed.	15	20	20	20	-	0.0%
Expenditure Ratio	Expenditure per appeal hearing scheduled.	\$ 3,603.22	\$ 3,398.92	\$ 3,238.45	\$ 3,479.24	\$ (80.32)	-2.4%
<i>Revenue</i>							
	100 - GENERAL	\$ 12	\$ -	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ 12	\$ -	\$ -	\$ -	\$ -	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 82,874	\$ 129,159	\$ 123,061	\$ 132,211	\$ (3,052)	-2.4%
	TOTAL USES	\$ 82,874	\$ 129,159	\$ 123,061	\$ 132,211	\$ (3,052)	-2.4%

**Employment Services Program**

The purpose of the Employment Services Program is to provide professional recruitment and career advancement consulting services to Maricopa County departments and their employees so they can interview, select and retain a qualified and diverse workforce.

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of customers reporting satisfied or very satisfied with the quality of candidates referred to departments by the Employment Services Division.	N/A	91.4%	91.4%	91.4%	0.0%	0.0%
Percent of customers reporting satisfied or very satisfied with the level of customer service provided by the Employment Services support staff.	N/A	96.0%	96.0%	96.0%	0.0%	0.0%

Activities that comprise this program include:

- Employment Services

### Employment Services Activity

The purpose of the Employment Services Activity is to provide professional recruitment and career advancement consulting services to Maricopa County departments and their employees so they can interview, select and retain a qualified and diverse workforce.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of customers reporting satisfied or very satisfied with the quality of candidates referred to departments by the Employment Services Division.	N/A	91.4%	91.4%	91.4%	0.0%	0.0%
Result	Percent of customers reporting satisfied or very satisfied with the level of customer service provided by the Employment Services support staff.	N/A	96.0%	96.0%	96.0%	0.0%	0.0%
Output	The number of qualified candidates referred to departments.	30,795	37,500	37,500	37,500	-	0.0%
Output	The number of recruitment and selection training class participants.	66	120	120	120	-	0.0%
Output	The number of career development training class participants.	74	120	120	120	-	0.0%
Demand	The number of job requisitions (for number of vacant positions).	4,521	5,000	5,000	5,000	-	0.0%
Demand	The number of applications received for review.	106,012	128,000	128,000	128,000	-	0.0%
Expenditure Ratio	Expenditure per qualified candidate referred to departments.	\$ 17.97	\$ 19.33	\$ 19.25	\$ 20.54	\$ (1.21)	-6.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 553,327	\$ 724,859	\$ 721,938	\$ 770,099	\$ (45,240)	-6.2%
	TOTAL USES	\$ 553,327	\$ 724,859	\$ 721,938	\$ 770,099	\$ (45,240)	-6.2%

### Payroll and Records Management Program

The purpose of the Payroll & Records Management Program is to provide centralized payroll and records management services to County departments and employees so they can have accurately maintained records and be paid accurately.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of records accurately maintained.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of paychecks accurately processed.	99.8%	100.0%	99.9%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Payroll
- Records Management

### Payroll Activity

The purpose of the Payroll Activity is to provide payroll services to employees so they can be timely and accurately paid for their services.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of paychecks accurately processed.	99.8%	100.0%	99.9%	100.0%	0.0%	0.0%
Output	Number of paychecks issued.	347,947	370,256	366,672	370,256	-	0.0%
Output	The number of bus cards processed.	1,607	1,660	1,303	1,375	(285)	-17.2%
Demand	Number of paychecks required.	347,947	370,256	366,672	370,256	-	0.0%
Expenditure Ratio	Expenditure per paycheck issued.	\$ 2.47	\$ 2.27	\$ 2.23	\$ 2.31	\$ (0.03)	-1.5%
<i>Revenue</i>							
	100 - GENERAL	\$ 54,065	\$ 41,000	\$ 44,520	\$ 41,000	\$ -	0.0%
	TOTAL SOURCES	\$ 54,065	\$ 41,000	\$ 44,520	\$ 41,000	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 857,839	\$ 841,635	\$ 817,864	\$ 853,867	\$ (12,232)	-1.5%
	TOTAL USES	\$ 857,839	\$ 841,635	\$ 817,864	\$ 853,867	\$ (12,232)	-1.5%

**Activity Narrative:** The number of bus cards will not increase until FY 2018 when the current bus cards expire and new ones are issued. Until then, the number of bus cards issued will vary based on new employee applications or voluntary terminations.

### Records Management Activity

The purpose of the Records Management Activity is to provide a centralized repository of employee data and personnel actions to County management, departments, and employees, so they can access accurate employment data.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of records accurately maintained.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of records maintained.	50,919	52,273	38,930	46,912	(5,361)	-10.3%
Output	Number of job related transactions.	36,199	25,000	32,111	29,509	4,509	18.0%
Output	Number of records maintained and job related transactions.	87,522	77,273	71,040	74,964	(2,309)	-3.0%
Demand	Number of maintained records required.	12,669	13,068	9,732	11,728	(1,340)	-10.3%
Expenditure Ratio	Expenditure per record maintained and job related transaction.	\$ 4.55	\$ 5.45	\$ 6.00	\$ 5.61	\$ (0.16)	-2.9%
<i>Revenue</i>							
	100 - GENERAL	\$ 9,165	\$ 14,000	\$ 13,188	\$ 14,000	\$ -	0.0%
	TOTAL SOURCES	\$ 9,165	\$ 14,000	\$ 13,188	\$ 14,000	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 398,130	\$ 421,472	\$ 426,284	\$ 420,747	\$ 725	0.2%
	TOTAL USES	\$ 398,130	\$ 421,472	\$ 426,284	\$ 420,747	\$ 725	0.2%

**Activity Narrative:** The number of job related transactions is correlated to the increase in hiring and recruiting. Job related transactions also include promotions, transfers between departments, and the creation of new positions in the departments.

### Employment Compensation Program

The purpose of the Employee Compensation Program is to provide strategic compensation services to the Board of Supervisors and Maricopa County departments so they can recruit and retain a qualified workforce, incentivize employees to provide the best possible customer service to the citizens of Maricopa County, and have the tools necessary to comply with state and federal laws pertaining to compensation for employees.

Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of surveyed employees voluntarily terminating employment with Maricopa County because of pay.	36.0%	36.0%	36.0%	36.0%	0.0%	0.0%
Percent of surveyed departments indicating that compensation policies, processes, and philosophies are applied consistently given budget parameters, market data, and internal equity issues.	35.0%	35.0%	35.0%	35.0%	0.0%	0.0%

Activities that comprise this program include:

- Employment Compensation

Employment Compensation Activity

The purpose of the Employee Compensation activity is to provide strategic compensation services to the Board of Supervisors and Maricopa County Departments so they can recruit and retain a qualified workforce, incentivize employees to provide the best possible customer service to the citizens of Maricopa County, and have the tools necessary to comply with state and federal laws pertaining to compensation for employees.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of surveyed employees voluntarily terminating employment with Maricopa County because of pay.	N/A	36.0%	36.0%	36.0%	0.0%	0.0%
Result	Percent of surveyed departments indicating that compensation policies, processes, and philosophies are applied consistently given budget parameters, market data, and internal equity issues.	N/A	35.0%	35.0%	35.0%	0.0%	0.0%
Output	Number of market range reviews reviewed.	122	50	50	135	85	170.0%
Output	Number of individual salary recommendations (Placement in Range/PIR) prepared.	2,600	2,500	3,197	2,500	-	0.0%
Output	Number of critical recruitment and retention salary adjustments reviewed.	11,397	450	210	11,458	11,008	2446.2%
Output	Number of market ranges, placements in range, and critical recruitment and retention salary adjustments reviewed.	2,964	2,500	2,500	2,500	-	0.0%
Demand	Number of market ranges and placements in range requested.	2,722	2,050	2,050	2,050	-	0.0%
Demand	Number of critical recruitment and retention salary adjustments requested.	242	450	450	450	-	0.0%
Expenditure Ratio	Expenditure per number of market range, placements in range, and critical recruitment and retention salary adjustments reviewed.	\$ 185.07	\$ 348.75	\$ 268.78	\$ 294.09	\$ 54.66	15.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 548,538	\$ 871,875	\$ 671,952	\$ 735,215	\$ 136,660	15.7%
	TOTAL USES	\$ 548,538	\$ 871,875	\$ 671,952	\$ 735,215	\$ 136,660	15.7%

**Activity Narrative:** In FY 2015, the County had a performance based retention pay plan and market study adjustment which accounts for the higher than average numbers in critical recruitment and retention salary adjustments reviewed and individual salary recommendations prepared. The Department is working with the Board of Supervisors' Chairman's Office as well as a comprehensive

job analysis consultant to reevaluate Employee Compensation strategies for retaining valued employees.

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

- Carry forward \$202,910 from FY 2016 for a consultant to conduct a comprehensive job analysis of County positions as well as related training for Department staff.

**Appropriated Budget Reconciliations**

**General Fund (100)**

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 3,985,245</b>	<b>\$ 55,000</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 7,000</b>	<b>\$ -</b>
<i>HR System Operations Adj</i>	<i>7,000</i>	<i>-</i>
Agenda Item:		
<i>C-31-16-009-2-00</i>		
<b>FY 2016 Revised Budget</b>	<b>\$ 3,992,245</b>	<b>\$ 55,000</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 168,688</b>	<b>\$ -</b>
<i>HR System Operations Adj</i>	<i>168,688</i>	<i>-</i>
<b>Reallocations</b>	<b>\$ (7,200)</b>	<b>\$ -</b>
<i>Reallocation Between Depts</i>	<i>(7,200)</i>	<i>-</i>
<i>Reallocation to Non Departmental for Service Awards</i>	<i>\$ (7,200)</i>	<i>-</i>
Agenda Item:		
<i>C-31-16-009-2-00</i>		
<b>FY 2017 Baseline Budget</b>	<b>\$ 4,153,733</b>	<b>\$ 55,000</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 58,489</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>60,693</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	<i>(2,450)</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>246</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 21,997</b>	<b>\$ -</b>
<i>Risk Management Adjustment</i>	<i>(80)</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>22,077</i>	<i>-</i>
<b>FY 2017 Tentative Budget</b>	<b>\$ 4,234,219</b>	<b>\$ 55,000</b>
<i>Percent Change from Baseline Amount</i>	<i>1.9%</i>	<i>0.0%</i>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 28,504</b>	<b>\$ -</b>
<i>Taxes for the Learning Management System</i>	<i>28,504</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 4,262,723</b>	<b>\$ 55,000</b>
<i>Percent Change from Baseline Amount</i>	<i>2.6%</i>	<i>0.0%</i>

General Fund (100) (continued)

		Expenditures	Revenue
<b>JOB ANALYSIS CONSULTANT</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 385,000</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ (31,320)</b>	<b>\$ -</b>
<i>Non Recurring &amp; Capital Budget Recon</i>	<i>C-49-16-009-2-00</i>	<i>(31,320)</i>	<i>-</i>
<b>FY 2016 Revised Budget</b>		<b>\$ 353,680</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ (353,680)</b>	<b>\$ -</b>
<i>Non Recurring &amp; Capital Budget Recon</i>	<i>C-49-16-009-2-00</i>	<i>31,320</i>	<i>-</i>
<i>Other Non Recurring</i>		<i>(385,000)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 202,910</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>		<i>202,910</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>		<b>\$ 202,910</b>	<b>\$ -</b>
		Expenditures	Revenue
<b>LEARNING MANAGEMENT</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 70,000</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>		<b>\$ 70,000</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ (70,000)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>		<i>(70,000)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 10,000</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>		<i>10,000</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>		<b>\$ 10,000</b>	<b>\$ -</b>

## Human Services

*Analysis by Lauren M. Cochran, Management and Budget Supervisor*

### Summary

#### 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.

#### Vision

All Maricopa County residents have equal access to opportunities to improve their lives.

### 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.

#### Department Specific

**By the end of FY 2018, Maricopa County Human Services Department will create greater awareness of services, ensure community involvement, and establish community links as evidenced by an increase in public and private partnerships by 50% for the maximum mutual benefit of the organizations and clients.**

Status: In FY 2015, HSD created Partnership Principles that provide the framework for establishing public and private partnerships centered on providing efficient and effective client services while operating in the best interest of the community. In FY 2015 and FY 2016, eleven partnerships were created to maintain and develop a strong human services system. It is expected that HSD will increase the total number of partnerships by 50% by 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: In FY 2016, HSD received a total of \$4,846,856 in additional funding to serve vulnerable populations. Since the FY 2015 Adopted Budget, HSD has increased its funding by 15%.

**Department Specific**

**By the end of FY 2018, Maricopa County Human Services Department will implement 80% of the service delivery assessments (e.g. youth workforce services, adult workforce services, senior services, community action services, and housing assistance) process improvement and recommendations for greater efficiency.**

Status: A service delivery assessment of senior services was completed in FY 2015. In FY 2015 and FY 2016, 100% of the recommendations from the assessment were implemented, including a revised case assignment process, usage of GIS mapping, scheduling of home visits, revision of database forms, and a telecommuting process, which will further improve efficiency and effectiveness. It is expected that the other five service delivery assessments will be completed by the end of FY 2018.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CDBG - COMMUNITY DEV BLOCK GRANT	\$ 2,199,124	\$ 6,071,996	\$ 6,071,996	\$ 2,345,950	\$ 2,548,185	\$ (3,523,811)	-58.0%
HMAD - HOME INVESTMENT PARTNERSHIPS	5,196,183	13,993,819	14,199,319	4,292,542	3,719,749	(10,479,570)	-73.8%
WTHR - WEATHERIZATION	1,694,088	1,939,790	1,903,717	1,791,482	1,879,340	(24,377)	-1.3%
17CD - COMMUNITY DEVELOPMENT	\$ 9,089,395	\$ 22,005,605	\$ 22,175,032	\$ 8,429,974	\$ 8,147,274	\$ (14,027,758)	-63.3%
COAA - COMMUNITY ACTION AGENCY	\$ 1,234,465	\$ 1,765,199	\$ 1,734,550	\$ 1,703,188	\$ 1,816,843	\$ 82,293	4.7%
EHSN - EMERGENCY SHELTER NIGHTS	480,655	198,075	285,899	244,277	251,864	(34,035)	-11.9%
FAST - FINANCIAL ASSISTANCE	3,665,463	3,014,664	3,448,162	3,578,515	3,459,345	11,183	0.3%
SAIL - SR ADULT INDEPENDENT LIVING	1,081,625	1,165,949	1,230,470	1,174,850	1,252,109	21,639	1.8%
22CS - COMMUNITY SERVICES	\$ 6,462,208	\$ 6,143,887	\$ 6,699,081	\$ 6,700,830	\$ 6,780,161	\$ 81,080	1.2%
CDEV - CHILD DEV AND EARLY CHILDDH ED	\$ 21,132,445	\$ 22,152,448	\$ 25,204,541	\$ 25,172,649	\$ 24,635,120	\$ (569,421)	-2.3%
22ED - CHILD DEV AND EARLY CHILDDH ED	\$ 21,132,445	\$ 22,152,448	\$ 25,204,541	\$ 25,172,649	\$ 24,635,120	\$ (569,421)	-2.3%
SEEK - JOB SEEKER SERVICES	\$ 8,636,032	\$ 9,783,070	\$ 13,655,052	\$ 11,321,585	\$ 9,425,445	\$ (4,229,607)	-31.0%
YOUT - YOUTH SERVICES	2,373,365	1,466,827	2,254,415	2,651,428	4,037,741	1,783,326	79.1%
22WD - WORKFORCE DEVELOPMENT	\$ 11,009,397	\$ 11,249,897	\$ 15,909,467	\$ 13,973,013	\$ 13,463,186	\$ (2,446,281)	-15.4%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
POOL - POOLED COSTS	-	-	3,690,819	3,736,800	4,703,324	1,012,505	27.4%
SPPT - OPERATIONS SUPPORT	2,891,080	3,838,024	77,817	-	-	(77,817)	-100.0%
99AS - INDIRECT SUPPORT	\$ 2,891,140	\$ 3,838,024	\$ 3,768,636	\$ 3,736,800	\$ 4,703,324	\$ 934,688	24.8%
GGOV - GENERAL GOVERNMENT	\$ (2,239,378)	\$ -	\$ -	\$ (8,413)	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ (2,239,378)	\$ -	\$ -	\$ (8,413)	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 48,345,207</b>	<b>\$ 65,389,861</b>	<b>\$ 73,756,757</b>	<b>\$ 58,004,853</b>	<b>\$ 57,729,065</b>	<b>\$ (16,027,692)</b>	<b>-21.7%</b>

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
CDBG - COMMUNITY DEV BLOCK GRANT	\$ 2,678,863	\$ 6,076,508	\$ 6,071,996	\$ 2,345,950	\$ 2,548,185	\$ 3,523,811	58.0%
HLDS - HOMELESS LOW DEMAND SHELTER	300,000	360,564	360,564	49,735	-	360,564	100.0%
HMAD - HOME INVESTMENT PARTNERSHIPS	4,186,509	13,994,947	14,199,319	4,292,542	3,719,749	10,479,570	73.8%
WTHR - WEATHERIZATION	1,719,081	1,942,046	1,903,717	1,791,482	1,879,340	24,377	1.3%
17CD - COMMUNITY DEVELOPMENT	\$ 8,884,453	\$ 22,374,065	\$ 22,535,596	\$ 8,479,709	\$ 8,147,274	\$ 14,388,322	63.8%
COAA - COMMUNITY ACTION AGENCY	\$ 2,070,893	\$ 2,090,903	\$ 2,046,718	\$ 2,008,511	\$ 2,129,011	\$ (82,293)	-4.0%
EHSN - EMERGENCY SHELTER NIGHTS	873,383	708,639	796,463	1,043,575	1,105,088	(308,625)	-38.7%
FAST - FINANCIAL ASSISTANCE	2,903,224	3,014,664	3,448,162	3,578,515	3,459,345	(11,183)	-0.3%
SAIL - SR ADULT INDEPENDENT LIVING	2,233,740	2,399,661	2,429,214	2,373,594	2,450,853	(21,639)	-0.9%
22CS - COMMUNITY SERVICES	\$ 8,081,240	\$ 8,213,867	\$ 8,720,557	\$ 9,004,195	\$ 9,144,297	\$ (423,740)	-4.9%
CDEV - CHILD DEV AND EARLY CHLDHD ED	\$ 21,163,159	\$ 22,406,248	\$ 25,204,541	\$ 25,179,584	\$ 24,635,120	\$ 569,421	2.3%
22ED - CHILD DEV AND EARLY CHLDHD ED	\$ 21,163,159	\$ 22,406,248	\$ 25,204,541	\$ 25,179,584	\$ 24,635,120	\$ 569,421	2.3%
SEEK - JOB SEEKER SERVICES	\$ 7,929,220	\$ 9,887,974	\$ 13,655,052	\$ 11,321,585	\$ 9,425,445	\$ 4,229,607	31.0%
YOUT - YOUTH SERVICES	2,248,063	1,479,235	2,254,415	2,651,428	4,037,741	(1,783,326)	-79.1%
22WD - WORKFORCE DEVELOPMENT	\$ 10,177,283	\$ 11,367,209	\$ 15,909,467	\$ 13,973,013	\$ 13,463,186	\$ 2,446,281	15.4%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ -	\$ 6,768	\$ 279,227	\$ 298,246	\$ 282,240	\$ (3,013)	-1.1%
HRAC - HUMAN RESOURCES	(2,898)	3,384	50,989	88,468	155,105	(104,116)	-204.2%
ODIR - EXECUTIVE MANAGEMENT	4	4,512	323,297	330,619	293,737	29,560	9.1%
POOL - POOLED COSTS	(37,349)	(6,768)	257,541	70,360	234,326	23,215	9.0%
PROC - PROCUREMENT	-	-	80,048	79,990	82,575	(2,527)	-3.2%
SPPT - OPERATIONS SUPPORT	3,220,653	3,838,024	168,605	134,270	561,697	(393,092)	-233.1%
99AS - INDIRECT SUPPORT	\$ 3,180,410	\$ 3,845,920	\$ 1,159,707	\$ 1,001,953	\$ 1,609,680	\$ (449,973)	-38.8%
CSCA - CENTRAL SERVICE COST ALLOC	\$ -	\$ -	\$ 1,776,550	\$ 1,757,322	\$ 1,875,990	\$ (99,440)	-5.6%
GGOV - GENERAL GOVERNMENT	-	(443,306)	-	-	-	-	N/A
INFR - INFRASTRUCTURE	-	-	457,761	472,980	601,458	(143,697)	-31.4%
RISK - RISK PREMIUMS	1	-	59,256	72,116	70,897	(11,641)	-19.6%
99GV - GENERAL OVERHEAD	\$ 1	\$ (443,306)	\$ 2,293,567	\$ 2,302,418	\$ 2,548,345	\$ (254,778)	-11.1%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ (1)	\$ 1,327	\$ 105,134	\$ 153,440	\$ -	\$ 105,134	100.0%
DACR - DATA CENTER	1	1,560	103,902	103,404	-	103,902	100.0%
TSPT - TECHNOLOGY SUPPORT	(10,338)	3,883	105,198	185,314	564,871	(459,673)	-437.0%
99IT - INFORMATION TECHNOLOGY	\$ (10,338)	\$ 6,770	\$ 314,234	\$ 442,158	\$ 564,871	\$ (250,637)	-79.8%
<b>TOTAL PROGRAMS</b>	<b>\$ 51,476,208</b>	<b>\$ 67,770,773</b>	<b>\$ 76,137,669</b>	<b>\$ 60,383,030</b>	<b>\$ 60,112,773</b>	<b>\$ 16,024,896</b>	<b>21.0%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 48,339,759	\$ 64,764,961	\$ 73,131,857	\$ 57,667,362	\$ 57,702,576	\$ (15,429,281)	-21.1%
0620 - OTHER INTERGOVERNMENTAL	-	624,900	624,900	259,684	-	(624,900)	-100.0%
<b>SUBTOTAL</b>	<b>\$ 48,339,759</b>	<b>\$ 65,389,861</b>	<b>\$ 73,756,757</b>	<b>\$ 57,927,046</b>	<b>\$ 57,702,576</b>	<b>\$ (16,054,181)</b>	<b>-21.8%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 3,235	\$ -	\$ -	\$ 4,360	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	2,213	-	-	73,447	26,489	26,489	N/A
<b>SUBTOTAL</b>	<b>\$ 5,448</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 77,807</b>	<b>\$ 26,489</b>	<b>\$ 26,489</b>	<b>N/A</b>
<b>ALL REVENUES</b>	<b>\$ 48,345,207</b>	<b>\$ 65,389,861</b>	<b>\$ 73,756,757</b>	<b>\$ 58,004,853</b>	<b>\$ 57,729,065</b>	<b>\$ (16,027,692)</b>	<b>-21.7%</b>
<b>TOTAL SOURCES</b>	<b>\$ 48,345,207</b>	<b>\$ 65,389,861</b>	<b>\$ 73,756,757</b>	<b>\$ 58,004,853</b>	<b>\$ 57,729,065</b>	<b>\$ (16,027,692)</b>	<b>-21.7%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR %	
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 13,151,980	\$ 15,587,523	\$ 13,972,254	\$ 15,094,833	\$ 18,180,736	\$ (4,208,482)	-30.1%
0705 - TEMPORARY PAY	2,184	-	6,636	12,876	25,056	(18,420)	-277.6%
0710 - OVERTIME	18,881	-	15,953	11,577	1,999	13,954	87.5%
0750 - FRINGE BENEFITS	5,424,735	7,286,629	6,167,389	6,651,145	9,803,374	(3,635,985)	-59.0%
0790 - OTHER PERSONNEL SERVICES	30,000	12,154	2,034	5,070	7,284	(5,250)	-258.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(5,447,980)	(4,546,199)	(9,794,158)	(5,431,036)	(5,441,197)	(4,352,961)	-44.4%
0796 - PERSONNEL SERVICES ALLOC-IN	7,066,837	4,553,569	10,581,070	5,349,896	5,449,524	5,131,546	48.5%
<b>SUBTOTAL</b>	<b>\$ 20,246,637</b>	<b>\$ 22,893,676</b>	<b>\$ 20,951,178</b>	<b>\$ 21,694,361</b>	<b>\$ 28,026,776</b>	<b>\$ (7,075,598)</b>	<b>-33.8%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 1,267,855	\$ 1,006,807	\$ 1,646,961	\$ 1,467,084	\$ 886,983	\$ 759,978	46.1%
0802 - MEDICAL SUPPLIES	10,716	23,000	35,383	31,008	71,183	(35,800)	-101.2%
0803 - FUEL	14,764	22,550	23,389	33,524	27,510	(4,121)	-17.6%
0804 - NON-CAPITAL EQUIPMENT	699,741	423,925	682,134	511,333	226,874	455,260	66.7%
0805 - SUPPLIES-ALLOCATION OUT	(66,669)	(91,232)	(278,297)	(147,135)	-	(278,297)	-100.0%
0806 - SUPPLIES-ALLOCATION IN	42,600	91,232	279,145	147,602	641	278,504	99.8%
<b>SUBTOTAL</b>	<b>\$ 1,969,007</b>	<b>\$ 1,476,282</b>	<b>\$ 2,388,715</b>	<b>\$ 2,043,416</b>	<b>\$ 1,213,191</b>	<b>\$ 1,175,524</b>	<b>49.2%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 20,390	\$ 18,000	\$ 30,393	\$ 34,809	\$ 41,034	\$ (10,641)	-35.0%
0811 - HEALTH CARE SERVICES	9,138	30,750	10,135	9,965	44,268	(34,133)	-336.8%
0812 - OTHER SERVICES	20,169,362	19,494,719	27,271,157	26,530,295	20,083,424	7,187,733	26.4%
0820 - RENT & OPERATING LEASES	1,426,694	1,578,139	1,766,544	1,843,012	1,697,152	69,392	3.9%
0825 - REPAIRS AND MAINTENANCE	220,361	173,684	576,991	242,535	922,629	(345,638)	-59.9%
0830 - INTERGOVERNMENTAL PAYMENTS	5,648,592	19,078,415	19,000,673	4,206,057	4,334,501	14,666,172	77.2%
0839 - INTERNAL SERVICE CHARGES	2,305,648	2,322,893	2,495,505	2,465,927	2,833,813	(338,308)	-13.6%
0841 - TRAVEL	265,443	248,882	330,388	277,312	224,387	106,001	32.1%
0842 - EDUCATION AND TRAINING	156,763	248,282	278,198	213,085	220,243	57,955	20.8%
0843 - POSTAGE/FREIGHT/SHIPPING	9,228	7,051	15,038	20,231	14,925	113	0.8%
0845 - SUPPORT AND CARE OF PERSONS	42,017	75,000	121,491	121,950	172,450	(50,959)	-41.9%
0850 - UTILITIES	116,394	125,000	122,379	134,381	253,378	(130,999)	-107.0%
0872 - SERVICES-ALLOCATION OUT	(3,622,053)	(5,076,363)	(194,316)	(99,086)	(66,665)	(127,651)	-65.7%
0873 - SERVICES-ALLOCATION IN	2,051,732	5,076,363	567,642	302,639	66,665	500,977	88.3%
<b>SUBTOTAL</b>	<b>\$ 28,819,709</b>	<b>\$ 43,400,815</b>	<b>\$ 52,392,218</b>	<b>\$ 36,303,112</b>	<b>\$ 30,842,204</b>	<b>\$ 21,550,014</b>	<b>41.1%</b>
<b>CAPITAL</b>							
0910 - LAND	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0915 - BUILDINGS AND IMPROVEMENTS	197,611	-	88,053	35,000	-	88,053	100.0%
0920 - CAPITAL EQUIPMENT	56,858	-	241,699	231,335	24,000	217,699	90.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	106,386	-	69,204	69,204	-	69,204	100.0%
<b>SUBTOTAL</b>	<b>\$ 440,855</b>	<b>\$ -</b>	<b>\$ 398,956</b>	<b>\$ 335,539</b>	<b>\$ 24,000</b>	<b>\$ 374,956</b>	<b>94.0%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 51,476,208</b>	<b>\$ 67,770,773</b>	<b>\$ 76,131,067</b>	<b>\$ 60,376,428</b>	<b>\$ 60,106,171</b>	<b>\$ 16,024,896</b>	<b>21.0%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ -	\$ -	\$ 6,602	\$ 6,602	\$ 6,602	\$ -	0.0%
<b>ALL OTHER FINANCING USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,602</b>	<b>\$ 6,602</b>	<b>\$ 6,602</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL USES</b>	<b>\$ 51,476,208</b>	<b>\$ 67,770,773</b>	<b>\$ 76,137,669</b>	<b>\$ 60,383,030</b>	<b>\$ 60,112,773</b>	<b>\$ 16,024,896</b>	<b>21.0%</b>

Sources and Uses by Fund by Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED	
						VAR	%
100 GENERAL							
OPERATING	\$ 2,213	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>FUND TOTAL SOURCES</b>	\$ 2,213	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
217 CDBG HOUSING TRUST							
OPERATING	\$ 7,167,102	\$ 20,143,632	\$ 20,143,632	\$ 6,427,403	\$ 6,231,776	\$ (13,911,856)	-69.1%
<b>FUND TOTAL SOURCES</b>	\$ 7,167,102	\$ 20,143,632	\$ 20,143,632	\$ 6,427,403	\$ 6,231,776	\$ (13,911,856)	-69.1%
222 HUMAN SERVICES GRANTS							
OPERATING	\$ 41,175,892	\$ 45,246,229	\$ 53,613,125	\$ 51,577,450	\$ 51,497,289	\$ (2,115,836)	-3.9%
<b>FUND TOTAL SOURCES</b>	\$ 41,175,892	\$ 45,246,229	\$ 53,613,125	\$ 51,577,450	\$ 51,497,289	\$ (2,115,836)	-3.9%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 48,345,207	\$ 65,389,861	\$ 73,756,757	\$ 58,004,853	\$ 57,729,065	\$ (16,027,692)	-21.7%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 48,345,207	\$ 65,389,861	\$ 73,756,757	\$ 58,004,853	\$ 57,729,065	\$ (16,027,692)	-21.7%

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED	
						VAR	%
100 GENERAL							
OPERATING	\$ 2,260,911	\$ 2,260,912	\$ 2,260,912	\$ 2,260,912	\$ 2,260,912	\$ -	0.0%
NON RECURRING NON PROJECT	-	120,000	120,000	117,890	122,796	(2,796)	-2.3%
<b>FUND TOTAL USES</b>	\$ 2,260,911	\$ 2,380,912	\$ 2,380,912	\$ 2,378,802	\$ 2,383,708	\$ (2,796)	-0.1%
217 CDBG HOUSING TRUST							
OPERATING	\$ 6,906,511	\$ 20,143,632	\$ 20,143,632	\$ 6,427,403	\$ 6,231,776	\$ 13,911,856	69.1%
<b>FUND TOTAL USES</b>	\$ 6,906,511	\$ 20,143,632	\$ 20,143,632	\$ 6,427,403	\$ 6,231,776	\$ 13,911,856	69.1%
222 HUMAN SERVICES GRANTS							
OPERATING	\$ 42,308,786	\$ 45,246,229	\$ 53,613,125	\$ 51,576,825	\$ 51,497,289	\$ 2,115,836	3.9%
<b>FUND TOTAL USES</b>	\$ 42,308,786	\$ 45,246,229	\$ 53,613,125	\$ 51,576,825	\$ 51,497,289	\$ 2,115,836	3.9%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 51,476,208	\$ 67,650,773	\$ 76,017,669	\$ 60,265,140	\$ 59,989,977	\$ 16,027,692	21.1%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ -	\$ 120,000	\$ 120,000	\$ 117,890	\$ 122,796	\$ (2,796)	-2.3%
<b>DEPARTMENT TOTAL USES</b>	\$ 51,476,208	\$ 67,770,773	\$ 76,137,669	\$ 60,383,030	\$ 60,112,773	\$ 16,024,896	21.0%

Staffing by Program/Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED	
						VARIANCE	VAR %
CHILD DEV AND EARLY CHILDDHD ED							
CHILD DEV AND EARLY CHILDDHD ED	212.00	219.50	229.50	226.50	371.50	142.00	61.9%
<b>PROGRAM TOTAL</b>	212.00	219.50	229.50	226.50	371.50	142.00	61.9%
COMMUNITY DEVELOPMENT							
COMMUNITY DEV BLOCK GRANT	4.00	4.00	4.00	4.00	3.75	(.25)	(6.3%)
HOME INVESTMENT PARTNERSHIPS	1.00	1.00	1.00	1.00	2.25	1.25	125.0%
HOMELESS LOW DEMAND SHELTER	-	.50	.50	.50	-	(.50)	(100.0%)
WEATHERIZATION	1.25	2.00	3.00	2.00	2.00	(1.00)	(33.3%)
<b>PROGRAM TOTAL</b>	6.25	7.50	8.50	7.50	8.00	(.50)	(5.9%)
COMMUNITY SERVICES							
COMMUNITY ACTION AGENCY	12.50	12.00	12.00	12.00	12.00	-	0.0%
EMERGENCY SHELTER NIGHTS	-	.50	.50	.50	1.00	.50	100.0%
SR ADULT INDEPENDENT LIVING	28.25	31.00	31.00	31.00	31.00	-	0.0%
<b>PROGRAM TOTAL</b>	40.75	43.50	43.50	43.50	44.00	.50	1.1%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	8.00	6.00	5.00	4.00	4.00	(1.00)	(20.0%)
EXECUTIVE MANAGEMENT	4.00	4.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	3.00	3.00	3.00	3.00	3.00	-	0.0%
OPERATIONS SUPPORT	-	-	3.00	3.00	3.00	-	0.0%
PROCUREMENT	-	-	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	15.00	13.00	14.00	13.00	13.00	(1.00)	(7.1%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	1.18	1.18	1.85	1.85	-	(1.85)	(100.0%)
DATA CENTER	1.38	1.38	1.05	1.05	-	(1.05)	(100.0%)
TECHNOLOGY SUPPORT	2.44	3.44	3.10	3.10	6.00	2.90	93.5%
<b>PROGRAM TOTAL</b>	5.00	6.00	6.00	6.00	6.00	-	0.0%
WORKFORCE DEVELOPMENT							
JOB SEEKER SERVICES	84.00	98.00	89.00	89.00	88.75	(.25)	(0.3%)
YOUTH SERVICES	9.00	11.00	13.00	13.00	13.25	.25	1.9%
<b>PROGRAM TOTAL</b>	93.00	109.00	102.00	102.00	102.00	-	0.0%
<b>DEPARTMENT TOTAL</b>	372.00	398.50	403.50	398.50	544.50	141.00	34.9%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	5.00	5.00	5.00	5.00	5.00	-	0.0%
Accounting Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Admin/Operations Specialist	11.00	12.00	16.00	16.00	21.00	5.00	31.3%
Administrative Manager	1.00	1.00	2.00	2.00	2.00	-	0.0%
Administrative Supervisor	11.00	11.00	12.00	12.00	21.00	9.00	75.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	2.00	2.00	2.00	-	0.0%
Community Devlpmnt Coordinator	3.00	4.00	4.00	3.00	3.00	(1.00)	(25.0%)
Community Justice Coordinator	7.00	-	-	-	-	-	N/A
Dietitian	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Human Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Education Program Aide	-	5.50	5.50	5.50	5.50	-	0.0%
Educator	41.00	39.00	39.00	40.00	71.00	32.00	82.1%
Educator Assistant	22.50	21.00	28.00	28.00	68.00	40.00	142.9%
Educator Bachelor's	58.50	59.00	47.00	52.00	68.00	21.00	44.7%
Educator Coordinator	28.00	32.00	34.00	33.00	57.00	23.00	67.6%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Finance/Business Analyst	1.00	-	-	-	-	-	N/A
General Laborer	2.00	-	-	-	-	-	N/A
Grant/Contract Admin Supervisor	2.00	1.00	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	5.00	5.00	4.00	4.00	5.00	1.00	25.0%
Head Start Professional Dev Coach	-	-	6.00	-	-	(6.00)	(100.0%)
Health Educator	-	-	-	-	1.00	1.00	N/A
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	-	-	2.00	2.00	3.00	1.00	50.0%
Human Services Program Administrator	4.00	5.00	5.00	5.00	5.00	-	0.0%
IT Operations Manager	-	-	1.00	1.00	1.00	-	0.0%
IT Services Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Management Assistant	1.00	-	1.00	-	-	(1.00)	(100.0%)
Nurse - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	12.00	7.00	6.00	6.00	6.00	-	0.0%
Office Assistant Specialized	38.00	45.00	45.00	43.00	60.00	15.00	33.3%
Operations/Program Manager	1.00	2.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	3.00	4.00	6.00	7.00	6.00	-	0.0%
PC/LAN Technician	3.00	3.00	3.00	3.00	4.00	1.00	33.3%
Program Coordinator	6.00	5.00	4.00	4.00	4.00	-	0.0%
Programmer/Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Senior/Lead	-	-	1.00	1.00	1.00	-	0.0%
Social Worker	28.00	28.00	28.00	28.00	29.00	1.00	3.6%
Social Worker Supervisor	2.00	3.00	3.00	3.00	3.00	-	0.0%
Special Projects Manager	1.00	2.00	2.00	2.00	2.00	-	0.0%
Systems Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Administrator - Senior/Lead	1.00	1.00	-	-	-	-	N/A
Technical Support Mgr	1.00	1.00	-	-	-	-	N/A
Trades Generalist	-	2.00	2.00	2.00	2.00	-	0.0%
Workforce Development Coordinator	5.00	12.00	11.00	11.00	11.00	-	0.0%
Workforce Development Manager	4.00	3.00	3.00	3.00	3.00	-	0.0%
Workforce Development Spec	31.00	42.00	39.00	39.00	39.00	-	0.0%
Workforce Development Specialist Supervisor	2.00	-	-	-	-	-	N/A
Workforce Development Supervisor	5.00	7.00	7.00	7.00	7.00	-	0.0%
Workforce Development Trainer	7.00	11.00	9.00	9.00	9.00	-	0.0%
<b>Department Total</b>	<b>372.00</b>	<b>398.50</b>	<b>403.50</b>	<b>398.50</b>	<b>544.50</b>	<b>141.00</b>	<b>34.9%</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	-	1.00	15.00	15.00	15.00	-	0.0%
217 CDBG HOUSING TRUST	5.00	5.00	5.00	5.00	6.00	1.00	20.0%
222 HUMAN SERVICES GRANTS	367.00	392.50	383.50	378.50	523.50	140.00	36.5%
<b>Department Total</b>	<b>372.00</b>	<b>398.50</b>	<b>403.50</b>	<b>398.50</b>	<b>544.50</b>	<b>141.00</b>	<b>34.9%</b>

## Significant Variance Analysis

The Human Services Department applied to be the provider of Head Start Services for the entire County service area (with the exception of the City of Phoenix). If awarded there will be an increase of 144 FTE offset by a reduction of 4.0 FTE in other grants. 1.0 FTE was added to the CDBG Housing Trust based on changes in grant funding.

## General Adjustments

### **Base Adjustments:**

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

- Increase Regular Benefits by \$18,428 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$75 for the impact of the changes in retirement contribution rates.
- Decrease Internal Services Charges by \$2,624 for the impact of the changes in risk management charges.

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

- Increase Regular Benefits by \$1,305 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$7 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$6,306 for the impact of the changes in the base level telecommunication charges.
- Increase Personal Services by \$98,198 for the addition of 1.0 FTE Special Projects Manager for the Homelessness Program.
- Increase General Supplies by \$16,980 for the purchase of supplies for the Special Projects Manager.

#### **CDBG Housing Trust Fund (217) Operating**

- Increase Regular Benefits by \$7,887 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$36 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by \$750 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$15,174 for the impact of the changes in the base level telecommunication charges.
- Increase Internal Service Charges by \$5,978 for the increase in Central Service Cost Allocation charges.
- Decrease Personnel Savings by \$9,101 from 2.10% to 0.00%.
- Decrease expenditures by \$13,949,282 to reflect an expected decrease in grant awards for FY 2017.
- Decrease revenues by \$13,911,856 to reflect an expected decrease in grant awards for FY 2017.

#### **Human Services Grant Fund (222) Operating**

- Increase Regular Benefits by \$512,381 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$1,596 for the impact of the changes in retirement contribution rates.

- Increase Personnel Benefits Savings by \$69,079 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Decrease Internal Service Charges by \$21,461 for the impact of the changes in risk management charges.
- Increase Internal Services Charges by \$133,721 for the impact of changes in the base level telecomm charges.
- Increase Internal Service Charges by \$112,692 for the increase in Central Service Cost Allocation charges.
- Increase Personnel Savings by \$2,987,148 from 11.53% to 18.25%.
- Increase expenditures by \$8,568,358 to reflect an expected increase in grant awards for FY 2017.
- Increase revenue by \$6,251,060 to reflect an expected increase in grant awards for FY 2017.

## Programs and Activities

### Community Development Program

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.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of CDBG-funded public infrastructure projects completed	57.1%	66.7%	66.7%	75.0%	8.3%	12.5%
Percentage of low-moderate income residents benefitting from completed projects	79.2%	80.0%	80.0%	66.7%	(13.3%)	-16.7%
Percent of eligible HOME-funded activities completed	73.8%	15.6%	15.6%	21.0%	5.4%	35.0%
Percent of low-moderate income residents benefitting from completed projects	0.1%	16.3%	16.3%	12.0%	(4.3%)	-26.2%
Percent of homes weatherized meeting air leakage reduction standards	85.6%	80.0%	80.0%	80.0%	0.0%	0.0%

Activities that comprise this program include:

- Community Development Block Grant (CDBG)
- Weatherization
- Home Investment Partnerships Program

### Community Development Block Grant (CDBG) Activity

The purpose of the Community Development Block Grant (CDBG) Activity is to provide financial and compliance services to Maricopa Urban County (10 towns/cities and unincorporated Maricopa County) and non-profits so they can provide community development improvements and affordable housing opportunities to low- and moderate-income residents to develop viable communities, preserve and expand suitable housing, and stabilize neighborhoods.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of CDBG-funded public infrastructure projects completed	57.1%	66.7%	66.7%	75.0%	8.3%	12.5%
Result	Percentage of low-moderate income residents benefitting from completed projects	79.2%	80.0%	80.0%	66.7%	(13.3%)	-16.7%
Output	Number of eligible public infrastructure projects completed with CDBG funds	4	8	8	4	(4)	-50.0%
Demand	Number of eligible public infrastructure projects funded with CDBG funds	7	6	6	6	-	0.0%
Expenditure Ratio	Expenditure per project completed with CDBG funds	\$ 669,715.75	\$ 758,999.50	\$ 293,243.75	\$ 637,046.25	\$ 121,953.25	16.1%
<i>Revenue</i>							
	217 - CDBG HOUSING TRUST	\$ 2,199,124	\$ 6,071,996	\$ 2,345,950	\$ 2,548,185	\$ (3,523,811)	-58.0%
	TOTAL SOURCES	\$ 2,199,124	\$ 6,071,996	\$ 2,345,950	\$ 2,548,185	\$ (3,523,811)	-58.0%
<i>Expenditure</i>							
	217 - CDBG HOUSING TRUST	\$ 2,678,863	\$ 6,071,996	\$ 2,345,950	\$ 2,548,185	\$ 3,523,811	58.0%
	TOTAL USES	\$ 2,678,863	\$ 6,071,996	\$ 2,345,950	\$ 2,548,185	\$ 3,523,811	58.0%

**Activity Narrative:** The decrease in revenue and expenditures in FY 2017 is due to lower carryover from prior years. These funds were required to be expended by the end of FY 2016. The percent of projects completed will increase in FY 2017 due to stricter time requirements being imposed on contracts. The decrease in the percentage of low-moderate income residents benefitting from completed projects is due to a new set of projects for FY 2017. These projects have different service areas and a different compliment of residents benefitting.

### Home Investment Partnerships Program Activity

The purpose of the Home Investment Partnerships Program Activity is to provide financial and compliance services to HOME Consortium members, Urban County communities, and Community Housing Development Organizations (CHDOs) so they can provide safe, decent, sanitary and affordable houses to low and moderate income households.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of eligible HOME-funded activities completed	73.8%	15.6%	15.6%	21.2%	5.6%	36.3%
Result	Percent of low-moderate income residents benefitting from completed projects	0.1%	16.3%	16.3%	12.0%	(4.3%)	-26.2%
Output	Number of eligible projects completed with HOME funds	45	9	9	17	8	88.9%
Demand	Number of eligible projects funded with HOME funds	61	60	60	35	(25)	-41.7%
Expenditure Ratio	Expenditure per project completed with HOME funds	\$ 93,033.53	\$1,577,702.11	\$ 476,949.11	\$ 218,808.76	\$1,358,893.35	86.1%
<i>Revenue</i>							
	217 - CDBG HOUSING TRUST	\$ 5,196,183	\$ 13,993,819	\$ 3,993,292	\$ 3,576,749	\$ (10,417,070)	-74.4%
	222 - HUMAN SERVICES GRANTS	-	205,500	299,250	143,000	(62,500)	-30.4%
	TOTAL SOURCES	\$ 5,196,183	\$ 14,199,319	\$ 4,292,542	\$ 3,719,749	\$ (10,479,570)	-73.8%
<i>Expenditure</i>							
	217 - CDBG HOUSING TRUST	\$ 4,186,509	\$ 13,993,819	\$ 3,993,292	\$ 3,576,749	\$ 10,417,070	74.4%
	222 - HUMAN SERVICES GRANTS	-	205,500	299,250	143,000	62,500	30.4%
	TOTAL USES	\$ 4,186,509	\$ 14,199,319	\$ 4,292,542	\$ 3,719,749	\$ 10,479,570	73.8%

**Activity Narrative:** Carryover revenues into FY 2016 were lower than anticipated. FY 2017 revenues and expenditures are aligned with FY 2016 forecast. The number of projects to be funded and completed is based on tasks associated with individual funded projects. The change in the Percent of eligible HOME funded activities completed is due to the types of activities involved in the projects as well as the project end date. With more projects ending in FY 2017, more activities will be completed.

### Weatherization Activity

The purpose of the Weatherization Activity is to provide weatherization services to low-income residents so they can have homes that will be more affordable and energy efficient.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of homes weatherized meeting air leakage reduction standards	85.6%	80.0%	80.0%	80.0%	0.0%	0.0%
Output	Number of homes that receive weatherization service	104	140	140	125	(15)	-10.7%
Demand	Number of homes referred for weatherization services via application	289	300	300	200	(100)	-33.3%
Expenditure Ratio	Expenditure per home weatherized	\$ 16,529.63	\$ 13,597.98	\$ 12,796.30	\$ 15,034.72	\$ (1,436.74)	-10.6%
<i>Revenue</i>							
	222 - HUMAN SERVICES GRANTS	\$ 1,694,088	\$ 1,903,717	\$ 1,791,482	\$ 1,879,340	\$ (24,377)	-1.3%
	TOTAL SOURCES	\$ 1,694,088	\$ 1,903,717	\$ 1,791,482	\$ 1,879,340	\$ (24,377)	-1.3%
<i>Expenditure</i>							
	222 - HUMAN SERVICES GRANTS	\$ 1,719,081	\$ 1,903,717	\$ 1,791,482	\$ 1,879,340	\$ 24,377	1.3%
	TOTAL USES	\$ 1,719,081	\$ 1,903,717	\$ 1,791,482	\$ 1,879,340	\$ 24,377	1.3%

**Activity Narrative:** The number of homes being weatherized is expected to decrease in FY 2017 due to a decrease in funding as well as to weatherization efforts becoming more costly per home. The number of homes referred for weatherization services is expected to decrease due to revised application requirements as well as homeowners being referred to other home rehabilitation services.

### Community Services Program

The purpose of the Community Services Program is to provide administrative coordination of community services to a network of neighborhood-based organizations so they can provide social and economic assistance to address the basic needs of low-income and below-poverty families.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of households in Housing Authority of Maricopa County (HAMC) properties receiving case management services that reach at least a "5/Safe" on the HSD Self-Sufficiency Matrix Income or Employment domain	61.9%	70.0%	70.0%	75.0%	5.0%	7.1%
Percent of respondents to MCHSD annual customer satisfaction survey, Community Action Program subcontractor section, who are satisfied or very satisfied with services received	N/A	79.6%	79.6%	90.0%	10.4%	13.1%
Percent of persons receiving case management services who stay in their homes	98.0%	97.9%	98.6%	98.0%	0.1%	0.1%
Percent of emergency shelter nights provided to both men and women	9.7%	6.0%	6.0%	44.1%	38.1%	634.2%

Activities that comprise this program include:

- Community Action Agency
- Emergency Shelter Nights
- Financial Assistance
- Senior Adult Independent Living

### Community Action Agency Activity

The purpose of the Community Action Agency Activity is to provide goods and materials (clothing/diapers, etc.), basic needs service referrals, and case management services to low-income individuals and families so they can move toward self-sufficiency.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of households in Housing Authority of Maricopa County (HAMC) properties receiving case management services that reach at least a "5/Safe" on the HSD Self-Sufficiency Matrix Income or Employment domain	61.9%	70.0%	70.0%	75.0%	5.0%	7.1%
Output	Number of contracts with local Community Action Programs (CAPs) managed	8	8	10	13	5	62.5%
Output	Number of households in Housing Authority of Maricopa County (HAMC) properties that received Family Self-Sufficiency case management services	21	40	40	60	20	50.0%
Output	Number of individuals who received goods and materials (clothing/diapers, food boxes, etc.)	1,254	651	2,031	1,440	789	121.2%
Output	Number of individuals who received basic needs service referrals	5,613	6,239	6,255	6,268	29	0.5%
Output	Number of individuals who received utility/telephone discount program enrollment services	7,658	8,458	10,354	10,356	1,898	22.4%
Demand	Number of contracts with local Community Action Programs (CAPs) requested	8	8	13	13	5	62.5%
Demand	Number of eligible households in Housing Authority of Maricopa County (HAMC) properties requesting Family Self-Sufficiency case management services	66	72	40	60	(12)	-16.7%
Expenditure Ratio	Expenditure per contract managed	\$ 258,861.63	\$ 255,839.75	\$ 200,851.10	\$ 163,770.08	\$ 92,069.67	36.0%
Expenditure Ratio	Expenditure per HAMC household receiving family self-sufficiency case management services	\$ 159,299.46	\$ 73,097.07	\$ 50,212.78	\$ 47,311.36	\$ 25,785.72	35.3%
<i>Revenue</i>							
	222 - HUMAN SERVICES GRANTS	\$ 1,234,465	\$ 1,734,550	\$ 1,703,188	\$ 1,816,843	\$ 82,293	4.7%
	TOTAL SOURCES	\$ 1,234,465	\$ 1,734,550	\$ 1,703,188	\$ 1,816,843	\$ 82,293	4.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 304,384	\$ 312,168	\$ 305,323	\$ 312,168	\$ -	0.0%
	222 - HUMAN SERVICES GRANTS	1,766,509	1,734,550	1,703,188	1,816,843	(82,293)	-4.7%
	TOTAL USES	\$ 2,070,893	\$ 2,046,718	\$ 2,008,511	\$ 2,129,011	\$ (82,293)	-4.0%

**Activity Narrative:** Human Services is implementing a new customer service/satisfaction survey so a new baseline needs to be established. Additional funding will be received for the Housing Authority of Maricopa County increasing the number of households that will receive case management services. This increased funding is due to the increased self-sufficiency being experienced by those receiving the service. The number of individuals receiving goods and materials is expected to stabilize due to the number of partnerships and donations received. The increase in the basic needs service referrals and utility discount enrollment services will remain at FY 2016 forecasted levels due to an increase in the number of outreach events as well as the increased number of partnerships. Community Action Programs contracts will increase as HSD has created two new service areas in Peoria and Surprise.

### Emergency Shelter Nights Activity

The purpose of the Emergency Homeless Shelter Nights Activity is to provide emergency shelter nights to low-income and vulnerable individuals and families so they can have a safe place to sleep when an emergency displaces them from their homes.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of emergency shelter nights provided to both men and women	9.7%	6.0%	6.0%	44.1%	38.1%	634.2%
Output	Number of emergency shelter nights provided to both men and women	198,866	144,237	144,237	819,996	675,759	468.5%
Demand	Number of shelter nights requested by both men and women	2,055,315	2,160,070	2,160,070	1,861,500	(298,570)	-13.8%
Expenditure Ratio	Expenditure per emergency shelter night provided to both men and women	\$ 4.39	\$ 5.52	\$ 7.24	\$ 1.35	\$ 4.17	75.6%
<i>Revenue</i>							
	222 - HUMAN SERVICES GRANTS	\$ 480,655	\$ 285,899	\$ 244,277	\$ 251,864	\$ (34,035)	-11.9%
	TOTAL SOURCES	\$ 480,655	\$ 285,899	\$ 244,277	\$ 251,864	\$ (34,035)	-11.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 450,000	\$ 510,564	\$ 799,298	\$ 853,224	\$ (342,660)	-67.1%
	222 - HUMAN SERVICES GRANTS	423,383	285,899	244,277	251,864	34,035	11.9%
	TOTAL USES	\$ 873,383	\$ 796,463	\$ 1,043,575	\$ 1,105,088	\$ (308,625)	-38.7%

**Activity Narrative:** Funding was previously split between Homeless Low Demand Shelter Nights (HLDS) and Emergency Shelter Nights (EHSN). A new activity will be created during the FY 2018 Strategic Business Planning process. In previous years, measures were counted based on the homeless point in time count. The department is now using information provided by the shelters that are currently funded.

### Financial Assistance Activity

The purpose of the Financial Assistance Activity is to provide economic assistance to low-income individuals and families so they can meet their basic needs and move toward self-sufficiency.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of respondents to MCHSD annual customer satisfaction survey, Community Action Program subcontractor section, who are satisfied or very satisfied with services received	N/A	79.6%	79.6%	90.0%	10.4%	13.1%
Output	Number of low-income households that receive financial assistance	3,223	5,349	6,873	6,876	1,527	28.5%
Demand	Number of low-income individuals and families requesting financial assistance	3,223	7,214	6,947	6,948	(266)	-3.7%
Expenditure Ratio	Expenditure per low-income household receiving financial assistance	\$ 900.78	\$ 644.64	\$ 520.66	\$ 503.10	\$ 141.53	22.0%
<i>Revenue</i>							
	222 - HUMAN SERVICES GRANTS	\$ 3,665,463	\$ 3,448,162	\$ 3,578,515	\$ 3,459,345	\$ 11,183	0.3%
	TOTAL SOURCES	\$ 3,665,463	\$ 3,448,162	\$ 3,578,515	\$ 3,459,345	\$ 11,183	0.3%
<i>Expenditure</i>							
	222 - HUMAN SERVICES GRANTS	\$ 2,903,224	\$ 3,448,162	\$ 3,578,515	\$ 3,459,345	\$ (11,183)	-0.3%
	TOTAL USES	\$ 2,903,224	\$ 3,448,162	\$ 3,578,515	\$ 3,459,345	\$ (11,183)	-0.3%

**Activity Narrative:** A new customer service/satisfaction survey will be implemented in FY 2017. The number of low-income individuals and families requesting and receiving financial assistance will increase due to the two additional service areas created in FY 2016.

### Senior Adult Independent Living Activity

The purpose of the Senior Adult Independent Living Activity is to provide case management services to elderly and disabled individuals so they can live self-sufficiently at home.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of persons receiving case management services who stay in their homes	98.0%	97.9%	98.6%	98.0%	0.1%	0.1%
Output	Number of people who receive case management services	14,063	3,055	3,107	3,134	79	2.6%
Demand	Number of eligible persons referred to case management by Area Agency on Aging	4,284	5,355	5,857	4,650	(705)	-13.2%
Expenditure Ratio	Expenditure per person receiving case management services	\$ 158.84	\$ 66.26	\$ 54.58	\$ 65.16	\$ 1.10	1.7%
<i>Revenue</i>							
	100 - GENERAL	\$ 2,213	\$ -	\$ -	\$ -	\$ -	N/A
	222 - HUMAN SERVICES GRANTS	1,079,412	1,230,470	1,174,850	1,252,109	21,639	1.8%
	TOTAL SOURCES	\$ 1,081,625	\$ 1,230,470	\$ 1,174,850	\$ 1,252,109	\$ 21,639	1.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,206,527	\$ 1,198,744	\$ 1,198,744	\$ 1,198,744	\$ -	0.0%
	222 - HUMAN SERVICES GRANTS	1,027,213	1,230,470	1,174,850	1,252,109	(21,639)	-1.8%
	TOTAL USES	\$ 2,233,740	\$ 2,429,214	\$ 2,373,594	\$ 2,450,853	\$ (21,639)	-0.9%

**Activity Narrative:** The number of eligible persons referred to case management is expected to decrease due to services outside case management not currently being open to new clients as a result of funding constraints. This results in eligible persons not wanting to receive a referral because they are unable to receive the necessary direct services they require.

### Base Adjustments:

#### General Fund (100) Operating

- Increase Personnel Savings by \$39,855 from 3.03% to 3.52%.
- Increase Personnel by \$23,976 due to changes in pay rates.

### Child Development and Early Childhood Education Program

The purpose of the Child Development and Early Childhood Education Program is to provide child development and early childhood education services to children 0-5 with the greatest need (based on Head Start standards) and their families so they can achieve school readiness and family stability.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of 4-5 year old children who are considered school ready according to the	100.0%	89.5%	89.5%	90.9%	1.4%	1.6%
Percent of families who are referred to community resources	N/A	N/A	N/A	91.4%	N/A	N/A
Percent of parents who participate in a parent activity (parent conference, parent-child playgroup, parent education)	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Child Development and Education

### Child Development and Early Childhood Education Activity

The purpose of the Child Development and Education Activity is to provide comprehensive child development and health services to children ages 0-5 with the greatest need (based on Head Start standards) and their families so they can achieve school readiness and family stability.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of 4-5 year old children who are considered school ready according to the program's assessment system at the end of the school year	100.0%	89.5%	89.5%	90.9%	1.4%	1.6%
Result	Percent of families who are referred to community resources	N/A	N/A	N/A	91.4%	N/A	N/A
Result	Percent of parents who participate in a parent activity (parent conference, parent-child playgroup, parent education)	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Total number of children enrolled in the program	2,464	2,768	2,639	2,206	(562)	-20.3%
Output	Number of families receiving a community referral	N/A	N/A	N/A	1,250	N/A	N/A
Output	Total number of families enrolled in the program	N/A	N/A	N/A	1,250	N/A	N/A
Demand	Number of children who have applied for the program	4,473	15,000	13,208	14,000	(1,000)	-6.7%
Demand	Number of families with identified needs for social and/or community support	N/A	N/A	N/A	1,500	N/A	N/A
Expenditure Ratio	Expenditure per child enrolled in the program	\$ 8,588.94	\$ 2,276.42	\$ 2,385.79	\$ 2,791.83	\$ (515.41)	-22.6%
<i>Revenue</i>							
	222 - HUMAN SERVICES GRANTS	\$ 21,132,445	\$ 25,204,541	\$ 25,172,649	\$ 24,635,120	\$ (569,421)	-2.3%
	TOTAL SOURCES	\$ 21,132,445	\$ 25,204,541	\$ 25,172,649	\$ 24,635,120	\$ (569,421)	-2.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ -	\$ 6,935	\$ -	\$ -	N/A
	222 - HUMAN SERVICES GRANTS	21,163,159	25,204,541	25,172,649	24,635,120	569,421	2.3%
	TOTAL USES	\$ 21,163,159	\$ 25,204,541	\$ 25,179,584	\$ 24,635,120	\$ 569,421	2.3%

**Activity Narrative:** The increase in revenue and expenditures reflects the receipt of the Early Head Start – Child Care Partnership grant of approximately \$2.5 million. The number of children enrolled in the program is expected to decrease due to the converting of classrooms to have less half day or partial day classrooms and more all-day or extended day classrooms. This will better serve the needs of the parents and the children but reduces the number of children served overall.

### Workforce Development Program

The purpose of the Workforce Development Program is to provide quality career guidance, career development, work skills and technical training along with other resources to job seekers, youth, and the incumbent workforce so they can gain the competitive edge through employment opportunities.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of customers enrolled in Workforce Innovation and Opportunity Act program that entered employment	N/A	N/A	N/A	85.0%	N/A	N/A
Percent of youth enrolled in Workforce Innovation and Opportunity Act program receiving case management services who are placed in one or more of the following: post-secondary education, advanced training, and employment	N/A	N/A	N/A	66.0%	N/A	N/A

Activities that comprise this program include:

- Job Seeker Services
- Youth Services

### Job Seeker Services Activity

The purpose of the Job Seeker Services Activity is to provide Workforce Innovation and Opportunities Act (WIOA) employment and training related services to unemployed and underemployed individuals, including veterans, justice-involved adults and youth, and other vulnerable populations, residing in Maricopa County so they can connect with employers and obtain and retain unsubsidized employment leading to self-sufficiency.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of customers enrolled in Workforce Innovation and Opportunity Act program that entered employment	N/A	N/A	N/A	85.0%	N/A	N/A
Output	Number of customers enrolled in Workforce Innovation and Opportunity Act program	N/A	N/A	N/A	2,400	N/A	N/A
Demand	Number of customers who visit the One Stop Centers requesting Workforce Innovation and Opportunity Act program enrollment	N/A	N/A	N/A	5,100	N/A	N/A
Expenditure Ratio	Expenditure per customer enrolled in Workforce Innovation and Opportunity Act program	N/A	N/A	N/A	\$ 3,927.27	N/A	N/A
<i>Revenue</i>							
	222 - HUMAN SERVICES GRANTS	\$ 8,636,032	\$ 13,655,052	\$ 11,321,585	\$ 9,425,445	\$ (4,229,607)	-31.0%
	TOTAL SOURCES	\$ 8,636,032	\$ 13,655,052	\$ 11,321,585	\$ 9,425,445	\$ (4,229,607)	-31.0%
<i>Expenditure</i>							
	222 - HUMAN SERVICES GRANTS	\$ 7,929,220	\$ 13,655,052	\$ 11,321,585	\$ 9,425,445	\$ 4,229,607	31.0%
	TOTAL USES	\$ 7,929,220	\$ 13,655,052	\$ 11,321,585	\$ 9,425,445	\$ 4,229,607	31.0%

**Activity Narrative:** Measures are new for FY 2017. Therefore comparison to previous years is not possible. Changes were made based on the change from the Workforce Investment Act to the Workforce Innovation and Opportunity Act.

### Youth Services Activity

The purpose of the Youth Services Activity is to provide case management services to Workforce Innovation and Opportunities Act (WIOA) eligible youth ages 14-21 so they can become job ready and economically self-sufficient.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	ADOPTED %
Result	Percent of youth enrolled in Workforce Innovation and Opportunity Act program receiving case management services who are placed in one or more of the following: post-secondary education, advanced training, and employment	N/A	N/A	N/A	66.0%	N/A	N/A
Output	Number of youth ages 14-24 receiving case management services	N/A	N/A	N/A	10,284	N/A	N/A
Demand	Number of youth requesting case management services	N/A	N/A	N/A	4,800	N/A	N/A
Expenditure Ratio	Expenditure per youth receiving case management services	N/A	N/A	N/A	\$ 392.62	N/A	N/A
<b>Revenue</b>							
	222 - HUMAN SERVICES GRANTS	\$ 2,373,365	\$ 2,254,415	\$ 2,651,428	\$ 4,037,741	\$ 1,783,326	79.1%
	TOTAL SOURCES	\$ 2,373,365	\$ 2,254,415	\$ 2,651,428	\$ 4,037,741	\$ 1,783,326	79.1%
<b>Expenditure</b>							
	222 - HUMAN SERVICES GRANTS	\$ 2,248,063	\$ 2,254,415	\$ 2,651,428	\$ 4,037,741	\$ (1,783,326)	-79.1%
	TOTAL USES	\$ 2,248,063	\$ 2,254,415	\$ 2,651,428	\$ 4,037,741	\$ (1,783,326)	-79.1%

**Activity Narrative:** This activity has new measures for FY 2017.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 2,260,912	\$ -
<b>FY 2016 Revised Budget</b>	\$ 2,260,912	\$ -
<b>FY 2017 Baseline Budget</b>	\$ 2,260,912	\$ -
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 18,503	\$ -
Employee Health/Dental Premiums	18,428	-
Retirement Contributions	75	-
<b>Base Adjustments</b>	\$ (18,503)	\$ -
Other Base Adjustments	23,976	-
Change in Pay Rates	\$ 23,976	-
Risk Management Adjustment	(2,624)	-
Personnel Savings	(39,855)	-
Vacancy Savings based on Senior Adult Independent Living to 3.52%	\$ (39,855)	-
<b>FY 2017 Adopted Budget</b>	\$ 2,260,912	\$ -
Percent Change from Baseline Amount		0.0%

General Fund (100) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 120,000</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 120,000</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (120,000)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(120,000)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 1,312</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>1,305</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>7</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 6,306</b>	<b>\$ -</b>
<i>Base Telecom Adjustment</i>	<i>6,306</i>	<i>-</i>
<b>Non Recurring</b>	<b>\$ 115,178</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>115,178</i>	<i>-</i>
1.0 FTE Special Projects Manager - Homelessness Project	\$ 98,198	
Supplies and Services for Homelessness Project	16,980	
<b>FY 2017 Adopted Budget</b>	<b>\$ 122,796</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		

CDBG Housing Trust Fund (217)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 20,143,632</b>	<b>\$ 20,143,632</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 20,143,632</b>	<b>\$ 20,143,632</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 20,143,632</b>	<b>\$ 20,143,632</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 7,923</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>7,887</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>36</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 29,503</b>	<b>\$ -</b>
<i>Risk Management Adjustment</i>	<i>(750)</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>15,174</i>	<i>-</i>
<i>Central Service Cost Allocation</i>	<i>5,978</i>	<i>-</i>
<i>Personnel Savings</i>	<i>9,101</i>	<i>-</i>
Decrease Vcancy Savings from 2.10% to 0.00%	\$ 9,101	
<b>Grants</b>	<b>\$ (13,949,282)</b>	<b>\$ (13,911,856)</b>
<i>Grant Reconciliation</i>	<i>(13,949,282)</i>	<i>(13,911,856)</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 6,231,776</b>	<b>\$ 6,231,776</b>
<i>Percent Change from Baseline Amount</i>	<i>-69.1%</i>	<i>-69.1%</i>

CDBG Housing Trust Fund (217) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ (444,493)	\$ (444,493)	\$ (444,493)	\$ (183,893)	\$ (183,893)
Sources:					
Operating	\$ 7,167,102	\$ 20,143,632	\$ 20,143,632	\$ 6,427,403	\$ 6,231,776
Total Sources:	\$ 7,167,102	\$ 20,143,632	\$ 20,143,632	\$ 6,427,403	\$ 6,231,776
Uses:					
Operating	\$ 6,906,511	\$ 20,143,632	\$ 20,143,632	\$ 6,427,403	\$ 6,231,776
Total Uses:	\$ 6,906,511	\$ 20,143,632	\$ 20,143,632	\$ 6,427,403	\$ 6,231,776
Structural Balance	\$ 260,591	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 9	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(183,893)	(444,493)	(444,493)	(183,893)	(183,893)
Total Ending Spendable Fund Balance	\$ (183,893)	\$ (444,493)	\$ (444,493)	\$ (183,893)	\$ (183,893)

Human Services Grant Fund (222)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 45,246,229</b>	<b>\$ 45,246,229</b>
Adjustments:		
<b>Grants</b>		
<i>Human Svc Grant Recon May 2016</i>		
Agenda Item:		
<i>C-22-16-037-2-00</i>		
	\$ 8,366,896	\$ 8,366,896
	8,366,896	8,366,896
<b>FY 2016 Revised Budget</b>	<b>\$ 53,613,125</b>	<b>\$ 53,613,125</b>
Adjustments:		
<b>Grants</b>		
<i>Human Svc Grant Recon May 2016</i>		
Agenda Item:		
<i>C-22-16-037-2-00</i>		
	\$ (8,366,896)	\$ (8,366,896)
	(8,366,896)	(8,366,896)
<b>FY 2017 Baseline Budget</b>	<b>\$ 45,246,229</b>	<b>\$ 45,246,229</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>		
<i>Employee Health/Dental Premiums</i>	\$ 444,898	\$ -
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	512,381	-
<i>Retirement Contributions</i>	(69,079)	-
<i>Retirement Contributions</i>	1,596	-
<b>Base Adjustments</b>	\$ (2,762,196)	\$ -
<i>Risk Management Adjustment</i>	(21,461)	-
<i>Base Telecom Adjustment</i>	133,721	-
<i>Central Service Cost Allocation</i>	112,692	-
<i>Personnel Savings</i>	(2,987,148)	-
<i>Increase Vacancy Savings from 11.53% to 18.25%</i>	\$ (2,987,148)	
<b>Grants</b>	\$ 8,568,358	\$ 6,251,060
<i>Grant Reconciliation</i>	8,568,358	6,251,060
<b>FY 2017 Adopted Budget</b>	<b>\$ 51,497,289</b>	<b>\$ 51,497,289</b>
<i>Percent Change from Baseline Amount</i>	<i>13.8%</i>	<i>13.8%</i>

Human Services Grant Fund (222) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ (255,317)	\$ (255,317)	\$ (255,317)	\$ (1,388,194)	\$ (1,387,569)
Sources:					
Operating	\$ 41,175,892	\$ 45,246,229	\$ 53,613,125	\$ 51,577,450	\$ 51,497,289
Total Sources:	\$ 41,175,892	\$ 45,246,229	\$ 53,613,125	\$ 51,577,450	\$ 51,497,289
Uses:					
Operating	\$ 42,308,786	\$ 45,246,229	\$ 53,613,125	\$ 51,576,825	\$ 51,497,289
Total Uses:	\$ 42,308,786	\$ 45,246,229	\$ 53,613,125	\$ 51,576,825	\$ 51,497,289
Structural Balance	\$ (1,132,894)	\$ -	\$ -	\$ 625	\$ -
Accounting Adjustments	\$ 17	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(1,388,194)	(255,317)	(255,317)	(1,387,569)	(1,387,569)
Total Ending Spendable Fund Balance	\$ (1,388,194)	\$ (255,317)	\$ (255,317)	\$ (1,387,569)	\$ (1,387,569)

## Integrated Criminal Justice Information System

*Analysis by Alice Kirk, Management and Budget Analyst*

### Summary

#### Mission

The mission of Integrated Criminal Justice Information System (ICJIS) is to provide automated systems and information technology expertise that promotes efficient sharing of criminal justice information to criminal justice agencies and other County agencies so they can efficiently protect public and officer safety.

#### Vision

ICJIS will be a national leader in providing integration pathways to internal and external Stakeholders.

#### Strategic Goals

##### *Department Specific*

**By July 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 2016, ICJIS has installed an enhanced version of the Nagios monitoring software. 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 and analyzing issues to reduce outages.

##### *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 is working with stakeholders and especially the Office of Enterprise Technology and the Office of Management and Budget to assess opportunities to create data exchanges for non-criminal justice departments. ICJIS is currently looking at options for the Treasurer's Office, County Procurement, and the Advantage financial system. We still believe ICJIS infrastructure, staff expertise, and other resources are uniquely situated to assist all county departments with electronic data exchanges.

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
DTEX - ELECTRONIC DATA EXCAHNGE	\$ 1,565,812	\$ 1,674,878	\$ 1,674,878	\$ 1,660,420	\$ 1,606,797	\$ 68,081	4.1%
42EX - ELECTRONIC DATA EXCAHNGE	\$ 1,565,812	\$ 1,674,878	\$ 1,674,878	\$ 1,660,420	\$ 1,606,797	\$ 68,081	4.1%
SPPT - OPERATIONS SUPPORT	\$ -	\$ 12,441	\$ 12,441	\$ 9,950	\$ 13,942	\$ (1,501)	-12.1%
99AS - INDIRECT SUPPORT	\$ -	\$ 12,441	\$ 12,441	\$ 9,950	\$ 13,942	\$ (1,501)	-12.1%
INFR - INFRASTRUCTURE	\$ 35,816	\$ 40,328	\$ 40,328	\$ 40,726	\$ 49,940	\$ (9,612)	-23.8%
RISK - RISK PREMIUMS	\$ 2,748	\$ 3,340	\$ 3,340	\$ 3,321	\$ 3,630	\$ (290)	-8.7%
99GV - GENERAL OVERHEAD	\$ 38,564	\$ 43,668	\$ 43,668	\$ 44,047	\$ 53,570	\$ (9,902)	-22.7%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ (102)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
99IT - INFORMATION TECHNOLOGY	\$ (102)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 1,604,274</b>	<b>\$ 1,730,987</b>	<b>\$ 1,730,987</b>	<b>\$ 1,714,417</b>	<b>\$ 1,674,309</b>	<b>\$ 56,678</b>	<b>3.3%</b>

### Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 761,882	\$ 750,208	\$ 750,208	\$ 758,893	\$ 747,288	\$ 2,920	0.4%
0750 - FRINGE BENEFITS	\$ 188,650	\$ 198,581	\$ 198,581	\$ 191,335	\$ 205,129	\$ (6,548)	-3.3%
0790 - OTHER PERSONNEL SERVICES	\$ -	\$ 1,144	\$ 1,144	\$ 588	\$ -	\$ 1,144	100.0%
<b>SUBTOTAL</b>	<b>\$ 950,532</b>	<b>\$ 949,933</b>	<b>\$ 949,933</b>	<b>\$ 950,816</b>	<b>\$ 952,417</b>	<b>\$ (2,484)</b>	<b>-0.3%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 102,470	\$ 5,125	\$ 5,125	\$ 76,990	\$ 5,125	\$ -	0.0%
0804 - NON-CAPITAL EQUIPMENT	\$ -	\$ 10,000	\$ 10,000	\$ 4,545	\$ 10,000	\$ -	0.0%
<b>SUBTOTAL</b>	<b>\$ 102,470</b>	<b>\$ 15,125</b>	<b>\$ 15,125</b>	<b>\$ 81,535</b>	<b>\$ 15,125</b>	<b>\$ -</b>	<b>0.0%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 278,110	\$ 417,513	\$ 417,513	\$ 342,488	\$ 258,750	\$ 158,763	38.0%
0820 - RENT & OPERATING LEASES	\$ 34,403	\$ 25,314	\$ 25,314	\$ 23,632	\$ 27,000	\$ (1,686)	-6.7%
0825 - REPAIRS AND MAINTENANCE	\$ 188,921	\$ 255,200	\$ 255,200	\$ 251,959	\$ 346,556	\$ (91,356)	-35.8%
0839 - INTERNAL SERVICE CHARGES	\$ 47,037	\$ 55,822	\$ 55,822	\$ 53,704	\$ 67,381	\$ (11,559)	-20.7%
0841 - TRAVEL	\$ 1,326	\$ 2,000	\$ 2,000	\$ 2,219	\$ -	\$ 2,000	100.0%
0842 - EDUCATION AND TRAINING	\$ 1,150	\$ 10,000	\$ 10,000	\$ 8,029	\$ 7,000	\$ 3,000	30.0%
0843 - POSTAGE/FREIGHT/SHIPPING	\$ -	\$ 80	\$ 80	\$ 35	\$ 80	\$ -	0.0%
0873 - SERVICES-ALLOCATION IN	\$ 325	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	<b>\$ 551,272</b>	<b>\$ 765,929</b>	<b>\$ 765,929</b>	<b>\$ 682,066</b>	<b>\$ 706,767</b>	<b>\$ 59,162</b>	<b>7.7%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 1,604,274</b>	<b>\$ 1,730,987</b>	<b>\$ 1,730,987</b>	<b>\$ 1,714,417</b>	<b>\$ 1,674,309</b>	<b>\$ 56,678</b>	<b>3.3%</b>
<b>TOTAL USES</b>	<b>\$ 1,604,274</b>	<b>\$ 1,730,987</b>	<b>\$ 1,730,987</b>	<b>\$ 1,714,417</b>	<b>\$ 1,674,309</b>	<b>\$ 56,678</b>	<b>3.3%</b>

### Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>255 DETENTION OPERATIONS</b>							
OPERATING	\$ 1,604,274	\$ 1,656,954	\$ 1,656,954	\$ 1,640,384	\$ 1,674,309	\$ (17,355)	-1.0%
NON RECURRING NON PROJECT	\$ -	\$ 74,033	\$ 74,033	\$ 74,033	\$ -	\$ 74,033	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 1,604,274</b>	<b>\$ 1,730,987</b>	<b>\$ 1,730,987</b>	<b>\$ 1,714,417</b>	<b>\$ 1,674,309</b>	<b>\$ 56,678</b>	<b>3.3%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 1,604,274</b>	<b>\$ 1,656,954</b>	<b>\$ 1,656,954</b>	<b>\$ 1,640,384</b>	<b>\$ 1,674,309</b>	<b>\$ (17,355)</b>	<b>-1.0%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ -</b>	<b>\$ 74,033</b>	<b>\$ 74,033</b>	<b>\$ 74,033</b>	<b>\$ -</b>	<b>\$ 74,033</b>	<b>100.0%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 1,604,274</b>	<b>\$ 1,730,987</b>	<b>\$ 1,730,987</b>	<b>\$ 1,714,417</b>	<b>\$ 1,674,309</b>	<b>\$ 56,678</b>	<b>3.3%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ELECTRONIC DATA EXCAHNGE							
ELECTRONIC DATA EXCAHNGE	6.00	6.00	6.00	6.00	6.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Data Architect	1.00	-	-	-	-	-	N/A
IT Consultant	2.00	2.00	2.00	2.00	2.00	-	0.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Software Architect	-	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
255 DETENTION OPERATIONS	6.00	6.00	6.00	6.00	6.00	-	0.0%
<b>Department Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

#### **Base Adjustments:**

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

- Increase Regular Benefits by \$7,523 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$146 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$75 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$290 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$9,613 for the impact of the changes in the base level telecommunication charges.

### Programs and Activities

#### Electronic Data Exchange Program

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.

#### Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS RECOMM	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of Service Request Responses Completed to Requestor Parties' Overall Satisfaction.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of the Time Electronic Data Exchanges are Available Online.	100.0%	99.5%	99.5%	99.5%	0.0%	0.0%

Activities that comprise this program include:

- Electronic Data Exchange Activity

**Electronic Data Exchange Activity**

The purpose of the Electronic Data Exchange Activity is to provide reliable online electronic information to criminal justice agencies so they can have timely, accurate, and complete information to make decisions to protect public and officer safety.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS RECOMM VAR	RECOMM %
Result	Percent of Service Request Responses Completed to Requestor Parties' Overall Satisfaction.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of the Time Electronic Data Exchanges are Available Online.	100.0%	99.5%	99.5%	99.5%	0.0%	0.0%
Output	Number of Service Request Responses Completed.	52	32	32	32	-	0.0%
Demand	Number of Service Requests Received.	52	32	32	32	-	0.0%
Expenditure Ratio	Total Activity Expenditure per Service Request Response Completed.	\$30,111.77	\$52,339.94	\$51,888.13	\$50,212.41	\$2,127.53	4.1%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$1,565,812	\$1,674,878	\$1,660,420	\$1,606,797	\$ 68,081	4.1%
	TOTAL USES	\$1,565,812	\$1,674,878	\$1,660,420	\$1,606,797	\$ 68,081	4.1%

**Activity Narrative:** The purpose of the Electronic Data Exchange Activity is to provide reliable online electronic information to law enforcement agencies and criminal justice stakeholders so they can have timely, accurate, and complete information to make decisions regarding public safety and to facilitate their efforts in meeting the standards for legal due process. The department continues to be consistent in their services. For FY 2017 the decrease in budget is due to the IBM Software Settlement being completed in FY 2016.

**Appropriated Budget Reconciliations**

**Detention Fund (255)**

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 1,656,954	\$ -
<b>FY 2016 Revised Budget</b>	\$ 1,656,954	\$ -
<b>FY 2017 Baseline Budget</b>	\$ 1,656,954	\$ -
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 7,452	\$ -
Employee Health/Dental Premiums	7,523	-
Vacancy Savings Assoc with Benefit Adjustments	(146)	-
Retirement Contributions	75	-
<b>Base Adjustments</b>	\$ 9,903	\$ -
Risk Management Adjustment	290	-
Base Telecom Adjustment	9,613	-
<b>FY 2017 Adopted Budget</b>	\$ 1,674,309	\$ -
<i>Percent Change from Baseline Amount</i>		1.0%

## Internal Audit

*Analysis by Ron Forster, Senior Business Systems Analyst*

### Summary

#### Mission

The mission of Internal Audit is to provide objective information on the County's system of internal controls to the Board of Supervisors so they can make informed decisions and protect the interests of County citizens.

#### Vision

To facilitate positive change throughout the County.

### Strategic Goals

#### **Fiscal Strength and Responsibility**

**By September 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 2015. The Department is on track to maintain 100% in FY 2016.

#### **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 2015. The Department is on track to maintain 100% in FY 2016.

#### **Fiscal Strength and Responsibility**

**By September 2022, Internal Audit will facilitate the implementation of 95% of the audit recommendations within three years of being reported so the Board of Supervisors can ensure Maricopa County government is accountable to its citizens.**

Status: Internal Audit facilitated the implementation of 93.6% of audit recommendations within three years of being reported. The Department is expected to exceed this level in FY 2016.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
AUDT - AUDIT SERVICES	\$ 1,649,340	\$ 1,698,128	\$ 1,698,128	\$ 1,671,801	\$ 1,716,560	\$ (18,432)	-1.1%
23AS - INTERNAL AUDIT SERVICES	\$ 1,649,340	\$ 1,698,128	\$ 1,698,128	\$ 1,671,801	\$ 1,716,560	\$ (18,432)	-1.1%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 14,145	\$ 14,105	\$ 14,105	\$ 14,232	\$ 14,299	\$ (194)	-1.4%
HRAC - HUMAN RESOURCES	6,283	6,319	6,319	6,404	6,456	(137)	-2.2%
ODIR - EXECUTIVE MANAGEMENT	126,839	126,277	126,277	126,351	127,965	(1,688)	-1.3%
POOL - POOLED COSTS	-	(4,518)	(4,518)	-	-	(4,518)	100.0%
PROC - PROCUREMENT	602	635	635	649	647	(12)	-1.9%
99AS - INDIRECT SUPPORT	\$ 147,869	\$ 142,818	\$ 142,818	\$ 147,636	\$ 149,367	\$ (6,549)	-4.6%
INFR - INFRASTRUCTURE	\$ 10,203	\$ 10,363	\$ 10,363	\$ 10,673	\$ 18,097	\$ (7,734)	-74.6%
RISK - RISK PREMIUMS	4,536	4,048	4,048	3,765	3,994	54	1.3%
99GV - GENERAL OVERHEAD	\$ 14,739	\$ 14,411	\$ 14,411	\$ 14,438	\$ 22,091	\$ (7,680)	-53.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,811,948</b>	<b>\$ 1,855,357</b>	<b>\$ 1,855,357</b>	<b>\$ 1,833,875</b>	<b>\$ 1,888,018</b>	<b>\$ (32,661)</b>	<b>-1.8%</b>

### Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,272,474	\$ 1,329,035	\$ 1,329,836	\$ 1,328,710	\$ 1,331,630	\$ (1,794)	-0.1%
0705 - TEMPORARY PAY	9,763	33,563	33,563	15,071	33,049	514	1.5%
0710 - OVERTIME	694	-	-	88	-	-	N/A
0750 - FRINGE BENEFITS	411,291	451,037	450,236	446,710	475,082	(24,846)	-5.5%
0790 - OTHER PERSONNEL SERVICES	10,000	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(30,726)	(20,701)	(20,701)	(14,701)	(21,899)	1,198	5.8%
<b>SUBTOTAL</b>	<b>\$ 1,673,496</b>	<b>\$ 1,792,934</b>	<b>\$ 1,792,934</b>	<b>\$ 1,775,878</b>	<b>\$ 1,817,862</b>	<b>\$ (24,928)</b>	<b>-1.4%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 5,104	\$ 4,487	\$ 4,487	\$ 5,179	\$ 4,543	\$ (56)	-1.2%
0804 - NON-CAPITAL EQUIPMENT	19,935	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 25,039</b>	<b>\$ 4,487</b>	<b>\$ 4,487</b>	<b>\$ 5,179</b>	<b>\$ 4,543</b>	<b>\$ (56)</b>	<b>-1.2%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 70,058	\$ 15,684	\$ 15,684	\$ 11,770	\$ 15,700	\$ (16)	-0.1%
0820 - RENT & OPERATING LEASES	1,430	1,500	1,500	1,797	1,400	100	6.7%
0825 - REPAIRS AND MAINTENANCE	-	200	200	83	200	-	0.0%
0839 - INTERNAL SERVICE CHARGES	15,207	15,452	15,452	15,408	23,213	(7,761)	-50.2%
0841 - TRAVEL	5,531	5,000	5,000	4,170	5,000	-	0.0%
0842 - EDUCATION AND TRAINING	21,142	20,000	20,000	19,526	20,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	45	100	100	64	100	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 113,413</b>	<b>\$ 57,936</b>	<b>\$ 57,936</b>	<b>\$ 52,818</b>	<b>\$ 65,613</b>	<b>\$ (7,677)</b>	<b>-13.3%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 1,811,948</b>	<b>\$ 1,855,357</b>	<b>\$ 1,855,357</b>	<b>\$ 1,833,875</b>	<b>\$ 1,888,018</b>	<b>\$ (32,661)</b>	<b>-1.8%</b>
<b>TOTAL USES</b>	<b>\$ 1,811,948</b>	<b>\$ 1,855,357</b>	<b>\$ 1,855,357</b>	<b>\$ 1,833,875</b>	<b>\$ 1,888,018</b>	<b>\$ (32,661)</b>	<b>-1.8%</b>

### Sources and Uses by Fund by Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 1,811,948	\$ 1,855,357	\$ 1,855,357	\$ 1,833,875	\$ 1,888,018	\$ (32,661)	-1.8%
<b>FUND TOTAL USES</b>	<b>\$ 1,811,948</b>	<b>\$ 1,855,357</b>	<b>\$ 1,855,357</b>	<b>\$ 1,833,875</b>	<b>\$ 1,888,018</b>	<b>\$ (32,661)</b>	<b>-1.8%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 1,811,948</b>	<b>\$ 1,855,357</b>	<b>\$ 1,855,357</b>	<b>\$ 1,833,875</b>	<b>\$ 1,888,018</b>	<b>\$ (32,661)</b>	<b>-1.8%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 1,811,948</b>	<b>\$ 1,855,357</b>	<b>\$ 1,855,357</b>	<b>\$ 1,833,875</b>	<b>\$ 1,888,018</b>	<b>\$ (32,661)</b>	<b>-1.8%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	.15	.15	.15	.15	.15	-	0.0%
EXECUTIVE MANAGEMENT	1.29	1.29	1.29	1.29	1.29	-	0.0%
HUMAN RESOURCES	.10	.10	.10	.10	.10	-	0.0%
PROCUREMENT	.01	.01	.01	.01	.01	-	0.0%
<b>PROGRAM TOTAL</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>	<b>-</b>	<b>0.0%</b>
INTERNAL AUDIT SERVICES							
AUDIT SERVICES	16.45	16.20	16.20	16.20	16.20	-	0.0%
<b>PROGRAM TOTAL</b>	<b>16.45</b>	<b>16.20</b>	<b>16.20</b>	<b>16.20</b>	<b>16.20</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>18.00</b>	<b>17.75</b>	<b>17.75</b>	<b>17.75</b>	<b>17.75</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Deputy Director - Intrnl Audit	1.00	-	-	-	-	-	N/A
Director - Internal Audit	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Internal Audit Manager	-	3.00	3.00	3.00	3.00	-	0.0%
Internal Audit Supervisor	3.00	-	1.00	1.00	1.00	-	0.0%
Internal Audit Supervisor – Specialized	2.00	-	1.00	1.00	1.00	-	0.0%
Internal Auditor	2.75	2.50	1.50	1.50	1.50	-	0.0%
Internal Auditor Senior	5.00	7.00	7.50	7.50	7.50	-	0.0%
Internal Auditor Senior – Specialized	2.25	3.25	1.75	1.75	1.75	-	0.0%
<b>Department Total</b>	<b>18.00</b>	<b>17.75</b>	<b>17.75</b>	<b>17.75</b>	<b>17.75</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	18.00	17.75	17.75	17.75	17.75	-	0.0%
<b>Department Total</b>	<b>18.00</b>	<b>17.75</b>	<b>17.75</b>	<b>17.75</b>	<b>17.75</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

#### Base Adjustments:

#### General Fund (100)

- Increase Regular Benefits by \$26,136 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$830 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$134 for the impact of the changes in retirement contribution rates.
- Decrease Other Pay and Other Benefits by \$9,036 based on forecast.
- Decrease Internal Service Charges by \$54 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$7,275 for the impact of the changes in the base level telecommunication charges.
- Decrease Personnel Benefits Savings by \$9,036 to reduce the rate from 3.64% to 3.16% based on forecast for the Department.

## Programs and Activities

### Internal Audit Services Program

The purpose of the Internal Audit Services Program is to provide objective information on the County's system of internal controls to the Board of Supervisors so they can make informed decisions and protect the interests of County citizens.

### Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of Board of Supervisors satisfied with the Internal Audit Services Program.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of audit recommendations implemented within three years.	93.6%	95.2%	95.2%	95.2%	(0.0%)	-0.0%
Percent of audit reports completed within 180 days after fiscal year-end.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Audit Services

### Audit Services Activity

The purpose of the Audit Services Activity is to provide objective information on the County's system of internal controls to the Board of Supervisors so they can make informed decisions and protect the interests of County citizens.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Board of Supervisors satisfied with the Internal Audit Services Program.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of audit recommendations implemented within three years.	93.6%	95.2%	95.2%	95.2%	(0.0%)	-0.0%
Result	Percent of audit reports completed within 180 days after fiscal year-end.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of audit reports completed.	18	20	20	20	-	0.0%
Output	Number of Board of Supervisor surveys received.	79	40	40	40	-	0.0%
Output	Number of audit recommendations for the last six years minus the three most recent fiscal years.	453	356	356	332	(24)	-6.7%
Demand	Number of audit reports demanded by the Board of Supervisors (annually survey BOS for audit coverage); expressed as a number.	18	20	20	20	-	0.0%
Expenditure Ratio	Total Activity Expenditure per audit report.	\$ 91,630.00	\$ 84,906.40	\$ 83,590.05	\$ 85,828.00	\$ (921.60)	-1.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,649,340	\$ 1,698,128	\$ 1,671,801	\$ 1,716,560	\$ (18,432)	-1.1%
	TOTAL USES	\$ 1,649,340	\$ 1,698,128	\$ 1,671,801	\$ 1,716,560	\$ (18,432)	-1.1%

**Activity Narrative:** The Board of Supervisors' audit requests drives the demand for Internal Audit. It is expected that the demand will remain the same in FY 2017 as in FY 2016.

## Appropriated Budget Reconciliation

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,855,357</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,855,357</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 1,855,357</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 25,440</b>	<b>\$ -</b>
Employee Health/Dental Premiums	26,136	-
Vacancy Savings Assoc with Benefit Adjustments	(830)	-
Retirement Contributions	134	-
<b>Base Adjustments</b>	<b>\$ 7,221</b>	<b>\$ -</b>
Other Base Adjustments	(9,036)	-
Decrease Other Pay and other Benefits	\$ (9,036)	-
Risk Management Adjustment	(54)	-
Base Telecom Adjustment	7,275	-
Personnel Savings	9,036	-
Decrease Vacancy Savings from 3.64% to 3.16%	\$ 9,036	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,888,018</b>	<b>\$ -</b>
Percent Change from Baseline Amount		1.8%

## Justice Courts

*Analysis by Ron Forster, Senior Business Systems Analyst*

### Summary

#### Mission

The Mission of the Justice Courts is to provide professional judicial services to court users so they can obtain timely and economical justice within their community.

#### Vision

The vision of the Maricopa County Justice Courts is to provide community-based, user-friendly, efficient, and professional justice.

### Strategic Goals

#### Safe Communities

**By June 2017, the Justice Courts and justice agencies will expand public access to the court system by electronic filing and other case processing improvements which will be 100% available in all 26 Justice Courts.**

Status: The Justice Courts began implementing an Electronic Document Management System (EDMS) in September 2011. Each court was brought online individually, with the final court being implemented in August 2015. Since that time, all 26 courts have been accepting and scanning civil cases, small claims cases, and eviction actions into EDMS. In addition, there is a civil traffic case repository in EDMS that allows subsequent documents to be tied to newly filed traffic violations. Phase two is estimated to begin in FY 2017, which will include electronic processing of criminal traffic and misdemeanor cases.

#### Safe Communities

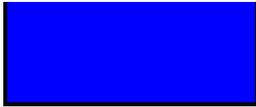
**By June 2017, the Justice Courts will provide timely, fair and impartial justice in case processing by resolving 98% of all court cases in compliance with established standards.**

Status: For FY 2016, court case filings have been up approximately 5% from the prior year. In FY 2017, case filings are anticipated to continue to grow. Case clearance rates for FY 2016 in the Justice Courts are often in excess of 100% (terminations divided by new filings), with an overall clearance rate of 97.8% through the first half of the fiscal year. Case processing times remain stable.

#### Safe Communities

**By June 2017, the development of the administrative infrastructure required by Supreme Court Administrative Order 2008-59 to support the administrative and operations requirements of the individual Justice Courts will be at 100% compliance.**

Status: The Justice Courts continue to solidify the administrative and operational requirements of Supreme Court Administrative Order 2008-59. Several new Justice Court policies were drafted and approved through the Professional Standards and Policy Committee, and adopted by the Bench to help



professionalize the organization. The Best Practices Committee also moved forward a number of initiatives that standardize and improve Justice Court case processing and customer service.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
MCAD - MISDEMEANOR CRIM ADJUDICATION	\$ 10,309,863	\$ 9,729,543	\$ 9,729,543	\$ 9,527,170	\$ 10,038,224	\$ 308,681	3.2%
80CV - CRIMINAL JUSTICE	\$ 10,309,863	\$ 9,729,543	\$ 9,729,543	\$ 9,527,170	\$ 10,038,224	\$ 308,681	3.2%
CIVT - CIVIL TRAFFIC	\$ 3,470,511	\$ 3,249,545	\$ 3,249,545	\$ 4,045,447	\$ 3,179,041	\$ (70,504)	-2.2%
FDET - FORCIBLE DETAINER	4,159	-	-	-	-	-	N/A
SMCV - SMALL CIVIL	7,709,788	7,641,064	7,641,064	8,362,529	7,878,841	237,777	3.1%
80CV - CIVIL AND TAX JUSTICE	\$ 11,184,458	\$ 10,890,609	\$ 10,890,609	\$ 12,407,976	\$ 11,057,882	\$ 167,273	1.5%
POOL - POOLED COSTS	\$ -	\$ -	\$ -	\$ -	\$ 774	\$ 774	N/A
99AS - INDIRECT SUPPORT	\$ -	\$ -	\$ -	\$ -	\$ 774	\$ 774	N/A
GGOV - GENERAL GOVERNMENT	\$ 9,308	\$ 7,800	\$ 7,800	\$ 8,267	\$ 7,800	\$ -	0.0%
99GV - GENERAL OVERHEAD	\$ 9,308	\$ 7,800	\$ 7,800	\$ 8,267	\$ 7,800	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 21,503,629</b>	<b>\$ 20,627,952</b>	<b>\$ 20,627,952</b>	<b>\$ 21,943,413</b>	<b>\$ 21,104,680</b>	<b>\$ 476,728</b>	<b>2.3%</b>
<b>USES</b>							
CTRF - CRIMINAL TRAFFIC	\$ 1,529,440	\$ 2,048,150	\$ 2,038,063	\$ 1,660,982	\$ 1,675,086	\$ 362,977	17.8%
MCAD - MISDEMEANOR CRIM ADJUDICATION	2,091,867	1,878,551	1,884,585	1,986,091	2,098,446	(213,861)	-11.3%
MDUI - MISDEMEANOR DUI	641,220	603,383	609,972	630,975	660,852	(50,880)	-8.3%
80CV - CRIMINAL JUSTICE	\$ 4,262,527	\$ 4,530,084	\$ 4,532,620	\$ 4,278,048	\$ 4,434,384	\$ 98,236	2.2%
CIVT - CIVIL TRAFFIC	\$ 7,803,860	\$ 8,818,888	\$ 8,823,887	\$ 8,233,574	\$ 8,370,971	\$ 452,916	5.1%
CVSC - CIVIL SMALL CLAIMS	1,590,746	1,491,582	1,465,774	1,529,621	1,640,834	(175,060)	-11.9%
FDET - FORCIBLE DETAINER	3,767,310	3,613,421	3,623,683	3,766,151	3,737,662	(113,979)	-3.1%
INJH - INJUNCTIONS AGAINST HARASS	673,822	650,377	601,588	653,348	682,877	(81,289)	-13.5%
ORDP - ORDERS OF PROTECTION	817,333	741,898	724,792	769,364	859,042	(134,250)	-18.5%
SMCV - SMALL CIVIL	2,099,846	2,003,875	2,026,247	2,022,471	2,216,271	(190,024)	-9.4%
80CV - CIVIL AND TAX JUSTICE	\$ 16,752,917	\$ 17,320,041	\$ 17,265,971	\$ 16,974,529	\$ 17,507,657	\$ (241,686)	-1.4%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 813,023	\$ 840,848	\$ 864,128	\$ 848,621	\$ 803,172	\$ 60,956	7.1%
HRAC - HUMAN RESOURCES	244,219	379,612	380,910	296,033	288,273	92,637	24.3%
ODIR - EXECUTIVE MANAGEMENT	281,677	405,289	411,844	398,112	461,931	(50,087)	-12.2%
POOL - POOLED COSTS	-	(25,944)	-	-	178,095	(178,095)	N/A
SPPT - OPERATIONS SUPPORT	399,012	307,235	301,692	296,517	530,900	(229,208)	-76.0%
99AS - INDIRECT SUPPORT	\$ 1,737,931	\$ 1,907,040	\$ 1,958,574	\$ 1,839,283	\$ 2,262,371	\$ (303,797)	-15.5%
INFR - INFRASTRUCTURE	\$ 293,353	\$ 280,224	\$ 280,224	\$ 295,939	\$ 484,102	\$ (203,878)	-72.8%
RISK - RISK PREMIUMS	75,768	72,216	72,216	72,211	81,398	(9,182)	-12.7%
99GV - GENERAL OVERHEAD	\$ 369,121	\$ 352,440	\$ 352,440	\$ 368,150	\$ 565,500	\$ (213,060)	-60.5%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,470,136	\$ 1,448,836	\$ 1,448,836	\$ 1,736,431	\$ 1,053,482	\$ 395,354	27.3%
99IT - INFORMATION TECHNOLOGY	\$ 1,470,136	\$ 1,448,836	\$ 1,448,836	\$ 1,736,431	\$ 1,053,482	\$ 395,354	27.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 24,592,632</b>	<b>\$ 25,558,441</b>	<b>\$ 25,558,441</b>	<b>\$ 25,196,441</b>	<b>\$ 25,823,394</b>	<b>\$ (264,953)</b>	<b>-1.0%</b>

### Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 11,036,852	\$ 10,851,324	\$ 10,851,324	\$ 11,971,616	\$ 11,162,974	\$ 311,650	2.9%
<b>SUBTOTAL</b>	\$ 11,036,852	\$ 10,851,324	\$ 10,851,324	\$ 11,971,616	\$ 11,162,974	\$ 311,650	2.9%
<b>FINES &amp; FOREFEITS</b>							
0637 - FINES & FOREFEITS	\$ 9,790,371	\$ 9,022,213	\$ 9,022,213	\$ 9,308,106	\$ 9,288,401	\$ 266,188	3.0%
<b>SUBTOTAL</b>	\$ 9,790,371	\$ 9,022,213	\$ 9,022,213	\$ 9,308,106	\$ 9,288,401	\$ 266,188	3.0%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 9,308	\$ 7,800	\$ 7,800	\$ 8,267	\$ 8,574	\$ 774	9.9%
0650 - MISCELLANEOUS REVENUE	667,098	746,615	746,615	655,424	644,731	(101,884)	-13.6%
<b>SUBTOTAL</b>	\$ 676,406	\$ 754,415	\$ 754,415	\$ 663,691	\$ 653,305	\$ (101,110)	-13.4%
<b>ALL REVENUES</b>	\$ 21,503,629	\$ 20,627,952	\$ 20,627,952	\$ 21,943,413	\$ 21,104,680	\$ 476,728	2.3%
<b>TOTAL SOURCES</b>	\$ 21,503,629	\$ 20,627,952	\$ 20,627,952	\$ 21,943,413	\$ 21,104,680	\$ 476,728	2.3%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 13,749,969	\$ 13,891,792	\$ 13,861,116	\$ 13,825,633	\$ 14,095,153	\$ (234,037)	-1.7%
0705 - TEMPORARY PAY	761,149	777,658	799,350	740,174	837,646	(38,296)	-4.8%
0710 - OVERTIME	45,652	106,481	106,481	67,135	89,716	16,765	15.7%
0750 - FRINGE BENEFITS	5,942,805	6,314,111	6,314,513	6,257,969	6,776,851	(462,338)	-7.3%
0790 - OTHER PERSONNEL SERVICES	67	114,149	114,149	47,543	-	114,149	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(4,507,353)	(4,837,875)	(4,837,875)	(4,783,038)	(5,030,837)	192,962	4.0%
0796 - PERSONNEL SERVICES ALLOC-IN	5,136,018	5,466,723	5,466,723	5,459,741	5,659,685	(192,962)	-3.5%
<b>SUBTOTAL</b>	\$ 21,128,307	\$ 21,833,039	\$ 21,824,457	\$ 21,615,157	\$ 22,428,214	\$ (603,757)	-2.8%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 651,560	\$ 563,195	\$ 509,245	\$ 1,030,945	\$ 524,681	\$ (15,436)	-3.0%
0804 - NON-CAPITAL EQUIPMENT	66,998	42,122	42,122	41,986	100,000	(57,878)	-137.4%
<b>SUBTOTAL</b>	\$ 718,558	\$ 605,317	\$ 551,367	\$ 1,072,931	\$ 624,681	\$ (73,314)	-13.3%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 1,488	\$ 2,012	\$ 2,012	\$ 880	\$ 3,455	\$ (1,443)	-71.7%
0812 - OTHER SERVICES	649,227	1,136,363	1,180,515	561,319	542,137	638,378	54.1%
0820 - RENT & OPERATING LEASES	1,189,285	1,199,671	1,200,869	1,166,445	1,148,519	52,350	4.4%
0825 - REPAIRS AND MAINTENANCE	206,314	149,724	149,724	209,831	175,593	(25,869)	-17.3%
0839 - INTERNAL SERVICE CHARGES	386,133	374,349	373,158	384,458	591,194	(218,036)	-58.4%
0841 - TRAVEL	78,300	55,108	73,481	46,079	62,713	10,768	14.7%
0842 - EDUCATION AND TRAINING	112,434	87,558	87,558	28,400	122,985	(35,427)	-40.5%
0843 - POSTAGE/FREIGHT/SHIPPING	122,586	115,300	115,300	110,941	123,903	(8,603)	-7.5%
<b>SUBTOTAL</b>	\$ 2,745,767	\$ 3,120,085	\$ 3,182,617	\$ 2,508,353	\$ 2,770,499	\$ 412,118	12.9%
<b>ALL EXPENDITURES</b>	\$ 24,592,632	\$ 25,558,441	\$ 25,558,441	\$ 25,196,441	\$ 25,823,394	\$ (264,953)	-1.0%
<b>TOTAL USES</b>	\$ 24,592,632	\$ 25,558,441	\$ 25,558,441	\$ 25,196,441	\$ 25,823,394	\$ (264,953)	-1.0%

### Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 14,178,669	\$ 13,511,769	\$ 13,511,769	\$ 13,989,353	\$ 13,702,070	\$ 190,301	1.4%
<b>FUND TOTAL SOURCES</b>	\$ 14,178,669	\$ 13,511,769	\$ 13,511,769	\$ 13,989,353	\$ 13,702,070	\$ 190,301	1.4%
204 JUSTICE CT JUDICIAL ENHANCMENT							
OPERATING	\$ 726,689	\$ 737,183	\$ 737,183	\$ 758,949	\$ 737,183	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 726,689	\$ 737,183	\$ 737,183	\$ 758,949	\$ 737,183	\$ -	0.0%
237 JUST COURTS PHOTO ENFORCEMENT							
OPERATING	\$ 1,030	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
NON RECURRING NON PROJECT	-	-	-	-	774	774	N/A
<b>FUND TOTAL SOURCES</b>	\$ 1,030	\$ -	\$ -	\$ -	\$ 774	\$ 774	N/A
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	\$ 6,597,241	\$ 6,379,000	\$ 6,379,000	\$ 7,195,111	\$ 6,664,653	\$ 285,653	4.5%
<b>FUND TOTAL SOURCES</b>	\$ 6,597,241	\$ 6,379,000	\$ 6,379,000	\$ 7,195,111	\$ 6,664,653	\$ 285,653	4.5%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 21,503,629	\$ 20,627,952	\$ 20,627,952	\$ 21,943,413	\$ 21,103,906	\$ 475,954	2.3%
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	\$ -	\$ -	\$ -	\$ -	\$ 774	\$ 774	N/A
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 21,503,629	\$ 20,627,952	\$ 20,627,952	\$ 21,943,413	\$ 21,104,680	\$ 476,728	2.3%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 17,463,058	\$ 17,825,008	\$ 17,825,008	\$ 17,648,382	\$ 17,812,231	\$ 12,777	0.1%
NON RECURRING NON PROJECT	-	-	-	-	500,327	(500,327)	N/A
ELEC DOCUMENT MGMT SYSTEM	-	512,000	512,000	512,000	-	512,000	100.0%
<b>FUND TOTAL USES</b>	\$ 17,463,058	\$ 18,337,008	\$ 18,337,008	\$ 18,160,382	\$ 18,312,558	\$ 24,450	0.1%
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	\$ 692,464	\$ 737,183	\$ 737,183	\$ 574,539	\$ 737,183	\$ -	0.0%
<b>FUND TOTAL USES</b>	\$ 692,464	\$ 737,183	\$ 737,183	\$ 574,539	\$ 737,183	\$ -	0.0%
237 JUST COURTS PHOTO ENFORCEMENT							
NON RECURRING NON PROJECT	\$ -	\$ -	\$ -	\$ -	\$ 9,000	\$ (9,000)	N/A
<b>FUND TOTAL USES</b>	\$ -	\$ -	\$ -	\$ -	\$ 9,000	\$ (9,000)	N/A
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	\$ 6,437,110	\$ 6,379,000	\$ 6,379,000	\$ 6,356,270	\$ 6,664,653	\$ (285,653)	-4.5%
NON RECURRING NON PROJECT	-	105,250	105,250	105,250	100,000	5,250	5.0%
<b>FUND TOTAL USES</b>	\$ 6,437,110	\$ 6,484,250	\$ 6,484,250	\$ 6,461,520	\$ 6,764,653	\$ (280,403)	-4.3%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 24,592,632	\$ 24,941,191	\$ 24,941,191	\$ 24,579,191	\$ 25,214,067	\$ (272,876)	-1.1%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ -	\$ 617,250	\$ 617,250	\$ 617,250	\$ 609,327	\$ 7,923	1.3%
<b>DEPARTMENT TOTAL USES</b>	\$ 24,592,632	\$ 25,558,441	\$ 25,558,441	\$ 25,196,441	\$ 25,823,394	\$ (264,953)	-1.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CIVIL AND TAX JUSTICE							
CIVIL SMALL CLAIMS	29.00	29.00	29.00	29.00	29.00	-	0.0%
CIVIL TRAFFIC	100.50	99.50	100.00	101.00	99.00	(1.00)	(1.0%)
FORCIBLE DETAINER	56.00	58.00	59.00	59.00	59.00	-	0.0%
INJUNCTIONS AGAINST HARASS	12.00	12.00	11.00	11.00	11.00	-	0.0%
ORDERS OF PROTECTION	11.00	11.00	11.00	11.00	11.00	-	0.0%
SMALL CIVIL	36.00	35.00	34.00	34.00	35.00	1.00	2.9%
<b>PROGRAM TOTAL</b>	244.50	244.50	244.00	245.00	244.00	-	0.0%
CRIMINAL JUSTICE							
CRIMINAL TRAFFIC	27.50	26.00	26.00	26.00	28.00	2.00	7.7%
MISDEMEANOR CRIM ADJUDICATION	30.00	33.00	33.00	33.00	33.00	-	0.0%
MISDEMEANOR DUI	11.00	11.00	11.00	11.00	11.00	-	0.0%
<b>PROGRAM TOTAL</b>	68.50	70.00	70.00	70.00	72.00	2.00	2.9%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	11.00	10.00	10.00	10.00	10.00	-	0.0%
EXECUTIVE MANAGEMENT	2.00	4.00	4.00	4.00	4.00	-	0.0%
HUMAN RESOURCES	3.00	4.00	4.00	4.00	4.00	-	0.0%
OPERATIONS SUPPORT	7.00	4.00	5.00	4.00	6.00	1.00	20.0%
<b>PROGRAM TOTAL</b>	23.00	22.00	23.00	22.00	24.00	1.00	4.3%
<b>DEPARTMENT TOTAL</b>	336.00	336.50	337.00	337.00	340.00	3.00	0.9%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Admin & Operations Mgr	1.00	1.00	-	-	-	-	N/A
Administrator	-	1.00	1.00	1.00	1.00	-	0.0%
Attorney	-	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst	3.00	4.00	4.00	4.00	4.00	-	0.0%
Communicatn Ofcr/Govt Liaison	-	-	1.00	-	-	(1.00)	(100.0%)
Deputy Director - Justice Courts	1.00	-	-	-	-	-	N/A
Director - Justice Courts	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	1.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Associate	1.00	-	-	-	-	-	N/A
Human Resources Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Operations Manager	1.00	-	-	-	-	-	N/A
Justice Of The Peace	26.00	26.00	26.00	26.00	26.00	-	0.0%
Justice System Administrator	-	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk	235.00	121.50	121.00	121.00	121.00	-	0.0%
Justice System Clerk Lead	25.00	25.00	25.00	25.00	25.00	-	0.0%
Justice System Clerk Senior	-	113.00	114.00	114.00	115.00	1.00	0.9%
Justice System Clerk Supervisor	25.00	25.00	26.00	26.00	27.00	1.00	3.8%
Legislative Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	7.00	6.00	6.00	6.00	6.00	-	0.0%
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	1.00	-	-	-	-	-	N/A
PC/LAN Technician - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	1.00	-	1.00	-	-	N/A
Programmer/Analyst - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Training Officer	-	-	-	-	2.00	2.00	N/A
<b>Department Total</b>	<b>336.00</b>	<b>336.50</b>	<b>337.00</b>	<b>337.00</b>	<b>340.00</b>	<b>3.00</b>	<b>0.9%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	333.00	332.50	334.00	333.00	337.00	3.00	0.9%
204 JUSTICE CT JUDICIAL ENHANCEMNT	3.00	4.00	3.00	4.00	3.00	-	0.0%
<b>Department Total</b>	<b>336.00</b>	<b>336.50</b>	<b>337.00</b>	<b>337.00</b>	<b>340.00</b>	<b>3.00</b>	<b>0.9%</b>

### Staffing Variance Analysis

The Department increased staff by 2.0 FTE to support the enhanced Video Court operations. An additional 2.0 FTE were also added for court personnel training on the Electronic Document Management System. The Communications Officer created in FY 2016 Revised will be offset by the elimination of the Legislative Analyst position in FY 2017.

### General Adjustments

#### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$442,540 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$21,920 for the vacancy factor applied to the impact of the changes in health, dental and retirement rates.
- Increase Regular Benefits by \$1,189 for the impact of changes in retirement contribution rates.
- Increase Allocation Out to Justice Courts Special Revenue Fund by \$110,932 due to the impact of changes in benefit rates.
- Increase Other Personnel and Services by \$50,294 for the net change in personnel.
- Increase Internal Services Charges by \$10,459 for the impact of changes in discretionary telecom charges.

- Increase Internal Service Charges by \$9,182 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$195,042 for the impact of the changes in the base level telecommunication charges.
- Increase Personnel by \$147,170 for the addition of two trainers.
- Increase Personnel by \$120,433 for the addition of two video court clerks.
- Increase Vacancy Savings by \$70,254 from 4.83% in FY 2016 to 5.07% in FY 2017 based on prior year actuals and FY 2016 Forecast.
- Increase Revenue \$190,301 based on actual and forecasted levels.
- Reallocate Rent by \$500,327 to Non Recurring Non Project for the anticipated opening of the Southwest Justice Courts in FY 2017.
- Increase Allocations out to Justice Courts Special Revenue Fund by \$147,170 for the addition of two new trainers.
- Reallocate an additional \$22,415 to the Office of Enterprise Technology for the EDMS Project Manager that has been selected to support the Justice Courts.

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

- Reallocate Rent by \$500,327 from Operating for the anticipated opening of the Southwest Justice Courts.

**Justice Courts Judicial Enhancement Fund (204) Operating**

- Increase Regular Benefits by \$3,938 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$19 for the impact of changes in retirement contribution rates.
- Increase Training & Education \$9,623 based on prior year actuals and forecast levels.
- Increase Vacancy Savings by \$13,580 from 0.00% in FY 2016 to 4.73% in FY 2017 based on prior year actuals and FY 2016 Forecast.

**Justice Courts Photo Enforcement Fund (237) Operating**

- Increase Revenue by \$774 for interest on Fund Balance.
- Increase Expenditures by \$9,000 for one-time eligible expenditures.

**Justice Courts Special Revenue Fund (245) Operating**

- Increase Court Fee Revenue by \$169,985 based on trend analysis.
- Increase Allocation In from General Fund Operating by \$147,170 for two new trainers and an additional \$22,415 to offset the increased cost for the EDMS Project Manager.

**Justice Courts Special Revenue Fund (245) Non Recurring Non Project**

- Increase Expenditures by \$100,000 for Courtroom Video Equipment.

## Programs and Activities

### Civil Justice and Tax Program

The purpose of the Civil Justice Program is to resolve civil cases for litigants so that they are afforded timely and just legal resolutions.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of Civil Traffic cases resolved in 90 days.	N/A	N/A	N/A	94.0%	N/A	N/A
Percent of Small Claims cases resolved within 180 days.	64.4%	60.0%	73.4%	70.0%	10.0%	16.7%
Percent of Forcible Detainer cases resolved within 10 days.	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of Injunctions Against Harrassment issued within 24 hours.	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of Orders of Protection issued within 24 hours.	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of Small Civil cases resolved within 365 days.	N/A	N/A	N/A	63.7%	N/A	N/A

Activities that comprise this program include:

- Civil Traffic
- Forcible Detainer
- Orders of Protection
- Civil Small Claims
- Injunctions Against Harassment
- Small Civil

Civil Traffic Activity

The purpose of the Civil Traffic Activity is to resolve civil traffic cases in Justice Courts for defendants and victims so that they are afforded timely and just legal resolutions.

**Mandates:** A.R.S. §28-1552 establishes that municipal and justice courts have concurrent jurisdiction over civil traffic violations.

The time frame for many of the result measures were modified for the FY17 strategic plan and therefore historical data is not available.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Civil Traffic cases resolved in 90 days.	N/A	N/A	N/A	94.0%	N/A	N/A
Output	Number of Civil Traffic cases resolved.	93,935	115,000	112,156	115,448	448	0.4%
Demand	Number of Civil Traffic (CIVT) cases filed.	104,116	120,100	123,878	120,100	-	0.0%
Expenditure Ratio	Cost per Civil Traffic case resolved.	\$ 83.08	\$ 76.73	\$ 73.41	\$ 72.51	\$ 4.22	5.5%
<i>Revenue</i>							
	100 - GENERAL	\$ 1,229,803	\$ 1,344,542	\$ 1,507,049	\$ 1,101,051	\$ (243,491)	-18.1%
	237 - JUST COURTS PHOTO ENFORCEMENT	995	-	-	-	-	N/A
	245 - JUSTICE COURTS SPECIAL REVENUE	2,239,713	1,905,003	2,538,398	2,077,990	172,987	9.1%
	TOTAL SOURCES	\$ 3,470,511	\$ 3,249,545	\$ 4,045,447	\$ 3,179,041	\$ (70,504)	-2.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 5,298,068	\$ 5,289,149	\$ 5,377,328	\$ 5,349,053	\$ (59,904)	-1.1%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	574,960	452,563	438,003	544,494	(91,931)	-20.3%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,930,832	3,082,175	2,418,243	2,477,424	604,751	19.6%
	TOTAL USES	\$ 7,803,860	\$ 8,823,887	\$ 8,233,574	\$ 8,370,971	\$ 452,916	5.1%

**Activity Narrative:** The number of cases filed and subsequent case resolutions is expected to continue to increase from FY 2015 Actuals and FY 2016 Forecast in FY 2017. The anticipated Demand for cases filed for FY 2016 Revised was a bit aggressive but will remain for FY 2017 as the Department expects the upward trend to continue. The reduction in expenditures in the special revenue fund is due

to a correction of allocations within multiple activities and is based on Forecast. The time frame for the result measure was modified for the FY17 strategic plan and therefore historical data is not available.

**Civil Small Claims Activity**

The purpose of the Civil Small Claims Activity is to resolve small claims cases in Justice Courts for litigants so that they are afforded timely and just legal resolutions.

**Mandates:** A.R.S. §22-503 gives the Justice Court Small Claims Division jurisdiction in all civil actions where the amount involved is less than \$3,500 (excluding interest, costs, and attorney fees).

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Small Claims cases resolved within 180 days.	64.4%	60.0%	73.4%	70.0%	10.0%	16.7%
Output	Number of Small Claims cases resolved.	10,659	10,500	10,703	10,848	348	3.3%
Demand	Number of Small Claims (CVSC) cases filed.	10,342	11,000	11,349	10,948	(52)	-0.5%
Expenditure Ratio	Cost per Small Claims case resolved.	\$ 149.24	\$ 139.60	\$ 142.92	\$ 151.26	\$ (11.66)	-8.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,234,605	\$ 1,203,925	\$ 1,203,556	\$ 1,257,084	\$ (53,159)	-4.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	350	7,798	2,485	7,798	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	355,791	254,051	323,580	375,952	(121,901)	-48.0%
	TOTAL USES	\$ 1,590,746	\$ 1,465,774	\$ 1,529,621	\$ 1,640,834	\$ (175,060)	-11.9%

**Forcible Detainer Activity**

The purpose of the Forcible Detainer Activity is to provide forcible detainers to litigants so they can be afforded timely and just legal resolutions.

**Mandates:** A.R.S. §22-201 establishes that jurisdiction over forcible detainer complaints is shared between Justice Courts or the Superior Court when the amount involved (exclusive of interest, costs and awarded attorney fees when authorized by law) is \$10,000 or less, while A.R.S. §12-1179 and 12-1182 allow for forcible detainer appeals to be filed in the Superior Court and the Supreme Court, respectively.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Forcible Detainer cases resolved within 10 days.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of Forcible Detainer cases resolved.	63,700	64,100	63,306	64,405	305	0.5%
Demand	Number of Forcible Detainer (FDET) cases filed.	63,570	64,400	62,697	64,590	190	0.3%
Expenditure Ratio	Cost per Forcible Detainer case resolved.	\$ 59.14	\$ 56.53	\$ 59.49	\$ 58.03	\$ (1.50)	-2.7%
<i>Revenue</i>							
	100 - GENERAL	\$ 4,159	\$ -	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ 4,159	\$ -	\$ -	\$ -	\$ -	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,058,177	\$ 3,142,727	\$ 3,133,043	\$ 3,033,407	\$ 109,320	3.5%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	381	8,467	2,485	8,467	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	708,752	472,489	630,623	695,788	(223,299)	-47.3%
	TOTAL USES	\$ 3,767,310	\$ 3,623,683	\$ 3,766,151	\$ 3,737,662	\$ (113,979)	-3.1%

**Activity Narrative:** The time frame for the result measure was modified for the FY17 strategic plan and therefore historical data is not available.

### Injunctions Against Harassment Activity

The purpose of the Injunctions Against Harassment Activity is to provide injunctions against harassment (in the workplace) to litigants with cause so that they receive timely and just legal protections.

**Mandates:** A.R.S. §§12-1809 and 12-1810 establish that any court may issue injunctions against harassment and against workplace harassment, respectively, when presented with an appropriate written petition.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Injunctions Against Harassment issued within 24 hours.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of Injunctions Against Harassment issued.	2,390	2,500	2,403	2,500	-	0.0%
Demand	Number of Injunctions Against Harassment (INJH) requested.	2,390	2,500	2,403	2,500	-	0.0%
Expenditure Ratio	Cost per Injunction Against Harassment issued.	\$ 281.93	\$ 240.64	\$ 271.89	\$ 273.15	\$ (32.52)	-13.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 498,027	\$ 499,246	\$ 503,835	\$ 477,352	\$ 21,894	4.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	352	7,129	2,485	7,129	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	175,443	95,213	147,028	198,396	(103,183)	-108.4%
	TOTAL USES	\$ 673,822	\$ 601,588	\$ 653,348	\$ 682,877	\$ (81,289)	-13.5%

**Activity Narrative:** The time frame for the result measure was modified for the FY17 strategic plan and therefore historical data is not available.

### Orders of Protection Activity

The purpose of the Orders of Protection Activity is to provide orders of protection to litigants with cause so that they receive timely and just legal protections.

**Mandates:** A.R.S. §13-3602 establishes that any court may issue orders of protection when presented with an appropriate written petition. The court must review the petition to determine whether there is adequate cause to believe that the defendant has committed or is likely to commit an act of domestic violence. If approved the order is filed and dispatched to the Constable or Sheriff for service to the defendant.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Orders of Protection issued within 24 hours.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of Orders of Protection issued.	3,657	3,700	3,738	3,700	-	0.0%
Demand	Number of Orders of Protection (ORDP) requested.	3,657	3,700	3,738	3,700	-	0.0%
Expenditure Ratio	Cost per Order of Protection issued.	\$ 223.50	\$ 195.89	\$ 205.82	\$ 232.17	\$ (36.28)	-18.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 639,720	\$ 662,355	\$ 635,697	\$ 653,301	\$ 9,054	1.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	181	7,129	2,485	7,129	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	177,432	55,308	131,182	198,612	(143,304)	-259.1%
	TOTAL USES	\$ 817,333	\$ 724,792	\$ 769,364	\$ 859,042	\$ (134,250)	-18.5%

**Activity Narrative:** The time frame for the result measure was modified for the FY17 strategic plan and therefore historical data is not available.

### Small Civil Activity

The purpose of the Small Civil Activity is to resolve Justice Court civil cases for litigants so that they are afforded timely and just legal resolutions.

**Mandates:** A.R.S. §22-201 gives the Justice Courts exclusive jurisdiction in all civil actions where the amount involved (exclusive of interest, costs and awarded attorney fees when authorized by law) is \$10,000 or less.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Small Civil cases resolved within 365 days.	N/A	N/A	N/A	63.7%	N/A	N/A
Output	Number of Small Civil cases resolved.	57,756	66,000	67,638	65,912	(88)	-0.1%
Demand	Number of Small Civil (SMCV) cases filed.	60,163	66,000	64,531	66,528	528	0.8%
Expenditure Ratio	Cost per Small Civil case resolved.	\$ 36.36	\$ 30.70	\$ 29.90	\$ 33.62	\$ (2.92)	-9.5%
<i>Revenue</i>							
	100 - GENERAL	\$ 4,417,309	\$ 4,402,996	\$ 4,753,456	\$ 4,474,215	\$ 71,219	1.6%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	495,460	496,471	533,026	496,471	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	2,797,019	2,741,597	3,076,047	2,908,155	166,558	6.1%
	TOTAL SOURCES	\$ 7,709,788	\$ 7,641,064	\$ 8,362,529	\$ 7,878,841	\$ 237,777	3.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,545,301	\$ 1,697,312	\$ 1,562,497	\$ 1,612,092	\$ 85,220	5.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	435	7,967	2,485	7,967	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	554,110	320,968	457,489	596,212	(275,244)	-85.8%
	TOTAL USES	\$ 2,099,846	\$ 2,026,247	\$ 2,022,471	\$ 2,216,271	\$ (190,024)	-9.4%

**Activity Narrative:** Case filings have shown a significant increase thus far in FY 2016 and are reflected in Forecast. This trend is expected to continue. The time frame for the result measure was modified for the FY17 strategic plan and therefore historical data is not available.

### Criminal Justice Program

The purpose of the Criminal Justice Program is to resolve felony and misdemeanor cases for defendants, victims, and the public so that they are afforded timely and just legal resolutions.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of Criminal Traffic cases resolved within 180 days.	76.0%	77.0%	77.7%	80.0%	3.0%	3.9%
Percent of Misdemeanor Criminal cases resolved within 180 days.	57.6%	61.0%	59.8%	66.0%	5.0%	8.2%
Percent of Misdemeanor DUI cases resolved within 180 days.	63.3%	70.0%	64.1%	70.0%	0.0%	0.0%

Activities that comprise this program include:

- Criminal Traffic
- Misdemeanor Criminal Adjudication
- Misdemeanor DUI

### Criminal Traffic Activity

The purpose of the Criminal Traffic Adjudication Activity is to resolve criminal traffic cases for defendants and victims so that they are afforded timely and just legal resolutions.

**Mandates:** This activity supports the overall mandate of the Criminal Justice Program. A.R.S. §22-112 establishes that the Justice Courts are responsible for trying criminal traffic cases, excluding those that involve death or felony traffic charges, which are the responsibility of the Superior Court. A.R.S. §22-301 gives Justice Courts jurisdiction over criminal offenses punishable by a fine not exceeding \$2,500, or imprisonment in the county jail for not to exceed six months, or by both a fine and imprisonment.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Criminal Traffic cases resolved within 180 days.	76.0%	77.0%	77.7%	80.0%	3.0%	3.9%
Output	Number of Criminal Traffic cases resolved.	35,681	37,000	35,414	34,828	(2,172)	-5.9%
Demand	Number of Criminal Traffic (CTRF) cases filed.	36,856	38,000	37,861	37,292	(708)	-1.9%
Expenditure Ratio	Cost per Criminal Traffic case resolved.	\$ 42.86	\$ 55.08	\$ 46.90	\$ 48.10	\$ 6.99	12.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 997,374	\$ 1,205,211	\$ 1,039,822	\$ 1,235,364	\$ (30,153)	-2.5%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	672	7,798	2,485	7,798	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	531,394	825,054	618,675	431,924	393,130	47.6%
	TOTAL USES	\$ 1,529,440	\$ 2,038,063	\$ 1,660,982	\$ 1,675,086	\$ 362,977	17.8%

### Misdemeanor Criminal Adjudication Activity

The purpose of the Misdemeanor Criminal Adjudication Activity is to resolve misdemeanor cases for defendants and victims so that they are afforded timely and just legal resolutions.

**Mandates:** A.R.S. §22-301 gives Justice Courts jurisdiction in misdemeanor cases that do not involve imprisonment in the county jail for more than six months or fines in excess of \$2,500, or by both a fine and imprisonment. A.R.S. §28-1552 establishes that municipal and justice courts have concurrent jurisdiction over misdemeanor criminal violations.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Misdemeanor Criminal cases resolved within 180 days.	57.6%	61.0%	59.8%	66.0%	5.0%	8.2%
Output	Number of Misdemeanor Criminal cases resolved.	13,017	13,000	11,412	13,100	100	0.8%
Demand	Number of Misdemeanor Criminal (MCAD) cases filed.	13,544	13,500	12,102	13,648	148	1.1%
Expenditure Ratio	Cost per Misdemeanor Criminal case resolved.	\$ 160.70	\$ 144.97	\$ 174.04	\$ 160.19	\$ (15.22)	-10.5%
<i>Revenue</i>							
	100 - GENERAL	\$ 8,527,398	\$ 7,764,231	\$ 7,728,848	\$ 8,126,804	\$ 362,573	4.7%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	225,152	235,312	220,635	235,312	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,557,313	1,730,000	1,577,687	1,676,108	(53,892)	-3.1%
	TOTAL SOURCES	\$ 10,309,863	\$ 9,729,543	\$ 9,527,170	\$ 10,038,224	\$ 308,681	3.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,735,254	\$ 1,670,561	\$ 1,680,768	\$ 1,687,159	\$ (16,598)	-1.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	880	9,136	2,485	9,136	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	355,733	204,888	302,838	402,151	(197,263)	-96.3%
	TOTAL USES	\$ 2,091,867	\$ 1,884,585	\$ 1,986,091	\$ 2,098,446	\$ (213,861)	-11.3%

**Misdemeanor DUI Activity**

The purpose of the Misdemeanor DUI Adjudication Activity is to resolve misdemeanor DUI cases for defendants and victims so that they are afforded timely and just legal resolutions.

**Mandates:** A.R.S. §22-301 gives Justice Courts jurisdiction in misdemeanor cases that do not involve imprisonment in the county jail for more than six months or fines in excess of \$2,500, or by both a fine and imprisonment. A.R.S. §28-1552 establishes that municipal and justice courts have concurrent jurisdiction over misdemeanor criminal violations.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Misdemeanor DUI cases resolved within 180 days.	63.3%	70.0%	64.1%	70.0%	0.0%	0.0%
Output	Number of Misdemeanor DUI cases resolved.	8,161	8,000	7,590	8,000	-	0.0%
Demand	Number of Misdemeanor DUI cases filed.	8,298	9,300	8,259	8,948	(352)	-3.8%
Expenditure Ratio	Cost per Misdemeanor DUI case resolved.	\$ 78.57	\$ 76.25	\$ 83.13	\$ 82.61	\$ (6.36)	-8.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 463,418	\$ 507,504	\$ 480,194	\$ 455,623	\$ 51,881	10.2%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	315	7,129	2,485	7,129	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	177,487	95,339	148,296	198,100	(102,761)	-107.8%
	TOTAL USES	\$ 641,220	\$ 609,972	\$ 630,975	\$ 660,852	\$ (50,880)	-8.3%

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 17,825,008</b>	<b>\$ 13,511,769</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 17,825,008</b>	<b>\$ 13,511,769</b>
Adjustments:		
<b>Reallocations</b>	<b>\$ (116,068)</b>	<b>\$ -</b>
<i>Reallocation Between Depts</i>	<i>(116,068)</i>	<i>-</i>
<i>Reallocate Funding for EDMS Project Manager to Ent Tech</i>	<i>\$ (116,068)</i>	
<b>FY 2017 Baseline Budget</b>	<b>\$ 17,708,940</b>	<b>\$ 13,511,769</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 421,809</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>442,540</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	<i>(21,920)</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>1,189</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 351,394</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(60,638)</i>	<i>-</i>
<i>Increase Allocation out to F245 for Benefit Increases</i>	<i>\$ (110,932)</i>	
<i>Net Increase Other Personnel and Services</i>	<i>50,294</i>	
<i>Internal Service Charges</i>	<i>10,459</i>	<i>-</i>
<i>Increase Discretionary Telecom</i>	<i>\$ 10,459</i>	
<i>Risk Management Adjustment</i>	<i>9,182</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>195,042</i>	<i>-</i>
<i>Personnel Additions and Related Costs</i>	<i>267,603</i>	<i>-</i>
<i>Add 2 New Trainers</i>	<i>\$ 147,170</i>	
<i>Add 2 New Video Court Positions</i>	<i>120,433</i>	
<i>Personnel Savings</i>	<i>(70,254)</i>	<i>-</i>
<i>Increase Vacancy Savings from 4.83% to 5.07%</i>	<i>\$ (70,254)</i>	
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 190,301</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>190,301</i>
<b>Reallocations</b>	<b>\$ (647,497)</b>	<b>\$ -</b>
<i>Reallocation Between Functions</i>	<i>(500,327)</i>	<i>-</i>
<i>Reallocate Rent for 3 Justice Courts to Non Recurring</i>	<i>\$ (500,327)</i>	
<i>Reallocation Between Funds</i>	<i>(147,170)</i>	<i>-</i>
<i>Increase Allocation out to F245 for 2 New Trainers</i>	<i>\$ (147,170)</i>	
<b>FY 2017 Tentative Budget</b>	<b>\$ 17,834,646</b>	<b>\$ 13,702,070</b>
<i>Percent Change from Baseline Amount</i>	<i>0.7%</i>	<i>1.4%</i>
Adjustments:		
<b>Reallocations</b>	<b>\$ (22,415)</b>	<b>\$ -</b>
<i>Reallocation Between Depts</i>	<i>(22,415)</i>	<i>-</i>
<i>Reallocate Funding for EDMS Project Manager to Ent Tech</i>	<i>\$ (22,415)</i>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 17,812,231</b>	<b>\$ 13,702,070</b>
<i>Percent Change from Baseline Amount</i>	<i>0.6%</i>	<i>1.4%</i>

General Fund (100) (continued)

	Expenditures	Revenue
<b>NON-RECURRING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 512,000</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 512,000</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>		
<i>Other IT Non Recurring</i>	(512,000)	-
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Reallocations</b>	<b>\$ 500,327</b>	<b>\$ -</b>
<i>Reallocation Between Functions</i>	500,327	-
<i>Reallocate Rent for 3 Justice Courts from Operating</i>	\$ 500,327	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 500,327</b>	<b>\$ -</b>

Justice Courts Judicial Enhancement Fund (204)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 737,183</b>	<b>\$ 737,183</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 737,183</b>	<b>\$ 737,183</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 737,183</b>	<b>\$ 737,183</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 3,957</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	3,938	-
<i>Retirement Contributions</i>	19	-
<b>Base Adjustments</b>	<b>\$ (3,957)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	9,623	-
<i>Increase Training &amp; Education</i>	\$ 9,623	-
<i>Personnel Savings</i>	(13,580)	-
<i>Increase Vacancy Savings from 0.00% to 4.73%</i>	\$ (13,580)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 737,183</b>	<b>\$ 737,183</b>
<i>Percent Change from Baseline Amount</i>	0.0%	0.0%

Justice Courts Judicial Enhancement Fund (204) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 1,195,094	\$ 1,268,798	\$ 1,268,798	\$ 1,229,303	\$ 1,413,713
Sources:					
Operating	\$ 726,689	\$ 737,183	\$ 737,183	\$ 758,949	\$ 737,183
Total Sources:	\$ 726,689	\$ 737,183	\$ 737,183	\$ 758,949	\$ 737,183
Uses:					
Operating	\$ 692,464	\$ 737,183	\$ 737,183	\$ 574,539	\$ 737,183
Total Uses:	\$ 692,464	\$ 737,183	\$ 737,183	\$ 574,539	\$ 737,183
Structural Balance	\$ 34,225	\$ -	\$ -	\$ 184,410	\$ -
Accounting Adjustments	\$ (16)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,229,303	\$ 1,268,798	\$ 1,268,798	\$ 1,413,713	\$ 1,413,713
Total Ending Spendable Fund Balance	\$ 1,229,303	\$ 1,268,798	\$ 1,268,798	\$ 1,413,713	\$ 1,413,713

Justice Courts Photo Enforcement Fund (237)

	Expenditures	Revenue
<b>NON-RECURRING</b>		
<b>FY 2016 Adopted Budget</b>	\$ -	\$ -
<b>FY 2016 Revised Budget</b>	\$ -	\$ -
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 9,000	\$ 774
<i>Other Non Recurring</i>	9,000	774
<i>One-time Eligible Expenditures</i>	\$ 9,000	
<b>FY 2017 Adopted Budget</b>	\$ 9,000	\$ 774

Justice Courts Photo Enforcement Fund (237) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 7,195	\$ 158	\$ 158	\$ 8,226	\$ 8,226
Sources:					
Operating	\$ 1,030	\$ -	\$ -	\$ -	\$ -
Non-Recurring	-	-	-	-	774
Total Sources:	\$ 1,030	\$ -	\$ -	\$ -	\$ 774
Uses:					
Non-Recurring	-	-	-	-	9,000
Total Uses:	\$ -	\$ -	\$ -	\$ -	\$ 9,000
Structural Balance	\$ 1,030	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 8,226	\$ 158	\$ 158	\$ 8,226	\$ -
Total Ending Spendable Fund Balance	\$ 8,226	\$ 158	\$ 158	\$ 8,226	\$ -

Justice Courts Special Revenue Fund (245)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 6,379,000</b>	<b>\$ 6,379,000</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 6,379,000</b>	<b>\$ 6,379,000</b>
Adjustments:		
<b>Fees and Other Revenues</b>	<b>\$ 116,068</b>	<b>\$ 116,068</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>116,068</i>	<i>116,068</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ 6,495,068</b>	<b>\$ 6,495,068</b>
Adjustments:		
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 147,170</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>147,170</i>
<b>Reallocations</b>	<b>\$ 147,170</b>	<b>\$ -</b>
<i>Reallocation Between Funds</i>	<i>147,170</i>	<i>-</i>
<i>Increase Allocation in from F100 for 2 New Trainers</i>	<i>\$ 147,170</i>	
<b>FY 2017 Tentative Budget</b>	<b>\$ 6,642,238</b>	<b>\$ 6,642,238</b>
<i>Percent Change from Baseline Amount</i>	<i>2.3%</i>	<i>2.3%</i>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 22,415</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>22,415</i>	<i>-</i>
<i>Increase Allocation in from F100 for EDMS Manager Increase</i>	<i>\$ 22,415</i>	
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 22,415</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>22,415</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 6,664,653</b>	<b>\$ 6,664,653</b>
<i>Percent Change from Baseline Amount</i>	<i>2.6%</i>	<i>2.6%</i>
	<b>Expenditures</b>	<b>Revenue</b>
<b>NON-RECURRING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 105,250</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 105,250</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (105,250)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(105,250)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 100,000</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>100,000</i>	<i>-</i>
<i>Courtroom Video Equipment</i>	<i>\$ 100,000</i>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 100,000</b>	<b>\$ -</b>

**Justice Courts Special Revenue Fund (245) Fund Balance Summary**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ADOPTED</b>	<b>FY 2016 REVISED</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 ADOPTED</b>
Beginning Spendable Fund Balance	\$ 669,783	\$ 669,783	\$ 669,783	\$ 829,927	\$ 1,563,518
Sources:					
Operating	\$ 6,597,241	\$ 6,379,000	\$ 6,379,000	\$ 7,195,111	\$ 6,664,653
Total Sources:	\$ 6,597,241	\$ 6,379,000	\$ 6,379,000	\$ 7,195,111	\$ 6,664,653
Uses:					
Operating	\$ 6,437,110	\$ 6,379,000	\$ 6,379,000	\$ 6,356,270	\$ 6,664,653
Non-Recurring	-	105,250	105,250	105,250	100,000
Total Uses:	\$ 6,437,110	\$ 6,484,250	\$ 6,484,250	\$ 6,461,520	\$ 6,764,653
Structural Balance	\$ 160,131	\$ -	\$ -	\$ 838,841	\$ -
Accounting Adjustments	\$ 13	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 829,927	\$ 564,533	\$ 564,533	\$ 1,563,518	\$ 1,463,518
Total Ending Spendable Fund Balance	\$ 829,927	\$ 564,533	\$ 564,533	\$ 1,563,518	\$ 1,463,518

## Juvenile Probation

*Analysis by Kirstin Chernin - Management and Budget Analyst*

### Summary

#### Mission

The Mission of the Juvenile Probation Department is to provide access to evidence-based early intervention, supervision, treatment and secure care to youth and families so they can learn accountability and responsibility, and community safety is enhanced.

#### Vision

Maricopa County Juvenile Probation is a place where justice means promoting public safety while improving and enriching the lives of youth, victims, families and the community.

### Strategic Goals

#### Safe Communities

**By June 2014, the Department will demonstrate the use of evidence-based strategies for 85% of youth.**

Status: The Department implemented the Youth Assessment System (AZYAS) Dispositional Tool and case plan in FY 2015. No status updates have been available. This goal will be reviewed during the FY 2018 Strategic Business Plan update process.

#### Department Specific

**By June 2015, the Department will increase overall stakeholder satisfaction with services by 15%.**

Status: While the Department meets regularly with stakeholders, the Department does not have a method to establish the baseline for external stakeholder satisfaction. This goal will be reviewed during the FY 2018 Strategic Business Plan update process.

#### Safe Communities

**By June 2015, the Department will reduce overrepresentation of minority youth in secure detention by 10%.**

Status: The detention population dropped 8.8% from FY 2013 to FY 2014. A review of relevant data indicates that this reduction in detention population has not had an impact on overrepresentation but this is consistent with the initial experiences of other sites who have implemented Juvenile Detention Alternative Initiative (JDAI). New data has not been made available since FY 2014. This goal will be reviewed during the FY 2018 Strategic Business Plan update process.

#### Safe Communities

**By June 2015, the rate of juvenile recidivism will be at or below 15 per 100 juvenile offenders.**



Status: The recidivism rate decreased from 11.9% in FY 2012 to 10.3% in FY 2013. This means that 89.7% of the youth who received a referral in that year were not adjudicated on a subsequent referral within one year of the original referral. More recent data is not available. This goal will be reviewed during the FY 2018 Strategic Business Plan update process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
DVRN - JUVENILE COURT DIVERSION	\$ 2,920,575	\$ 2,233,021	\$ 2,303,070	\$ 2,044,402	\$ 2,037,702	\$ (265,368)	-11.5%
27DV - JUVENILE COURT DIVERSION	\$ 2,920,575	\$ 2,233,021	\$ 2,303,070	\$ 2,044,402	\$ 2,037,702	\$ (265,368)	-11.5%
JCUS - JUV DETENTION CUSTODY AND CTRL	\$ 351,377	\$ 470,000	\$ 470,000	\$ 411,129	\$ 467,000	\$ (3,000)	-0.6%
27JD - JUVENILE DETENTION	\$ 351,377	\$ 470,000	\$ 470,000	\$ 411,129	\$ 467,000	\$ (3,000)	-0.6%
JRPS - JUV RESTITUTION AND PUBLIC SVC	\$ 1,266	\$ 3,135	\$ 3,135	\$ 1,661	\$ 3,135	\$ -	0.0%
JSTD - JUVENILE STANDARD SUPERVISION	\$ 285,166	\$ 602,072	\$ 617,072	\$ 362,291	\$ 544,821	\$ (72,251)	-11.7%
27JP - COMMUNITY SUPERVISION	\$ 286,432	\$ 605,207	\$ 620,207	\$ 363,952	\$ 547,956	\$ (72,251)	-11.6%
JVOH - JUVENILE OUT OF HOME CASE MGMT	\$ 557,197	\$ 702,452	\$ 717,452	\$ 584,858	\$ 654,609	\$ (62,843)	-8.8%
27JT - JUVENILE TREATMENT	\$ 557,197	\$ 702,452	\$ 717,452	\$ 584,858	\$ 654,609	\$ (62,843)	-8.8%
JLED - JUVENILE LAW RELATED EDUCATION	\$ 222,577	\$ 268,681	\$ 308,681	\$ 257,521	\$ 304,876	\$ (3,805)	-1.2%
27PR - JUVENILE CRIME PREVENTION	\$ 222,577	\$ 268,681	\$ 308,681	\$ 257,521	\$ 304,876	\$ (3,805)	-1.2%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 5,866	\$ 6,550	\$ 6,550	\$ 4,588	\$ 7,550	\$ 1,000	15.3%
HRAC - HUMAN RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ 264,459	\$ 264,459	N/A
99AS - INDIRECT SUPPORT	\$ 5,866	\$ 6,550	\$ 6,550	\$ 4,588	\$ 272,009	\$ 265,459	4052.8%
GGOV - GENERAL GOVERNMENT	\$ 2,955,309	\$ 2,428,867	\$ 2,428,867	\$ 2,806,893	\$ 2,430,626	\$ 1,759	0.1%
99GV - GENERAL OVERHEAD	\$ 2,955,309	\$ 2,428,867	\$ 2,428,867	\$ 2,806,893	\$ 2,430,626	\$ 1,759	0.1%
<b>TOTAL PROGRAMS</b>	<b>\$ 7,299,333</b>	<b>\$ 6,714,778</b>	<b>\$ 6,854,827</b>	<b>\$ 6,473,343</b>	<b>\$ 6,714,778</b>	<b>\$ (140,049)</b>	<b>-2.0%</b>
<b>USES</b>							
DVRN - JUVENILE COURT DIVERSION	\$ 2,027,373	\$ 2,313,678	\$ 2,005,219	\$ 2,004,502	\$ 2,166,691	\$ (161,472)	-8.1%
JVDD - JUVENILE DRUG DIVERSION	\$ 725,721	\$ 722,813	\$ 803,440	\$ 789,729	\$ 846,964	\$ (43,524)	-5.4%
TEEN - JUVENILE TEEN COURT	\$ 706,512	\$ 716,629	\$ 669,661	\$ 227,265	\$ 535,435	\$ 134,226	20.0%
27DV - JUVENILE COURT DIVERSION	\$ 3,459,606	\$ 3,753,120	\$ 3,478,320	\$ 3,021,496	\$ 3,549,090	\$ (70,770)	-2.0%
DALT - JUV DETENTION ALTERNATIVES	\$ 2,448,302	\$ 3,296,693	\$ 3,388,268	\$ 2,565,320	\$ 3,108,455	\$ 279,813	8.3%
JCUS - JUV DETENTION CUSTODY AND CTRL	\$ 24,969,757	\$ 24,208,402	\$ 24,356,657	\$ 24,508,736	\$ 24,507,340	\$ (150,683)	-0.6%
JMED - JUV DETENTION MEDICAL CLINIC	\$ 2,953,450	\$ 2,879,030	\$ 2,949,529	\$ 3,105,371	\$ 3,291,017	\$ (341,488)	-11.6%
JVMH - JUVENILE MENTAL HEALTH	\$ 926,903	\$ 1,105,802	\$ 899,078	\$ 872,956	\$ 910,004	\$ (10,926)	-1.2%
27JD - JUVENILE DETENTION	\$ 31,298,412	\$ 31,489,927	\$ 31,593,532	\$ 31,052,383	\$ 31,816,816	\$ (223,284)	-0.7%
JIPS - JUVENILE INTENSIVE SUPERVISION	\$ 2,033,296	\$ 2,240,307	\$ 2,040,901	\$ 1,792,648	\$ 1,731,633	\$ 309,268	15.2%
JRPS - JUV RESTITUTION AND PUBLIC SVC	\$ 294,298	\$ 310,112	\$ 286,949	\$ 303,385	\$ 340,216	\$ (34,267)	-18.6%
JSTD - JUVENILE STANDARD SUPERVISION	\$ 10,234,744	\$ 10,670,304	\$ 9,955,745	\$ 10,816,212	\$ 10,824,002	\$ (868,257)	-8.7%
27JP - COMMUNITY SUPERVISION	\$ 12,562,338	\$ 13,220,723	\$ 12,283,595	\$ 12,912,245	\$ 12,895,851	\$ (612,256)	-5.0%
DRUG - JUVENILE DRUG COURT	\$ 548,269	\$ 551,230	\$ 445,500	\$ 403,238	\$ -	\$ 445,500	100.0%
JSCM - JUV SEX OFFENDER CASE MGMT	\$ 929,865	\$ 1,021,237	\$ 948,810	\$ 1,048,378	\$ 1,131,727	\$ (182,917)	-19.3%
JTMS - JUVENILE TREATMENT MGMT SVCS	\$ (2,665)	\$ -	\$ 40,407	\$ 55,818	\$ 79,315	\$ (38,908)	-96.3%
JVOH - JUVENILE OUT OF HOME CASE MGMT	\$ 869,134	\$ 1,086,476	\$ 1,247,656	\$ 1,099,633	\$ 1,403,322	\$ (155,666)	-12.5%
27JT - JUVENILE TREATMENT	\$ 2,344,603	\$ 2,658,943	\$ 2,682,373	\$ 2,607,067	\$ 2,614,364	\$ 68,009	2.5%
JLED - JUVENILE LAW RELATED EDUCATION	\$ 550,505	\$ 622,496	\$ 710,593	\$ 619,029	\$ 489,596	\$ 220,997	31.1%
JVTR - JUVENILE TRUANCY REDUCTION	\$ 381,680	\$ 388,506	\$ 289,449	\$ 291,350	\$ 273,216	\$ 16,233	5.6%
27PR - JUVENILE CRIME PREVENTION	\$ 932,185	\$ 1,011,002	\$ 1,000,042	\$ 910,379	\$ 762,812	\$ 237,230	23.7%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 1,387,667	\$ 1,391,714	\$ 1,394,436	\$ 1,360,503	\$ 1,375,853	\$ 18,583	1.3%
HRAC - HUMAN RESOURCES	\$ 1,132,899	\$ 1,165,319	\$ 1,218,686	\$ 1,140,770	\$ 1,418,671	\$ (199,985)	-16.4%
ODIR - EXECUTIVE MANAGEMENT	\$ 615,391	\$ 537,619	\$ 491,973	\$ 509,044	\$ 525,778	\$ (33,805)	-6.9%
POOL - POOLED COSTS	\$ -	\$ (186,128)	\$ -	\$ -	\$ -	\$ -	N/A
PROC - PROCUREMENT	\$ 174,539	\$ 130,362	\$ 131,205	\$ 103,540	\$ 128,981	\$ 2,224	1.7%
RMGT - RISK MANAGEMENT	\$ 59,104	\$ 59,104	\$ 79,455	\$ 87,643	\$ 37,628	\$ 41,827	52.6%
SPPT - OPERATIONS SUPPORT	\$ 955,764	\$ 1,019,357	\$ 955,534	\$ 988,831	\$ 966,522	\$ (10,988)	-1.1%
99AS - INDIRECT SUPPORT	\$ 4,325,364	\$ 4,117,347	\$ 4,271,289	\$ 4,190,331	\$ 4,453,433	\$ (182,144)	-4.3%
GGOV - GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ -	\$ 60,816	\$ (60,816)	N/A
INFR - INFRASTRUCTURE	\$ 757,016	\$ 861,485	\$ 889,331	\$ 876,225	\$ 1,115,257	\$ (225,926)	-25.4%
RISK - RISK PREMIUMS	\$ 723,612	\$ 592,023	\$ 547,137	\$ 592,020	\$ 353,677	\$ 193,460	35.4%
99GV - GENERAL OVERHEAD	\$ 1,480,628	\$ 1,453,508	\$ 1,436,468	\$ 1,468,245	\$ 1,529,750	\$ (93,282)	-6.5%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,007,973	\$ 1,039,196	\$ 1,039,196	\$ 1,032,196	\$ 1,042,196	\$ (3,000)	-0.3%
99IT - INFORMATION TECHNOLOGY	\$ 1,007,973	\$ 1,039,196	\$ 1,039,196	\$ 1,032,196	\$ 1,042,196	\$ (3,000)	-0.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 57,411,109</b>	<b>\$ 58,743,766</b>	<b>\$ 57,784,815</b>	<b>\$ 57,194,342</b>	<b>\$ 58,664,312</b>	<b>\$ (879,497)</b>	<b>-1.5%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 3,753,114	\$ 3,810,655	\$ 3,950,704	\$ 3,338,365	\$ 3,808,896	\$ (141,808)	-3.6%
0620 - OTHER INTERGOVERNMENTAL	-	3,000	3,000	1,500	3,000	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 3,753,114</b>	<b>\$ 3,813,655</b>	<b>\$ 3,953,704</b>	<b>\$ 3,339,865</b>	<b>\$ 3,811,896</b>	<b>\$ (141,808)</b>	<b>-3.6%</b>
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 453,610	\$ 462,571	\$ 462,571	\$ 381,027	\$ 461,571	\$ (1,000)	-0.2%
<b>SUBTOTAL</b>	<b>\$ 453,610</b>	<b>\$ 462,571</b>	<b>\$ 462,571</b>	<b>\$ 381,027</b>	<b>\$ 461,571</b>	<b>\$ (1,000)</b>	<b>-0.2%</b>
<b>FINES &amp; FOREFEITS</b>							
0637 - FINES & FORFEITS	\$ 3,065,724	\$ 2,415,647	\$ 2,415,647	\$ 2,733,813	\$ 2,415,647	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 3,065,724</b>	<b>\$ 2,415,647</b>	<b>\$ 2,415,647</b>	<b>\$ 2,733,813</b>	<b>\$ 2,415,647</b>	<b>\$ -</b>	<b>0.0%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 10,802	\$ 13,220	\$ 13,220	\$ 12,389	\$ 14,979	\$ 1,759	13.3%
0650 - MISCELLANEOUS REVENUE	16,083	9,685	9,685	6,249	10,685	1,000	10.3%
<b>SUBTOTAL</b>	<b>\$ 26,885</b>	<b>\$ 22,905</b>	<b>\$ 22,905</b>	<b>\$ 18,638</b>	<b>\$ 25,664</b>	<b>\$ 2,759</b>	<b>12.0%</b>
<b>ALL REVENUES</b>	<b>\$ 7,299,333</b>	<b>\$ 6,714,778</b>	<b>\$ 6,854,827</b>	<b>\$ 6,473,343</b>	<b>\$ 6,714,778</b>	<b>\$ (140,049)</b>	<b>-2.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 7,299,333</b>	<b>\$ 6,714,778</b>	<b>\$ 6,854,827</b>	<b>\$ 6,473,343</b>	<b>\$ 6,714,778</b>	<b>\$ (140,049)</b>	<b>-2.0%</b>
CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 32,400,092	\$ 33,242,703	\$ 32,770,482	\$ 32,628,261	\$ 32,128,290	\$ 642,192	2.0%
0705 - TEMPORARY PAY	266,822	212,139	71,697	260,336	280,808	(209,111)	-291.7%
0710 - OVERTIME	1,136,195	707,510	705,110	900,431	810,216	(105,106)	-14.9%
0750 - FRINGE BENEFITS	13,291,193	15,432,934	15,253,820	14,980,732	16,152,828	(899,008)	-5.9%
0790 - OTHER PERSONNEL SERVICES	166,224	250,229	249,619	171,727	416,343	(166,724)	-66.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	(6,586,254)	(7,067,120)	(7,431,529)	(7,373,981)	(7,790,998)	359,469	4.8%
0796 - PERSONNEL SERVICES ALLOC-IN	10,825,949	10,703,947	10,998,366	11,126,394	11,546,054	(547,688)	-5.0%
<b>SUBTOTAL</b>	<b>\$ 51,500,221</b>	<b>\$ 53,482,342</b>	<b>\$ 52,617,565</b>	<b>\$ 52,693,900</b>	<b>\$ 53,543,541</b>	<b>\$ (925,976)</b>	<b>-1.8%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 957,535	\$ 1,056,711	\$ 1,041,173	\$ 872,217	\$ 880,819	\$ 160,354	15.4%
0802 - MEDICAL SUPPLIES	71,407	85,873	84,477	63,122	85,500	(1,023)	-1.2%
0803 - FUEL	46,941	58,612	57,236	50,656	119,286	(62,050)	-108.4%
0804 - NON-CAPITAL EQUIPMENT	173,839	41,501	39,175	20,449	27,545	11,630	29.7%
0805 - SUPPLIES-ALLOCATION OUT	(86,736)	(266,736)	(250,984)	(193,554)	(259,796)	8,812	3.5%
0806 - SUPPLIES-ALLOCATION IN	474,339	280,878	250,982	296,396	273,959	(22,977)	-9.2%
<b>SUBTOTAL</b>	<b>\$ 1,637,325</b>	<b>\$ 1,256,839</b>	<b>\$ 1,222,059</b>	<b>\$ 1,109,286</b>	<b>\$ 1,127,313</b>	<b>\$ 94,746</b>	<b>7.8%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 379	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0811 - HEALTH CARE SERVICES	520,600	932,384	931,038	534,815	566,508	364,530	39.2%
0812 - OTHER SERVICES	536,247	818,020	810,470	783,927	720,812	89,658	11.1%
0820 - RENT & OPERATING LEASES	460,932	422,326	411,940	336,077	531,700	(119,760)	-29.1%
0825 - REPAIRS AND MAINTENANCE	45,364	189,300	170,134	107,915	178,402	(8,268)	-4.9%
0839 - INTERNAL SERVICE CHARGES	1,037,485	1,045,751	1,045,751	1,070,510	1,277,864	(232,113)	-22.2%
0841 - TRAVEL	133,148	174,828	164,662	160,542	166,366	(1,704)	-1.0%
0842 - EDUCATION AND TRAINING	61,359	101,016	97,818	91,835	96,821	997	1.0%
0843 - POSTAGE/FREIGHT/SHIPPING	43,643	33,950	30,534	26,321	30,419	115	0.4%
0850 - UTILITIES	2,415	3,850	3,850	2,825	3,850	-	0.0%
0872 - SERVICES-ALLOCATION OUT	(498,234)	(390,990)	(319,981)	(319,977)	(475,026)	155,045	48.5%
0873 - SERVICES-ALLOCATION IN	669,382	562,150	491,141	501,366	615,742	(124,601)	-25.4%
<b>SUBTOTAL</b>	<b>\$ 3,012,720</b>	<b>\$ 3,892,585</b>	<b>\$ 3,837,357</b>	<b>\$ 3,296,156</b>	<b>\$ 3,713,458</b>	<b>\$ 123,899</b>	<b>3.2%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ -	\$ 87,000	\$ 87,000	\$ 70,000	\$ 180,000	\$ (93,000)	-106.9%
0930 - VEHICLES & CONSTRUCTION EQUIP	111,292	25,000	20,834	25,000	100,000	(79,166)	-380.0%
<b>SUBTOTAL</b>	<b>\$ 111,292</b>	<b>\$ 112,000</b>	<b>\$ 107,834</b>	<b>\$ 95,000</b>	<b>\$ 280,000</b>	<b>\$ (172,166)</b>	<b>-159.7%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 56,261,558</b>	<b>\$ 58,743,766</b>	<b>\$ 57,784,815</b>	<b>\$ 57,194,342</b>	<b>\$ 58,664,312</b>	<b>\$ (879,497)</b>	<b>-1.5%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 1,149,551	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>ALL OTHER FINANCING USES</b>	<b>\$ 1,149,551</b>	<b>\$ -</b>	<b>N/A</b>				
<b>TOTAL USES</b>	<b>\$ 57,411,109</b>	<b>\$ 58,743,766</b>	<b>\$ 57,784,815</b>	<b>\$ 57,194,342</b>	<b>\$ 58,664,312</b>	<b>\$ (879,497)</b>	<b>-1.5%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	\$ 5,866	\$ 15,550	\$ 15,550	\$ 10,088	\$ 15,550	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 5,866	\$ 15,550	\$ 15,550	\$ 10,088	\$ 15,550	\$ -	0.0%
227 JUVENILE PROBATION GRANTS OPERATING	\$ 3,754,613	\$ 3,811,356	\$ 3,951,405	\$ 3,339,797	\$ 3,811,356	\$ (140,049)	-3.5%
<b>FUND TOTAL SOURCES</b>	\$ 3,754,613	\$ 3,811,356	\$ 3,951,405	\$ 3,339,797	\$ 3,811,356	\$ (140,049)	-3.5%
228 JUVENILE PROBATION SPECIAL FEE OPERATING	\$ 3,296,676	\$ 2,669,777	\$ 2,669,777	\$ 2,913,609	\$ 2,669,777	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 3,296,676	\$ 2,669,777	\$ 2,669,777	\$ 2,913,609	\$ 2,669,777	\$ -	0.0%
229 JUVENILE RESTITUTION OPERATING	\$ 1,479	\$ 4,000	\$ 4,000	\$ 2,216	\$ 4,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 1,479	\$ 4,000	\$ 4,000	\$ 2,216	\$ 4,000	\$ -	0.0%
255 DETENTION OPERATIONS OPERATING	\$ 14,817	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>FUND TOTAL SOURCES</b>	\$ 14,817	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
275 JUVENILE PROBATION DIVERSION OPERATING	\$ 225,882	\$ 214,095	\$ 214,095	\$ 207,633	\$ 214,095	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 225,882	\$ 214,095	\$ 214,095	\$ 207,633	\$ 214,095	\$ -	0.0%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 7,299,333	\$ 6,714,778	\$ 6,854,827	\$ 6,473,343	\$ 6,714,778	\$ (140,049)	-2.0%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 7,299,333	\$ 6,714,778	\$ 6,854,827	\$ 6,473,343	\$ 6,714,778	\$ (140,049)	-2.0%

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	\$ 16,983,118	\$ 17,872,534	\$ 16,767,534	\$ 17,232,776	\$ 17,154,428	\$ (386,894)	-2.3%
<b>FUND TOTAL USES</b>	\$ 16,983,118	\$ 17,872,534	\$ 16,767,534	\$ 17,232,776	\$ 17,154,428	\$ (386,894)	-2.3%
227 JUVENILE PROBATION GRANTS OPERATING	\$ 3,721,779	\$ 3,811,356	\$ 3,951,405	\$ 3,339,797	\$ 3,811,356	\$ 140,049	3.5%
<b>FUND TOTAL USES</b>	\$ 3,721,779	\$ 3,811,356	\$ 3,951,405	\$ 3,339,797	\$ 3,811,356	\$ 140,049	3.5%
228 JUVENILE PROBATION SPECIAL FEE OPERATING NON RECURRING NON PROJECT	\$ 2,827,976 283,728	\$ 2,669,777 388,353	\$ 2,669,777 388,353	\$ 2,692,323 388,353	\$ 2,669,777 410,888	\$ - (22,535)	0.0% -5.8%
<b>FUND TOTAL USES</b>	\$ 3,111,704	\$ 3,058,130	\$ 3,058,130	\$ 3,080,676	\$ 3,080,665	\$ (22,535)	-0.7%
229 JUVENILE RESTITUTION OPERATING NON RECURRING NON PROJECT	\$ 8,864 -	\$ 4,000 -	\$ 4,000 6,000	\$ 3,047 -	\$ 4,000 6,007	\$ - (7)	0.0% -0.1%
<b>FUND TOTAL USES</b>	\$ 8,864	\$ 4,000	\$ 10,000	\$ 3,047	\$ 10,007	\$ (7)	-0.1%
255 DETENTION OPERATIONS OPERATING JUVENILE KITCHEN EQUIP	\$ 32,245,934 1,225,943	\$ 33,607,736 -	\$ 33,607,736 -	\$ 33,157,112 -	\$ 34,219,259 -	\$ (611,523) -	-1.8% N/A
<b>FUND TOTAL USES</b>	\$ 33,471,877	\$ 33,607,736	\$ 33,607,736	\$ 33,157,112	\$ 34,219,259	\$ (611,523)	-1.8%
275 JUVENILE PROBATION DIVERSION OPERATING NON RECURRING NON PROJECT	\$ 30,784 82,983	\$ 214,095 175,915	\$ 214,095 175,915	\$ 205,019 175,915	\$ 214,095 174,502	\$ - 1,413	0.0% 0.8%
<b>FUND TOTAL USES</b>	\$ 113,767	\$ 390,010	\$ 390,010	\$ 380,934	\$ 388,597	\$ 1,413	0.4%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 55,818,455	\$ 58,179,498	\$ 57,214,547	\$ 56,630,074	\$ 58,072,915	\$ (858,368)	-1.5%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 1,592,654	\$ 564,268	\$ 570,268	\$ 564,268	\$ 591,397	\$ (21,129)	-3.7%
<b>DEPARTMENT TOTAL USES</b>	\$ 57,411,109	\$ 58,743,766	\$ 57,784,815	\$ 57,194,342	\$ 58,664,312	\$ (879,497)	-1.5%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
<b>COMMUNITY SUPERVISION</b>							
JUV RESTITUTION AND PUBLIC SVC	6.00	6.00	6.00	6.00	6.00	-	0.0%
JUVENILE INTENSIVE SUPERVISION	38.70	38.70	34.20	34.50	34.50	.30	0.9%
JUVENILE STANDARD SUPERVISION	145.84	144.84	144.74	145.44	141.24	(3.50)	(2.4%)
<b>PROGRAM TOTAL</b>	<b>190.54</b>	<b>189.54</b>	<b>184.94</b>	<b>185.94</b>	<b>181.74</b>	<b>(3.20)</b>	<b>(1.7%)</b>
<b>INDIRECT SUPPORT</b>							
EXECUTIVE MANAGEMENT	4.00	8.00	8.00	8.00	8.00	-	0.0%
HUMAN RESOURCES	11.00	10.00	10.00	10.00	10.00	-	0.0%
OPERATIONS SUPPORT	15.00	13.00	13.00	13.00	13.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>30.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>	<b>-</b>	<b>0.0%</b>
<b>JUVENILE COURT DIVERSION</b>							
JUVENILE COURT DIVERSION	33.33	37.13	33.63	33.63	33.63	-	0.0%
JUVENILE DRUG DIVERSION	8.50	8.50	9.50	9.50	10.50	1.00	10.5%
JUVENILE TEEN COURT	8.80	8.80	8.80	8.80	8.80	-	0.0%
<b>PROGRAM TOTAL</b>	<b>50.63</b>	<b>54.43</b>	<b>51.93</b>	<b>51.93</b>	<b>52.93</b>	<b>1.00</b>	<b>1.9%</b>
<b>JUVENILE CRIME PREVENTION</b>							
JUVENILE LAW RELATED EDUCATION	10.80	10.80	9.40	9.40	6.40	(3.00)	(31.9%)
JUVENILE TRUANCY REDUCTION	5.60	4.70	3.20	3.20	3.20	-	0.0%
<b>PROGRAM TOTAL</b>	<b>16.40</b>	<b>15.50</b>	<b>12.60</b>	<b>12.60</b>	<b>9.60</b>	<b>(3.00)</b>	<b>(23.8%)</b>
<b>JUVENILE DETENTION</b>							
JUV DETENTION ALTERNATIVES	23.00	18.00	19.00	19.00	21.00	2.00	10.5%
JUV DETENTION CUSTODY AND CTRL	295.43	307.43	308.43	305.43	299.93	(8.50)	(2.8%)
JUV DETENTION MEDICAL CLINIC	25.00	25.00	25.00	25.00	25.00	-	0.0%
JUVENILE MENTAL HEALTH	12.00	14.00	11.00	11.00	11.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>355.43</b>	<b>364.43</b>	<b>363.43</b>	<b>360.43</b>	<b>356.93</b>	<b>(6.50)</b>	<b>(1.8%)</b>
<b>JUVENILE TREATMENT</b>							
JUV SEX OFFENDER CASE MGMT	16.63	16.63	16.63	16.63	16.63	-	0.0%
JUVENILE DRUG COURT	11.33	11.33	8.33	8.33	-	(8.33)	(100.0%)
JUVENILE OUT OF HOME CASE MGMT	18.14	20.14	20.14	20.14	23.67	3.53	17.5%
JUVENILE TREATMENT MGMT SVCS	-	.10	1.10	1.10	1.10	-	0.0%
<b>PROGRAM TOTAL</b>	<b>46.10</b>	<b>48.20</b>	<b>46.20</b>	<b>46.20</b>	<b>41.40</b>	<b>(4.80)</b>	<b>(10.4%)</b>
<b>DEPARTMENT TOTAL</b>	<b>689.10</b>	<b>703.10</b>	<b>690.10</b>	<b>688.10</b>	<b>673.60</b>	<b>(16.50)</b>	<b>(2.4%)</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accounting Specialist	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Admin/Operations Specialist	7.00	6.00	6.00	6.00	6.00	-	0.0%
Counselor	6.00	6.00	-	-	-	-	N/A
Deputy Director - Probation	3.00	3.00	3.00	3.00	3.00	-	0.0%
Detention Ofcr Supv -Probation	27.00	26.00	26.00	26.00	26.00	-	0.0%
Detention Officer - Probation	221.10	220.10	220.10	218.10	217.60	(2.50)	(1.1%)
Director - Probation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Food Service Worker	-	12.00	12.00	12.00	12.00	-	0.0%
Food Services Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Food Services Shift Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
General Laborer	19.00	18.00	18.00	18.00	15.00	(3.00)	(16.7%)
Health Educator	4.00	4.00	4.00	4.00	3.00	(1.00)	(25.0%)
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk	34.00	-	-	-	-	-	N/A
Justice System Clerk Associate	-	34.00	33.00	33.00	33.00	-	0.0%
Justice System Clerk Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk Supervisor	6.00	6.00	6.00	6.00	6.00	-	0.0%
Management Analyst	5.00	6.00	6.00	6.00	6.00	-	0.0%
Medical Assistant	4.00	4.00	4.00	4.00	4.00	-	0.0%
Mental Health Director – Juvenile	1.00	1.00	1.00	1.00	1.00	-	0.0%
Mental Health Professional	-	-	6.00	6.00	6.00	-	0.0%
Mental Health Professional Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
Nurse	14.00	14.00	14.00	14.00	14.00	-	0.0%
Nurse Practitioner	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Operations/Program Manager	1.00	2.00	2.00	2.00	2.00	-	0.0%
Physician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Probation Manager	6.00	6.00	6.00	6.00	6.00	-	0.0%
Probation Officer	224.00	225.00	219.00	219.00	212.00	(7.00)	(3.2%)
Probation Officer Supervisor	38.00	38.00	38.00	38.00	38.00	-	0.0%
Program Coordinator	4.00	4.00	4.00	4.00	2.00	(2.00)	(50.0%)
Psychologist	3.00	3.00	2.00	2.00	2.00	-	0.0%
Social Worker	2.00	2.00	1.00	1.00	1.00	-	0.0%
Social Worker Supervisor	1.00	1.00	-	-	-	-	N/A
Surveillance Officer	46.00	44.00	41.00	41.00	42.00	1.00	2.4%
Training Officer	2.00	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>689.10</b>	<b>703.10</b>	<b>690.10</b>	<b>688.10</b>	<b>673.60</b>	<b>(16.50)</b>	<b>(2.4%)</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	271.00	273.00	266.00	267.00	267.00	1.00	0.4%
227 JUVENILE PROBATION GRANTS	53.00	53.00	47.00	47.00	38.00	(9.00)	(19.1%)
255 DETENTION OPERATIONS	361.10	373.10	373.10	370.10	364.60	(8.50)	(2.3%)
275 JUVENILE PROBATION DIVERSION	4.00	4.00	4.00	4.00	4.00	-	0.0%
<b>Department Total</b>	<b>689.10</b>	<b>703.10</b>	<b>690.10</b>	<b>688.10</b>	<b>673.60</b>	<b>(16.50)</b>	<b>(2.4%)</b>

### Significant Variance Analysis

In FY 2017, 16.50 Full Time Equivalent (FTE) regular positions that were vacant for longer than a year were inactivated.

### General Adjustments

#### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$355,252 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by (\$51,175) for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.

- Increase Regular Benefits by \$128,442 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by \$113,189 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$74,608 for the impact of the changes in the base level telecommunication charges.
- Increase Internal Service Charges by \$9,336 for the impact of the changes in the radio charges.
- Decrease Personnel by \$248,197 for changes in pay rates.
- Decrease Personnel by \$150,018 for the elimination of vacant positions.
- Increase Allocation Out by \$502,204 for the change in Indirect Services Costs to Detention Operations Fund (255).
- Decrease Expenditures by \$167,711 for the reallocation to Superior Court for pay rate adjustments.
- Decrease Personnel Savings by \$111,182 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 11.55% in FY 2016 to 11.33% in FY 2017.

**Juvenile Probation Grants Fund (227)**

- Increase Regular Benefits by \$62,046 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by (\$20,088) for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$18,372 for the impact of the changes in retirement contribution rates.
- Decrease Personnel Savings by \$398,368 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 14.01% in FY 2016 to 5.33% in FY 2017.
- Decrease Personnel by \$611,555 for the elimination of regular and vacant positions.
- Increase Expenditures by \$152,857 to reflect an expected Increase in grant awards for FY 2017.

**Juvenile Probation Special Fees Fund (228) Non Recurring**

- Increase Expenditures by \$410,888 for the use of fund balance to cover operating costs.

**Detention Fund (229) Non Recurring**

- Increase Expenditures by \$6,007 for the use of fund balance to cover operating costs.

**Detention Fund (255) Operating**

- Increase Regular Benefits by \$491,104 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by (\$70,848) for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$130,925 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by \$125,157 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$96,906 for the impact of the changes in the base level telecommunication charges.

- Increase Internal Service Charges by \$12,125 for the impact of the changes in the radio charges.
- Increase Personnel Savings by \$147,932 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 9.66% in FY 2016 to 10.41% in FY 2017.
- Decrease Expenditures by \$5,300 for the reduction in Travel.
- Increase Expenditures by \$981 for Other Supplies and Services.
- Increase Expenditures by \$111,100 for Rent and Operating Leases.
- Decrease Personnel by \$384,585 for the elimination of vacant positions.
- Increase Allocation In by \$502,204 for the change in Indirect Services Costs from the General Fund (100).

**Juvenile Probation Diversion Fund (275) Operating**

- Increase Regular Benefits by \$5,233 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$2,466 for the impact of the changes in retirement contribution rates.
- Decrease Expenditures by \$8,246 for Other Personal Services.
- Increase Expenditures by \$1,413 for the restoration of Operating costs.
- Increase Personnel by \$2,355 for changes in pay rates.
- Increase Personnel Savings by \$3,221 based on prior year's actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 1.17% in FY 2016 to 1.96% in FY 2017,

**Juvenile Probation Diversion Fund (275) Non Recurring**

- Increase Expenditures by \$174,502 for the use of fund balance to cover operating costs.

**Programs and Activities**

**Juvenile Detention Program**

The purpose of the Juvenile Detention Program is to provide a structured detention setting for juvenile offenders so that they can appear for court hearings and not re-offend upon release into the community.

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of Detention Alternative participants who do not receive a subsequent referral for delinquency while participating in a detention alternative.	82.9%	85.7%	89.4%	89.5%	3.7%	4.4%
Percent of detained youth who received Detention Medical Health services without leaving the facility.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Incidents resulting in an injury to detained youth or detention staff.	3.4%	2.1%	5.7%	5.7%	3.5%	164.1%
Percent of detained youth who received Detention Mental Health services without leaving the facility.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Juvenile Detention Alternatives
- Juvenile Detention Medical Clinic
- Juvenile Detention Custody & Control
- Juvenile Mental Health

### Juvenile Detention Alternatives Activity

The purpose of the Juvenile Detention Alternatives Activity is to provide court-ordered alternatives to detention to youth so they can be crime free and law abiding without secure care detention, enhancing community safety.

**Mandates:** A.R.S. §8-321 establishes that the juvenile court in cooperation with the County Attorney may choose to divert juvenile offenders – so long as the offense is not violent or repeat – from the standard court proceedings to alternative processes.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Detention Alternative participants who do not receive a subsequent referral for delinquency while participating in a detention alternative.	82.9%	85.7%	89.4%	89.5%	3.7%	4.4%
Output	Number of youth placed on alternatives to detention during the reporting period.	2,010	2,228	2,111	2,155	(73)	-3.3%
Demand	Number of youth requiring alternatives to detention (GPS Units, non-therapeutic alternatives).	2,010	2,228	2,111	2,155	(73)	-3.3%
Expenditure Ratio	Total activity expenditures per youth placed on alternatives to detention.	\$ 1,218.06	\$ 1,520.77	\$ 1,215.22	\$ 1,442.44	\$ 78.33	5.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 48,071	\$ 89,050	\$ 83,448	\$ 288,168	\$ (199,118)	-223.6%
	255 - DETENTION OPERATIONS	2,400,231	3,299,218	2,481,872	2,820,287	478,931	14.5%
	TOTAL USES	\$ 2,448,302	\$ 3,388,268	\$ 2,565,320	\$ 3,108,455	\$ 279,813	8.3%

**Activity Narrative:** The projected number of youth requiring alternatives to detention for these programs and interventions did not increase as anticipated in FY 2016 due to the focus on process improvements instead of program expansions. In FY 2017, the focus will shift back to expansion, causing increased demand for electronic monitoring, evening reporting centers, shelter care, and other detention alternatives.

### Juvenile Detention Custody and Control Activity

The purpose of the Juvenile Detention Custody and Control Activity is to provide shelter, education and programming services to youth so they can maintain their health and well-being while detained.

**Mandates:** A.R.S. §8-305 establishes that the county shall maintain a detention center, separate from adult detention facilities, where juveniles can be detained when necessary before or after a hearing or as a condition of probation. Otherwise juveniles may be temporarily detained in adult detention centers as long as they are separated from adult detainees completely. The Board of Supervisors may choose to contract with a third-party to provide that service.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Incidents resulting in an injury to detained youth or detention staff.	3.4%	2.1%	5.7%	5.7%	3.5%	164.1%
Output	Number of screened youth detained during the reporting period.	4,085	4,000	3,383	3,383	(617)	-15.4%
Output	Number of detained youth (total detained youth population)	516	500	451	451	(49)	-9.8%
Demand	Number of youth screened by the Juvenile Detention Assessment Center (JDAC).	6,172	6,000	5,591	5,591	(409)	-6.8%
Expenditure Ratio	Total activity expenditures per juvenile detainee during the reporting period.	\$ 4,033.89	\$ 4,059.44	\$ 4,383.61	\$ 4,383.36	\$ (323.91)	-8.0%
<i>Revenue</i>							
	100 - GENERAL	\$ -	\$ 9,000	\$ 5,500	\$ 8,000	\$ (1,000)	-11.1%
	227 - JUVENILE PROBATION GRANTS	351,377	461,000	405,629	459,000	(2,000)	-0.4%
	TOTAL SOURCES	\$ 351,377	\$ 470,000	\$ 411,129	\$ 467,000	\$ (3,000)	-0.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 23,286	\$ 21,877	\$ 22,996	\$ 22,745	\$ (868)	-4.0%
	227 - JUVENILE PROBATION GRANTS	378,311	459,700	343,020	481,277	(21,577)	-4.7%
	255 - DETENTION OPERATIONS	24,568,160	23,875,080	24,142,720	24,003,318	(128,238)	-0.5%
	TOTAL USES	\$ 24,969,757	\$ 24,356,657	\$ 24,508,736	\$ 24,507,340	\$ (150,683)	-0.6%

**Activity Narrative:** New practices that were implemented in the latter part of FY 2015 (call in warrant process, ability for law enforcement to call Detention before bringing a youth to the doors, and a new screening instrument) became more fully operational in FY 2016. These practices led to a reduction in the number of youth screened and detained. This trend is expected to continue in FY 2017.

### Juvenile Detention Medical Clinic Activity

The purpose of the Juvenile Detention Medical Clinic Activity is to provide health services to detained youth so they can maintain their medical health while detained.

**Mandates:** A.R.S. §8-342 establishes that before commitment to the department of juvenile corrections, every child shall be given a medical examination.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of detained youth who received Detention Medical Health services without leaving the facility.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Detention Medical Health services delivered during the time period.	79,645	78,000	77,124	76,355	(1,645)	-2.1%
Demand	Number of Detention Medical Health services requested.	79,645	78,000	77,124	76,355	(1,645)	-2.1%
Expenditure Ratio	Total activity expenditures per Detention Medical service delivered.	\$ 37.08	\$ 37.81	\$ 40.26	\$ 43.10	\$ (5.29)	-14.0%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 2,953,450	\$ 2,949,529	\$ 3,105,371	\$ 3,291,017	\$ (341,488)	-11.6%
	TOTAL USES	\$ 2,953,450	\$ 2,949,529	\$ 3,105,371	\$ 3,291,017	\$ (341,488)	-11.6%

**Activity Narrative:** The number of Medical Health Services delivered has declined as the detention population has declined. The Department is anticipating a decrease commensurate with the decline in the detention population for FY 2017. However, the decline may not be as great as anticipated based on the needs of youth in detention.

### Juvenile Mental Health Activity

The purpose of the Juvenile Mental Health Activity is to provide mental health services to detained youth so they can maintain their mental stability while detained.

**Mandates:** A.R.S. §8-272, 8-273, and 8-341.01 establishes residential treatment services to address the child's behavioral, psychological, social or mental health needs. A.R.S. §8-342 establishes that before commitment to the department of juvenile corrections, every child shall be given a medical examination.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of detained youth who received Detention Mental Health services without leaving the facility.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Detention Mental Health services provided during the month.	4,623	5,700	5,713	5,713	13	0.2%
Demand	Number of Detention Mental Health services requested during the month.	4,623	5,700	5,713	5,713	13	0.2%
Expenditure Ratio	Total activity expenditures per Detention Mental Health Service provided.	\$ 200.50	\$ 157.73	\$ 152.80	\$ 159.29	\$ (1.55)	-1.0%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 926,903	\$ 899,078	\$ 872,956	\$ 910,004	\$ (10,926)	-1.2%
	TOTAL USES	\$ 926,903	\$ 899,078	\$ 872,956	\$ 910,004	\$ (10,926)	-1.2%

### Juvenile Court Diversion Program

The purpose of the Juvenile Court Diversion Program is to provide structured formal court diversion opportunities to justice involved youth with diversion eligible offenses so they can complete consequences without formal court involvement.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of juveniles that completed Diversion successfully	75.1%	78.1%	75.7%	78.1%	(0.1%)	-0.1%
Percent of juveniles that completed Diversion successfully and were not referred to court for a subsequent referral.	79.7%	81.3%	80.5%	82.0%	0.8%	0.9%
Percent of juveniles that completed Teen Court successfully	80.7%	76.6%	75.2%	75.2%	(1.4%)	-1.9%
Percent of juveniles that completed Teen Court successfully and were not referred to court for a new referral	88.6%	89.5%	86.9%	86.9%	(2.6%)	-2.9%
Percent of juveniles that completed Drug Diversion successfully in the quarter	74.4%	75.4%	78.2%	80.4%	5.0%	6.7%
Percent of juveniles that completed Drug Diversion successfully and were not referred to court for a delinquent referral.	86.3%	85.6%	84.9%	84.9%	(0.7%)	-0.8%

Activities that comprise this program include:

- Juvenile Court Diversion
- Juvenile Teen Court
- Juvenile Drug Diversion

### Juvenile Court Diversion Activity

The purpose of the Juvenile Court Diversion Activity is to provide case management to youth who receive diversion-eligible referrals so they can complete referral consequences and services without formal court intervention.

**Mandates:** A.R.S. §8-321 establishes that the juvenile court in cooperation with the County Attorney may choose to divert juvenile offenders – so long as the offense is not violent or repeat – from the standard court proceedings to alternative processes.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of juveniles that completed Diversion successfully	75.1%	78.1%	75.7%	78.1%	(0.1%)	-0.1%
Result	Percent of juveniles that completed Diversion successfully and were not referred to court for a subsequent referral.	79.7%	81.3%	80.5%	82.0%	0.8%	0.9%
Output	Number of new juveniles receiving Diversion Services during time period	7,942	7,215	7,380	7,380	165	2.3%
Demand	Number of new juveniles referred by the County Attorney for Diversion Services during time period	7,942	7,215	7,380	7,380	165	2.3%
Expenditure Ratio	Total activity expenditures per juvenile receiving Diversion Services during time period.	\$ 255.27	\$ 277.92	\$ 271.61	\$ 293.59	\$ (15.67)	-5.6%
<i>Revenue</i>							
	227 - JUVENILE PROBATION GRANTS	\$ 2,697,908	\$ 2,094,499	\$ 1,841,841	\$ 1,829,131	\$ (265,368)	-12.7%
	275 - JUVENILE PROBATION DIVERSION	222,667	208,571	202,561	208,571	-	0.0%
	TOTAL SOURCES	\$ 2,920,575	\$ 2,303,070	\$ 2,044,402	\$ 2,037,702	\$ (265,368)	-11.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 827,346	\$ 716,593	\$ 837,493	\$ 843,650	\$ (127,057)	-17.7%
	227 - JUVENILE PROBATION GRANTS	1,162,079	1,096,544	915,250	927,101	169,443	15.5%
	255 - DETENTION OPERATIONS	-	(7,448)	63,866	120,130	(127,578)	1712.9%
	275 - JUVENILE PROBATION DIVERSION	37,948	199,530	187,893	275,810	(76,280)	-38.2%
	TOTAL USES	\$ 2,027,373	\$ 2,005,219	\$ 2,004,502	\$ 2,166,691	\$ (161,472)	-8.1%

**Activity Narrative:** The Department has experienced a slight increase in the number of youth eligible for Juvenile Court Diversion. However, it is not anticipated that there will be any significant change in FY 2017.

### Juvenile Drug Diversion Activity

The purpose of the Juvenile Drug Diversion Activity is to provide case management to youth with drug related referrals so they can complete required consequences and services without formal court intervention.

**Mandates:** A.R.S. §8-321 establishes that the juvenile court in cooperation with the County Attorney may choose to divert juvenile offenders – so long as the offense is not violent or repeat – from the standard court proceedings to alternative processes.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of juveniles that completed Drug Diversion successfully in the quarter	74.4%	75.4%	78.2%	80.4%	5.0%	6.7%
Result	Percent of juveniles that completed Drug Diversion successfully and were not referred to court for a delinquent referral.	86.3%	85.6%	84.9%	84.9%	(0.7%)	-0.8%
Output	Number of new juveniles receiving Drug Diversion Services during the month.	1,343	1,535	1,308	1,308	(227)	-14.8%
Demand	Number of eligible juveniles required to participate in Drug Diversion Services during the month	1,343	1,535	1,308	1,308	(227)	-14.8%
Expenditure Ratio	Total Activity Expenditure (per participant) to provide Drug Diversion services during the reporting period.	\$ 540.37	\$ 523.41	\$ 603.77	\$ 647.53	\$ (124.11)	-23.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 323,764	\$ 336,296	\$ 325,099	\$ 408,287	\$ (71,991)	-21.4%
	227 - JUVENILE PROBATION GRANTS	355,862	374,313	370,415	384,712	(10,399)	-2.8%
	275 - JUVENILE PROBATION DIVERSION	46,095	92,831	94,215	53,965	38,866	41.9%
	TOTAL USES	\$ 725,721	\$ 803,440	\$ 789,729	\$ 846,964	\$ (43,524)	-5.4%

**Activity Narrative:** Referrals for drug offenses declined in the first six months of FY 2016 compared to the same period in FY 2015. However, the recent increases suggest this trend may be leveling off, but no increase in youth is expected for FY 2017.

### Juvenile Teen Court Activity

The purpose of the Juvenile Teen Court is to provide case management to youth participating in Teen Court so they can complete consequences and services without formal court intervention.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of juveniles that completed Teen Court successfully	80.7%	76.6%	75.2%	75.2%	(1.4%)	-1.9%
Result	Percent of juveniles that completed Teen Court successfully and were not referred to court for a new referral	88.6%	89.5%	86.9%	86.9%	(2.6%)	-2.9%
Output	Number of new juveniles receiving Teen Court services during the reporting period.	1,468	1,310	1,436	1,436	126	9.6%
Demand	Number of new juveniles sent to Teen Court Services during the reporting period.	1,468	1,280	1,436	1,436	156	12.2%
Expenditure Ratio	Total activity expenditures (per juvenile) to provide Teen Court Services during time period.	\$ 481.28	\$ 511.19	\$ 158.26	\$ 372.87	\$ 138.33	27.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 264,316	\$ 152,982	\$ (293,038)	\$ 43,524	\$ 109,458	71.5%
	227 - JUVENILE PROBATION GRANTS	412,472	419,030	421,477	433,089	(14,059)	-3.4%
	275 - JUVENILE PROBATION DIVERSION	29,724	97,649	98,826	58,822	38,827	39.8%
	TOTAL USES	\$ 706,512	\$ 669,661	\$ 227,265	\$ 535,435	\$ 134,226	20.0%

**Activity Narrative:** The Department's implementation of new policies in FY 2015 and FY 2016 have led to more consistency. As referrals continue to drop overall, it is expected that the increase in Output and Demand for Teen Court over initial FY 2016 expectations will be countered by a decrease in other Early Intervention activities.

### Juvenile Crime Prevention Program

The purpose of the Juvenile Crime Prevention Program is to provide crime prevention programs and educational opportunities to youth in Maricopa County so they can increase knowledge about the law and reduce their risk of formal court involvement.

### Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of youth who attended law related education that report an increased awareness of the legal system (survey results).	100.0%	98.5%	100.0%	100.0%	1.5%	1.5%
Percent of youth who attended law related education that report a feeling of safety while on school campus	97.4%	98.5%	97.4%	97.4%	(1.2%)	-1.2%
Percent of participants in CUTS-lite conferences that do not receive subsequent truancy referrals.	96.6%	96.8%	97.0%	97.1%	0.3%	0.3%

Activities that comprise this program include:

- Juvenile Law Related Education
- Juvenile Truancy Reduction

### Juvenile Law Related Education Activity

The purpose of the Juvenile Law Related Education Activity is to provide law related education and educational opportunities to youth attending schools with Safe Schools and/or Teen Court Programs so they can learn about the legal system.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of youth who attended law related education that report an increased awareness of the legal system (survey results).	100.0%	98.5%	100.0%	100.0%	1.5%	1.5%
Result	Percent of youth who attended law related education that report a feeling of safety while on school campus	97.4%	98.5%	97.4%	97.4%	(1.2%)	-1.2%
Output	Number of youth participants (volunteers) in Teen Court plus the number of LRE Youth contacts	26,877	32,276	26,445	26,445	(5,831)	-18.1%
Output	Number of Law Related Education Hours delivered	914	1,075	860	860	(215)	-20.0%
Demand	Number of youth requesting Teen Court Volunteer training plus the Safe Schools population.	4,460	4,532	4,266	4,266	(266)	-5.9%
Demand	Number of Law Related Education Hours requested	914	1,075	860	860	(215)	-20.0%
Expenditure Ratio	Total activity expenditures per youth who receives LRE, attends Teen Court Volunteer Training, or is a volunteer in Teen Court during the reporting period.	\$ 20.48	\$ 22.02	\$ 23.41	\$ 18.51	\$ 3.50	15.9%
<i>Revenue</i>							
	227 - JUVENILE PROBATION GRANTS	\$ 222,577	\$ 308,681	\$ 257,521	\$ 304,876	\$ (3,805)	-1.2%
	TOTAL SOURCES	\$ 222,577	\$ 308,681	\$ 257,521	\$ 304,876	\$ (3,805)	-1.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 153,166	\$ 252,774	\$ 267,394	\$ 259,923	\$ (7,149)	-2.8%
	227 - JUVENILE PROBATION GRANTS	397,339	457,819	351,635	229,673	228,146	49.8%
	TOTAL USES	\$ 550,505	\$ 710,593	\$ 619,029	\$ 489,596	\$ 220,997	31.1%

**Activity Narrative:** The Department's ability to provide Law Related Education and Training (LRE) decreased again in FY 2016 due to the reduction of grant funding that resulted in the loss of two positions. It is expected that the ability of the Department to provide LRE hours will not increase in FY 2017.

### Juvenile Truancy Reduction Activity

The purpose of the Juvenile Truancy Reduction Activity is to provide information and intervention to youth, families and schools so they can decrease truancy.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of participants in CUTS-lite conferences that do not receive subsequent truancy referrals.	96.6%	96.8%	97.0%	97.1%	0.3%	0.3%
Output	Number of participants in JPD Truancy Reduction programs	853	766	797	804	38	5.0%
Demand	Number of new truancy referrals during the reporting period.	1,042	846	1,204	1,240	394	46.6%
Expenditure Ratio	Total activity expenditures (per juvenile) to provide Truancy Reduction activities during the reporting period.	\$ 447.46	\$ 377.87	\$ 365.56	\$ 339.82	\$ 38.05	10.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 175,595	\$ 200,044	\$ 203,833	\$ 181,681	\$ 18,363	9.2%
	227 - JUVENILE PROBATION GRANTS	206,085	89,405	87,517	91,535	(2,130)	-2.4%
	TOTAL USES	\$ 381,680	\$ 289,449	\$ 291,350	\$ 273,216	\$ 16,233	5.6%

**Activity Narrative:** Truancy referrals are up 69% in the first six months of FY 2016 compared to the same time in FY 2015. This is the result of one school district (57 Elementary Schools, 12 Junior High Schools, 6 High Schools, and 2 Alternative High Schools) beginning to send their truancy referrals to

Juvenile Probation. The increase in truancy referrals is expected to continue into FY 2017 resulting in more youth eligible for the truancy reduction programs.

### Community Supervision Program

The purpose of the Community Supervision Program is to provide appropriate levels of community supervision to adjudicated juveniles who have been placed on probation so they can become law abiding members of the community.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of juveniles without a subsequent adjudication (including VOP) during the fiscal year for offenses that occurred while supervised on JIPS.	58.3%	56.4%	56.4%	56.4%	0.0%	0.0%
Percent of juveniles who did not reoffend with a new delinquent referral during the quarter.	76.1%	76.3%	76.4%	76.4%	0.2%	0.2%
Percent of juveniles who did not reoffend with a new delinquent referral within the quarter while supervised under Standard Supervision.	85.4%	83.8%	86.0%	86.0%	2.2%	2.7%
Percent of juveniles without a subsequent adjudication (including VOP) in the fiscal year for offenses that occurred while supervised on Standard supervision.	77.5%	70.3%	70.3%	72.9%	2.6%	3.8%
Percent of youth accepted to JCORPS.	99.2%	99.4%	99.3%	99.3%	(0.1%)	-0.1%
Percent of JCORPS participants who earned restitution or community service hours.	82.2%	78.1%	77.6%	77.6%	(0.5%)	-0.6%

Activities that comprise this program include:

- Juvenile Intensive Supervision
- Juvenile Restitution & Public Service
- Juvenile Standard Supervision

### Juvenile Intensive Supervision Activity

The purpose of the Juvenile Intensive Supervision Activity is to provide intensive supervision, monitoring and community referrals to youth who would otherwise be committed to juvenile corrections and their families so they can obtain the tools and knowledge necessary to achieve a law abiding lifestyle.

**Mandates:** A.R.S. §8-352 and 8-353 establish the conditions for intensive probation under the supervision of a juvenile probation officer and caseload restrictions.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of juveniles without a subsequent adjudication (including VOP) during the fiscal year for offenses that occurred while supervised on JIPS.	58.3%	56.4%	56.4%	56.4%	0.0%	0.0%
Result	Percent of juveniles who did not reoffend with a new delinquent referral during the quarter.	76.1%	76.3%	76.4%	76.4%	0.2%	0.2%
Output	Number of new juveniles supervised on Juvenile Intensive Probation Supervision (JIPS) status as ordered by the Court	412	377	368	368	(9)	-2.4%
Demand	New juveniles added/placed on Juvenile Intensive Probation Supervision (JIPS) status as ordered by the Court	412	377	368	368	(9)	-2.4%
Expenditure Ratio	Total expenditures per juvenile placed on Juvenile Intensive Probation Supervision (JIPS) status	\$ 4,935.18	\$ 5,413.53	\$ 4,871.33	\$ 4,705.52	\$ 708.01	13.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,011,536	\$ 1,976,892	\$ 1,764,046	\$ 1,675,106	\$ 301,786	15.3%
	227 - JUVENILE PROBATION GRANTS	21,760	64,009	28,602	56,527	7,482	11.7%
	TOTAL USES	\$ 2,033,296	\$ 2,040,901	\$ 1,792,648	\$ 1,731,633	\$ 309,268	15.2%

**Activity Narrative:** The number of youth on intensive supervision has declined from anticipated levels in FY 2016. However, the Department anticipates more frequent considerations for Juvenile Intensive Supervision as an alternative to State Corrections and Out of Home Placement, which could slow the reduction of the supervised population.

### Juvenile Restitution and Public Service Activity

The purpose of the Juvenile Restitution and Public Service Activity is to provide appropriate supervision and opportunities to perform community service to juveniles so they can make amends to their victim(s) and the community.

**Mandates:** A.R.S. §8-321 establishes that the juvenile court in cooperation with the County Attorney may choose to divert juvenile offenders – so long as the offense is not violent or repeat – from the standard court proceedings to alternative processes.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of youth accepted to JCORPS.	99.2%	99.4%	99.3%	99.3%	(0.1%)	-0.1%
Result	Percent of JCORPS participants who earned restitution or community service hours.	82.2%	78.1%	77.6%	77.6%	(0.5%)	-0.6%
Output	Number of youth who are accepted to participate in Juvenile Restitution & Public Service (JCORPS)	1,346	1,411	1,315	1,315	(96)	-6.8%
Output	Number of youth who participate in Juvenile Restitution & Public Service (JCORPS).	1,106	1,104	1,020	1,020	(84)	-7.6%
Demand	Number of youth who apply for acceptance to Juvenile Restitution & Public Service (JCORPS)	1,357	1,419	1,324	1,324	(95)	-6.7%
Expenditure Ratio	Total activity expenditures per juvenile that participates in Juvenile Restitution & Public Service opportunities.	\$ 266.09	\$ 259.92	\$ 297.44	\$ 333.55	\$ (73.63)	-28.3%
<i>Revenue</i>							
	229 - JUVENILE RESTITUTION	\$ 1,266	\$ 3,135	\$ 1,661	\$ 3,135	\$ -	0.0%
	TOTAL SOURCES	\$ 1,266	\$ 3,135	\$ 1,661	\$ 3,135	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 285,434	\$ 276,949	\$ 300,338	\$ 330,209	\$ (53,260)	-19.2%
	229 - JUVENILE RESTITUTION	8,864	10,000	3,047	10,007	(7)	-0.1%
	TOTAL USES	\$ 294,298	\$ 286,949	\$ 303,385	\$ 340,216	\$ (53,267)	-18.6%

**Juvenile Standard Supervision Activity**

The purpose of the Juvenile Standard Supervision Activity is to provide appropriate supervision, monitoring and community referrals to youth (placed on Standard Probation) and families so they can obtain the tools and knowledge necessary to achieve a law abiding lifestyle.

**Mandates:** A.R.S. §12-269 and 8-353 require counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of juveniles who did not reoffend with a new delinquent referral within the quarter while supervised under Standard Supervision.	85.4%	83.8%	86.0%	86.0%	2.2%	2.7%
Result	Percent of juveniles without a subsequent adjudication (including VOP) in the fiscal year for offenses that occurred while supervised on Standard supervision.	77.5%	70.3%	70.3%	72.9%	2.6%	3.8%
Output	Number of new juveniles supervised on Juvenile Standard Supervision status as ordered by the Court each month.	2,239	2,184	2,047	2,148	(36)	-1.6%
Demand	Number of new juveniles added/placed on Juvenile Standard Supervision status as ordered by the Court each month.	2,239	2,184	2,047	2,148	(36)	-1.6%
Expenditure Ratio	Total activity expenditures per juvenile placed on Juvenile Standard Supervision status.	\$ 4,571.12	\$ 4,558.49	\$ 5,283.93	\$ 5,039.11	\$ (480.62)	-10.5%
<i>Revenue</i>							
	227 - JUVENILE PROBATION GRANTS	\$ 45,272	\$ 369,072	\$ 187,825	\$ 296,821	\$ (72,251)	-19.6%
	228 - JUVENILE PROBATION SPECIAL FEE	225,077	248,000	174,466	248,000	-	0.0%
	255 - DETENTION OPERATIONS	14,817	-	-	-	-	N/A
	TOTAL SOURCES	\$ 285,166	\$ 617,072	\$ 362,291	\$ 544,821	\$ (72,251)	-11.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 6,781,649	\$ 6,336,807	\$ 7,315,982	\$ 7,264,653	\$ (927,846)	-14.6%
	227 - JUVENILE PROBATION GRANTS	341,391	560,808	419,554	478,684	82,124	14.6%
	228 - JUVENILE PROBATION SPECIAL FEE	3,111,704	3,058,130	3,080,676	3,080,665	(22,535)	-0.7%
	TOTAL USES	\$ 10,234,744	\$ 9,955,745	\$ 10,816,212	\$ 10,824,002	\$ (868,257)	-8.7%

**Activity Narrative:** The Department is not expecting any substantive change in the number of juveniles supervised as a result of fewer youth being referred to the Juvenile Court. However, an increased focus on youth being considered for commitment to the Arizona Department of Juvenile Corrections and proposed legislation related to Juvenile Intensive Probation Supervision may have an impact on the number of youth served. In addition, the Department remains actively engaged in the development of a more structured case plan geared towards risk and need factors identified by the Arizona Youth Assessment System. A new graduated response matrix is in development and should be implemented in the next fiscal year. These proposals are expected to reduce recidivism for youth on Standard Supervision.

**General Fund (100)**

- Increase in Allocation In by \$65,568 from Adult Probation for Communication Center.

**Juvenile Treatment Program**

The purpose of the Juvenile Treatment Program is to provide individualized treatment to juvenile offenders so that they can meet their legal obligations and avoid future criminal behavior.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of youth who do not receive a subsequent adjudication (includes VOP) while supervised by Treatment Supervision Unit (includes aftercare)	83.3%	91.9%	83.3%	89.0%	(2.9%)	-3.2%
Percent of youth who did not reoffend with a new delinquent referral within the quarter.	99.0%	99.5%	98.6%	98.9%	(0.7%)	-0.7%
Percent of youth who do not receive a subsequent adjudication (including VOP) while supervised by the Special Supervision Unit	76.1%	79.5%	79.5%	77.1%	(2.4%)	-3.1%
Percent of youth who did not reoffend with a new delinquent referral within the quarter.	95.5%	95.5%	94.6%	94.8%	(0.7%)	-0.7%

Activities that comprise this program include:

- Juvenile Out of Home Case Management
- Juvenile Sex Offender Case Management

Juvenile Out of Home Case Management Activity

The purpose of the Juvenile Out-of-Home Case Management Activity is to provide therapeutic treatment services and supervision to youth placed in out of home therapeutic treatment so they can obtain the tools and knowledge necessary to achieve a law abiding lifestyle.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of youth who do not receive a subsequent adjudication (includes VOP) while supervised by Treatment Supervision Unit (includes aftercare)	83.3%	91.9%	83.3%	89.0%	(2.9%)	-3.2%
Result	Percent of youth who did not reoffend with a new delinquent referral within the quarter.	99.0%	99.5%	98.6%	98.9%	(0.7%)	-0.7%
Output	Number of new youth in Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit	579	743	385	601	(142)	-19.1%
Demand	Number of new youth requiring Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit	579	743	385	601	(142)	-19.1%
Expenditure Ratio	Total activity expenditure per youth requiring Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit	\$ 1,501.09	\$ 1,679.21	\$ 2,856.19	\$ 2,334.98	\$ (655.76)	-39.1%
<i>Revenue</i>							
	227 - JUVENILE PROBATION GRANTS	\$ 557,197	\$ 717,452	\$ 584,858	\$ 654,609	\$ (62,843)	-8.8%
	TOTAL SOURCES	\$ 557,197	\$ 717,452	\$ 584,858	\$ 654,609	\$ (62,843)	-8.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 573,509	\$ 919,922	\$ 819,441	\$ 1,090,588	\$ (170,666)	-18.6%
	227 - JUVENILE PROBATION GRANTS	295,625	327,734	280,192	312,734	15,000	4.6%
	TOTAL USES	\$ 869,134	\$ 1,247,656	\$ 1,099,633	\$ 1,403,322	\$ (155,666)	-12.5%

**Activity Narrative:** The Department experienced a decreased ability to meet the demand for residential services through rate increases in Administrative Office of the Courts managed treatment contracts. However, as the demand for out of home services remains constant and the number of youth in foster care increases, it is anticipated that the Department will return to levels slightly about FY 2015.

**Juvenile Sex Offender Case Management Activity**

The purpose of the Juvenile Sex Offender Case Management Activity is to provide sex offender treatment services and supervision to youth supervised by the Special Supervision Unit (adjudicated of a sex offense) so they can obtain the tools and knowledge necessary to achieve a law abiding lifestyle.

**Mandates:** A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of youth who do not receive a subsequent adjudication (including VOP) while supervised by the Special Supervision Unit	76.1%	79.5%	79.5%	77.1%	(2.4%)	-3.1%
Result	Percent of youth who did not reoffend with a new delinquent referral within the quarter.	95.5%	95.5%	94.6%	94.8%	(0.7%)	-0.7%
Output	Number of new youth adjudicated of a sexual offense and supervised by the Special Supervision Unit (SSU)	101	106	95	98	(8)	-7.5%
Demand	Number of youth adjudicated of a sexual offense	95	112	98	103	(9)	-8.0%
Expenditure Ratio	Total activity expenditure per youth supervised by the Special Supervision Unit (SSU)	\$ 9,206.58	\$ 8,951.04	\$ 11,035.56	\$ 11,548.23	\$ (2,597.20)	-29.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 847,044	\$ 868,315	\$ 933,568	\$ 973,780	\$ (105,465)	-12.1%
	227 - JUVENILE PROBATION GRANTS	82,821	80,495	114,810	157,947	(77,452)	-96.2%
	TOTAL USES	\$ 929,865	\$ 948,810	\$ 1,048,378	\$ 1,131,727	\$ (182,917)	-19.3%

**Activity Narrative:** The number of youth adjudicated with a sexual offense was not as high as anticipated in FY 2016. This caused the number of youth supervised to also be Forecasted lower than expected. However, upcoming changes in the supervision of out of County youth are expected to result in a slight increase in youth supervised by the Special Supervision Unit (SSU). The percent of youth who do not receive a subsequent adjudication while supervised by the SSU is not expected to change significantly due to the historically low recidivism with this group of youth.

## Appropriated Budget Reconciliations

### General Fund (100)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 17,872,534</b>	<b>\$ 15,550</b>
Adjustments:	Agenda Item:		
<b>Reallocations</b>		<b>\$ (1,105,000)</b>	<b>\$ -</b>
<i>Jud Branch Interdeptl Transfer</i>	<i>MEMO</i>	<i>(1,105,000)</i>	<i>-</i>
<b>FY 2016 Revised Budget</b>		<b>\$ 16,767,534</b>	<b>\$ 15,550</b>
Adjustments:	Agenda Item:		
<b>Reallocations</b>		<b>\$ 875,000</b>	<b>\$ -</b>
<i>Jud Branch Interdeptl Transfer</i>	<i>MEMO</i>	<i>875,000</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>		<b>\$ 17,642,534</b>	<b>\$ 15,550</b>
Adjustments:	Agenda Item:		
<b>Employee Compensation and Benefits</b>			
<b>Employee Retirement and Benefits</b>		<b>\$ 432,519</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>		<i>355,252</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>		<i>(51,175)</i>	<i>-</i>
<i>Retirement Contributions</i>		<i>128,442</i>	<i>-</i>
<b>Base Adjustments</b>		<b>\$ (316,278)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>		<i>(248,197)</i>	<i>-</i>
<i>Decrease due to Changes in Pay Rates</i>	\$ (248,197)		
<i>Radio Charges Adjustment</i>		<i>9,336</i>	<i>-</i>
<i>Risk Management Adjustment</i>		<i>(113,189)</i>	<i>-</i>
<i>Base Telecom Adjustment</i>		<i>74,608</i>	<i>-</i>
<i>Personnel Savings</i>		<i>111,182</i>	<i>-</i>
<i>Decrease Vacancy Savings from 11.55% to 11.33%</i>	\$ 111,182		
<i>Vacant Position Elimination</i>		<i>(150,018)</i>	<i>-</i>
<b>Reallocations</b>		<b>\$ (604,347)</b>	<b>\$ -</b>
<i>Jud Branch Interdeptl Transfer</i>	<i>MEMO</i>	<i>(167,711)</i>	<i>-</i>
<i>Reallocation to Superior Court for Pay Rate Adjustments</i>	\$ (167,711)		
<i>Realloc between Juvenile Funds</i>		<i>(502,204)</i>	<i>-</i>
<i>Increase Allocation Out to Detention Fund for Indirect Services Costs</i>	\$ (502,204)		
<i>Reallocation Between Depts</i>		<i>65,568</i>	<i>-</i>
<i>Increase Allocation In From Adult Probation for Communications Center</i>	\$ 65,568		
<b>FY 2017 Adopted Budget</b>		<b>\$ 17,154,428</b>	<b>\$ 15,550</b>
<i>Percent Change from Baseline Amount</i>		<i>-2.8%</i>	<i>0.0%</i>

Juvenile Probation Grants Fund (227)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 3,811,356</b>	<b>\$ 3,811,356</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 140,049</b>	<b>\$ 140,049</b>
<i>Juv Prob FY 16 Grant Recon</i>	<i>140,049</i>	<i>140,049</i>
Agenda Item:		
<i>C-27-16-004-2-00</i>		
<b>FY 2016 Revised Budget</b>	<b>\$ 3,951,405</b>	<b>\$ 3,951,405</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (140,049)</b>	<b>\$ (140,049)</b>
<i>Juv Prob FY 16 Grant Recon</i>	<i>(140,049)</i>	<i>(140,049)</i>
Agenda Item:		
<i>C-27-16-004-2-00</i>		
<b>FY 2017 Baseline Budget</b>	<b>\$ 3,811,356</b>	<b>\$ 3,811,356</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 60,330</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>62,046</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	<i>(20,088)</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>18,372</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (213,187)</b>	<b>\$ -</b>
<i>Personnel Savings</i>	<i>398,368</i>	<i>-</i>
<i>Decrease Vacancy Savings from 14.01% to 5.33%</i>	<i>\$ 398,368</i>	<i>-</i>
<i>Vacant Position Elimination</i>	<i>(611,555)</i>	<i>-</i>
<b>Grants</b>	<b>\$ 152,857</b>	<b>\$ -</b>
<i>Grant Reconciliation</i>	<i>152,857</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 3,811,356</b>	<b>\$ 3,811,356</b>
<i>Percent Change from Baseline Amount</i>	<i>0.0%</i>	<i>0.0%</i>

Juvenile Probation Grants Fund (227) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 412,912	\$ 412,912	\$ 412,912	\$ 445,751	\$ 445,751
Sources:					
Operating	\$ 3,754,613	\$ 3,811,356	\$ 3,951,405	\$ 3,339,797	\$ 3,811,356
Total Sources:	\$ 3,754,613	\$ 3,811,356	\$ 3,951,405	\$ 3,339,797	\$ 3,811,356
Uses:					
Operating	\$ 3,721,779	\$ 3,811,356	\$ 3,951,405	\$ 3,339,797	\$ 3,811,356
Total Uses:	\$ 3,721,779	\$ 3,811,356	\$ 3,951,405	\$ 3,339,797	\$ 3,811,356
Structural Balance	\$ 32,834	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 5	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 445,751	\$ 412,912	\$ 412,912	\$ 445,751	\$ 445,751
Total Ending Spendable Fund Balance	\$ 445,751	\$ 412,912	\$ 412,912	\$ 445,751	\$ 445,751

Juvenile Probation Special Fees Fund (228)

	Expenditures	Revenue
<b>OPERATING</b>		
FY 2016 Adopted Budget	\$ 2,669,777	\$ 2,669,777
FY 2016 Revised Budget	\$ 2,669,777	\$ 2,669,777
FY 2017 Baseline Budget	\$ 2,669,777	\$ 2,669,777
FY 2017 Adopted Budget	\$ 2,669,777	\$ 2,669,777
<i>Percent Change from Baseline Amount</i>	<i>0.0%</i>	<i>0.0%</i>
	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
FY 2016 Adopted Budget	\$ 388,353	\$ -
FY 2016 Revised Budget	\$ 388,353	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (388,353)	\$ -
<i>Other Non Recurring</i>	<i>(388,353)</i>	<i>-</i>
FY 2017 Baseline Budget	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 410,888	\$ -
<i>Other Non Recurring</i>	<i>410,888</i>	<i>-</i>
<i>Use of Fund Balance to Cover Operating Costs</i>	<i>\$ 410,888</i>	<i>-</i>
FY 2017 Adopted Budget	\$ 410,888	\$ -
<i>Percent Change from Baseline Amount</i>		

Juvenile Probation Special Fees Fund (228) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 1,364,967	\$ 420,940	\$ 420,940	\$ 1,549,932	\$ 1,382,865
Sources:					
Operating	\$ 3,296,676	\$ 2,669,777	\$ 2,669,777	\$ 2,913,609	\$ 2,669,777
Total Sources:	\$ 3,296,676	\$ 2,669,777	\$ 2,669,777	\$ 2,913,609	\$ 2,669,777
Uses:					
Operating	\$ 2,827,976	\$ 2,669,777	\$ 2,669,777	\$ 2,692,323	\$ 2,669,777
Non-Recurring	283,728	388,353	388,353	388,353	410,888
Total Uses:	\$ 3,111,704	\$ 3,058,130	\$ 3,058,130	\$ 3,080,676	\$ 3,080,665
Structural Balance	\$ 468,700	\$ -	\$ -	\$ 221,286	\$ -
Accounting Adjustments	\$ (7)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,549,932	\$ 32,587	\$ 32,587	\$ 1,382,865	\$ 971,977
Total Ending Spendable Fund Balance	\$ 1,549,932	\$ 32,587	\$ 32,587	\$ 1,382,865	\$ 971,977

Juvenile Probation Restitution Fund (229)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>
<b>FY 2017 Adopted Budget</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>
<i>Percent Change from Baseline Amount</i>	<i>0.0%</i>	<i>0.0%</i>
	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:	Agenda Item:	
<b>Non Recurring</b>		<b>\$ 6,000</b>
<i>Juvenile Restitution Fund Adjust</i>	<i>C-27-16-008-2-00</i>	<i>6,000</i>
<b>FY 2016 Revised Budget</b>	<b>\$ 6,000</b>	<b>\$ -</b>
Adjustments:	Agenda Item:	
<b>Non Recurring</b>		<b>\$ (6,000)</b>
<i>Juvenile Restitution Fund Adjust</i>	<i>C-27-16-008-2-00</i>	<i>(6,000)</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>		<b>\$ 6,007</b>
<i>Other Non Recurring</i>		<i>6,007</i>
<i>Use of Fund Balance to Cover Operating Costs</i>	<i>\$ 6,007</i>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 6,007</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		

Juvenile Probation Restitution Fund (229) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 51,241	\$ 46,623	\$ 46,623	\$ 43,856	\$ 43,025
Sources:					
Operating	\$ 1,479	\$ 4,000	\$ 4,000	\$ 2,216	\$ 4,000
Total Sources:	\$ 1,479	\$ 4,000	\$ 4,000	\$ 2,216	\$ 4,000
Uses:					
Operating	\$ 8,864	\$ 4,000	\$ 4,000	\$ 3,047	\$ 4,000
Non-Recurring	-	-	6,000	-	6,007
Total Uses:	\$ 8,864	\$ 4,000	\$ 10,000	\$ 3,047	\$ 10,007
Structural Balance	\$ (7,385)	\$ -	\$ -	\$ (831)	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 43,856	\$ 46,623	\$ 40,623	\$ 43,025	\$ 37,018
Total Ending Spendable Fund Balance	\$ 43,856	\$ 46,623	\$ 40,623	\$ 43,025	\$ 37,018

Detention Fund (255)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 33,607,736</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 33,607,736</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 33,607,736</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 551,181</b>	<b>\$ -</b>
Employee Health/Dental Premiums	491,104	-
Vacancy Savings Assoc with Benefit Adjustments	(70,848)	-
Retirement Contributions	130,925	-
<b>Base Adjustments</b>	<b>\$ (441,862)</b>	<b>\$ -</b>
Other Base Adjustments	106,781	-
Decrease Travel	\$ (5,300)	-
Increase Other Supplies and Services	981	-
Increase Rent and Operating Leases	111,100	-
Radio Charges Adjustment	12,125	-
Risk Management Adjustment	(125,157)	-
Base Telecom Adjustment	96,906	-
Personnel Savings	(147,932)	-
Increase Vacancy Savings from 9.66% to 10.41%	\$ (147,932)	-
Vacant Position Elimination	(384,585)	-
<b>Reallocations</b>	<b>\$ 502,204</b>	<b>\$ -</b>
Realloc between Juvenile Funds	502,204	-
Increase Allocation In from General Fund for Indirect Services Cost	\$ 502,204	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 34,219,259</b>	<b>\$ -</b>
Percent Change from Baseline Amount		1.8%

Juvenile Probation Diversion Fund (275)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 214,095</b>	<b>\$ 214,095</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 214,095</b>	<b>\$ 214,095</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 214,095</b>	<b>\$ 214,095</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 7,699</b>	<b>\$ -</b>
Employee Health/Dental Premiums	5,233	-
Retirement Contributions	2,466	-
<b>Base Adjustments</b>	<b>\$ (7,699)</b>	<b>\$ -</b>
Other Base Adjustments	(4,478)	-
Decrease Other Personal Services	\$ (8,246)	-
Restoration of Operating Costs	1,413	-
Increase Due to Pay Rate Change	2,355	-
Personnel Savings	(3,221)	-
Increase Vacancy Savings from 1.17% to 1.96%	\$ (3,221)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 214,095</b>	<b>\$ 214,095</b>
Percent Change from Baseline Amount		0.0%

Juvenile Probation Diversion Fund (275) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	\$ 175,915	\$ -
<b>FY 2016 Revised Budget</b>	\$ 175,915	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (175,915)	\$ -
<i>Other Non Recurring</i>	(175,915)	-
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 174,502	\$ -
<i>Other Non Recurring</i>	174,502	-
<i>Use of Fund Balance to Cover Operating Costs</i>	\$ 174,502	
<b>FY 2017 Adopted Budget</b>	\$ 174,502	\$ -
<i>Percent Change from Baseline Amount</i>		

Juvenile Probation Diversion Fund (275) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 696,714	\$ 576,306	\$ 576,306	\$ 808,826	\$ 635,525
Sources:					
Operating	\$ 225,882	\$ 214,095	\$ 214,095	\$ 207,633	\$ 214,095
Total Sources:	\$ 225,882	\$ 214,095	\$ 214,095	\$ 207,633	\$ 214,095
Uses:					
Operating	\$ 30,784	\$ 214,095	\$ 214,095	\$ 205,019	\$ 214,095
Non-Recurring	82,983	175,915	175,915	175,915	174,502
Total Uses:	\$ 113,767	\$ 390,010	\$ 390,010	\$ 380,934	\$ 388,597
Structural Balance	\$ 195,098	\$ -	\$ -	\$ 2,614	\$ -
Accounting Adjustments	\$ (3)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 808,826	\$ 400,391	\$ 400,391	\$ 635,525	\$ 461,023
Total Ending Spendable Fund Balance	\$ 808,826	\$ 400,391	\$ 400,391	\$ 635,525	\$ 461,023

## Management and Budget

*Analysis by Jack L. Patton, Principal Analyst*

### Summary

#### Mission

The mission of the Office of Management and Budget (OMB) 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.

#### Vision

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

### Strategic Goals

#### **Fiscal Strength and Responsibility**

**By June 30, 2019 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 is currently pursuing debt financing of large capital projects. As such, it is anticipated that operational expenditures will be at or below the limit in FY 2017.

#### **Fiscal Strength and Responsibility**

**By June 30, 2022, the Maricopa County budgeted mandate payments to/cost shifts from the State of Arizona will be 10.7% overall compared to 11.6% in the FY 2016 Adopted Budget of \$2,234,405,833.**

Status: The County continues to communicate with the State regarding the detrimental impact of mandated cost shifts. Although there were additional shifts in FY 2016, at this time the mandated payments as a percentage of the overall recommended budget for FY 2017 is 11.11% of the overall budget of \$2,356,007,976.

#### **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 2017, the budgeted operating reserves of \$198,241,823 is at two months of the adopted FY 2016 General Fund Operating expense of \$1,183,450,935.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
BDMF - BUDGET DEV MON FORECASTING	\$ 2,008,320	\$ 2,253,611	\$ 2,207,930	\$ 2,098,480	\$ 2,150,084	\$ 57,846	2.6%
49PB - PLANNING AND BUDGETING	\$ 2,008,320	\$ 2,253,611	\$ 2,207,930	\$ 2,098,480	\$ 2,150,084	\$ 57,846	2.6%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 1,242	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	9,684	-	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	108,357	163,203	208,884	145,726	258,942	(50,058)	-24.0%
99AS - INDIRECT SUPPORT	\$ 119,283	\$ 163,203	\$ 208,884	\$ 145,726	\$ 258,942	\$ (50,058)	-24.0%
INFR - INFRASTRUCTURE	\$ 8,117	\$ 9,720	\$ 9,720	\$ 8,834	\$ 17,410	\$ (7,690)	-79.1%
RISK - RISK PREMIUMS	5,688	4,622	4,622	4,615	4,720	(98)	-2.1%
99GV - GENERAL OVERHEAD	\$ 13,805	\$ 14,342	\$ 14,342	\$ 13,449	\$ 22,130	\$ (7,788)	-54.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 2,141,408</b>	<b>\$ 2,431,156</b>	<b>\$ 2,431,156</b>	<b>\$ 2,257,655</b>	<b>\$ 2,431,156</b>	<b>\$ -</b>	<b>0.0%</b>

### Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,333,582	\$ 1,371,031	\$ 1,375,403	\$ 1,295,804	\$ 1,397,458	\$ (22,055)	-1.6%
0750 - FRINGE BENEFITS	415,426	448,286	449,131	415,701	482,516	(33,385)	-7.4%
0790 - OTHER PERSONNEL SERVICES	-	157,814	106,916	155,916	25,200	81,716	76.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	(89)	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	266,110	200,559	200,559	198,086	208,313	(7,754)	-3.9%
<b>SUBTOTAL</b>	<b>\$ 2,015,118</b>	<b>\$ 2,177,690</b>	<b>\$ 2,132,009</b>	<b>\$ 2,065,418</b>	<b>\$ 2,113,487</b>	<b>\$ 18,522</b>	<b>0.9%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 789	\$ 10,290	\$ 10,290	\$ 5,079	\$ 34,092	\$ (23,802)	-231.3%
<b>SUBTOTAL</b>	<b>\$ 789</b>	<b>\$ 10,290</b>	<b>\$ 10,290</b>	<b>\$ 5,079</b>	<b>\$ 34,092</b>	<b>\$ (23,802)</b>	<b>-231.3%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 100,115	\$ 111,393	\$ 158,005	\$ 117,516	\$ 186,373	\$ (28,368)	-18.0%
0820 - RENT & OPERATING LEASES	8,764	8,000	8,000	7,779	8,000	-	0.0%
0825 - REPAIRS AND MAINTENANCE	-	3,000	3,000	3,000	3,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	13,876	32,198	32,198	21,278	24,546	7,652	23.8%
0841 - TRAVEL	1,912	8,000	7,069	1,562	10,000	(2,931)	-41.5%
0842 - EDUCATION AND TRAINING	601	3,400	3,400	3,469	13,891	(10,491)	-308.6%
0843 - POSTAGE/FREIGHT/SHIPPING	23	400	400	439	500	(100)	-25.0%
0850 - UTILITIES	210	-	-	120	-	-	N/A
0873 - SERVICES-ALLOCATION IN	-	76,785	76,785	31,995	37,267	39,518	51.5%
<b>SUBTOTAL</b>	<b>\$ 125,501</b>	<b>\$ 243,176</b>	<b>\$ 288,857</b>	<b>\$ 187,158</b>	<b>\$ 283,577</b>	<b>\$ 5,280</b>	<b>1.8%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 2,141,408</b>	<b>\$ 2,431,156</b>	<b>\$ 2,431,156</b>	<b>\$ 2,257,655</b>	<b>\$ 2,431,156</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL USES</b>	<b>\$ 2,141,408</b>	<b>\$ 2,431,156</b>	<b>\$ 2,431,156</b>	<b>\$ 2,257,655</b>	<b>\$ 2,431,156</b>	<b>\$ -</b>	<b>0.0%</b>

### Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 2,141,408	\$ 2,431,156	\$ 2,431,156	\$ 2,257,655	\$ 2,431,156	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 2,141,408</b>	<b>\$ 2,431,156</b>	<b>\$ 2,431,156</b>	<b>\$ 2,257,655</b>	<b>\$ 2,431,156</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 2,141,408</b>	<b>\$ 2,431,156</b>	<b>\$ 2,431,156</b>	<b>\$ 2,257,655</b>	<b>\$ 2,431,156</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 2,141,408</b>	<b>\$ 2,431,156</b>	<b>\$ 2,431,156</b>	<b>\$ 2,257,655</b>	<b>\$ 2,431,156</b>	<b>\$ -</b>	<b>0.0%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	1.00	-	-	-	-	-	N/A
EXECUTIVE MANAGEMENT	.30	-	-	-	-	-	N/A
<b>PROGRAM TOTAL</b>	<b>1.30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
<b>PLANNING AND BUDGETING</b>							
BUDGET DEV MON FORECASTING	16.70	19.00	19.00	19.00	19.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>16.70</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>18.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Administrator	1.00	-	-	-	-	-	N/A
Budget Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Budget Analyst	11.00	8.00	7.00	7.00	8.00	1.00	14.3%
Budget Analyst Senior	-	3.00	4.00	4.00	3.00	(1.00)	(25.0%)
Budget Supervisor	2.00	3.00	3.00	3.00	3.00	-	0.0%
Business Systems Analyst-Sr/Ld	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Budget	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>18.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	18.00	19.00	19.00	19.00	19.00	-	0.0%
<b>Department Total</b>	<b>18.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing Variance Analysis

The department decreased the number of Budget Analyst Seniors by one and increased the number of Budget Analysts by one for a net personnel increase of zero.

### General Adjustments

#### **Base Adjustments:**

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

- Increase Regular Benefits by \$24,680 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$521 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$150 for the impact in retirement contribution rates.
- Decrease other services by \$521 based on actual and forecasted levels.
- Increase Internal Service Charges by \$98 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$7,694 for the impact of the changes in base level telecommunication charges.
- Increase vacancy savings by \$31,580 to take the rate from 2.17% to 3.72%, consistent with vacancy trend.

### Programs and Activities

#### Planning and Budgeting Program

The purpose of the Planning and Budgeting Program is to provide planning, performance management, and budgeting services to the Board of Supervisors, Departments, and Districts so they can plan the provision of services to the residents of Maricopa County, provide those services in a financially effective manner, and be accountable for transparently measuring and reporting progress in meeting measurable goals and in meeting their Board approved budget.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of appropriated budgets with expenditures within budget at the end of the fiscal year.	98.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast.	49.3%	70.0%	70.0%	70.0%	0.0%	0.0%

Activities that comprise this program include:

- Budget Development, Monitoring and Forecasting

**Budget Development, Monitoring and Forecasting Activity**

The purpose of the Budget Development, Monitoring and Forecasting Activity is to provide budget services to the Board of Supervisors, Maricopa County Departments, and Districts so they can provide their services to their constituents in a financially effective manner and meet their Board approved budget.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of appropriated budgets with expenditures within budget at the end of the fiscal year.	98.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast.	49.3%	70.0%	70.0%	70.0%	0.0%	0.0%
Output	Number of appropriated budgets monitored and forecasted.	339	312	312	310	(2)	-0.6%
Output	Number of budgeted activities monitored and forecasted.	801	816	816	815	(1)	-0.1%
Demand	Number of appropriated budgets established by the Board of Supervisors/Board of Directors.	369	312	312	310	(2)	-0.6%
Demand	Number of activities to be budgeted.	845	816	816	815	(1)	-0.1%
Expenditure Ratio	Expenditure per appropriated budget monitored and forecasted.	\$ 5,924.25	\$ 7,076.70	\$ 6,725.90	\$ 6,935.75	\$ 140.94	2.0%
Expenditure Ratio	Expenditure per budgeted activity monitored and forecasted.	\$ 2,507.27	\$ 2,705.80	\$ 2,571.67	\$ 2,638.14	\$ 67.66	2.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,008,320	\$ 2,207,930	\$ 2,098,480	\$ 2,150,084	\$ 57,846	2.6%
	TOTAL USES	\$ 2,008,320	\$ 2,207,930	\$ 2,098,480	\$ 2,150,084	\$ 57,846	2.6%

**Activity Narrative:** The decrease in the Budget Development, Monitoring and Forecast Activity is due to realigning activities to more accurately reflect the services provided by the department.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 2,431,156</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 2,431,156</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 2,431,156</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 24,309</b>	<b>\$ -</b>
Employee Health/Dental Premiums	24,680	-
Vacancy Savings Assoc with Benefit Adjustments	(521)	-
Retirement Contributions	150	-
<b>Base Adjustments</b>	<b>\$ (24,309)</b>	<b>\$ -</b>
Other Base Adjustments	(521)	-
Risk Management Adjustment	98	-
Base Telecom Adjustment	7,694	-
Personnel Savings	(31,580)	-
Adjust Vacancy Savings from 2.17% to 3.72%	\$ (31,580)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 2,431,156</b>	<b>\$ -</b>
Percent Change from Baseline Amount	0.0%	

## Medical Examiner

*Analysis by Lauren M. Cochran, Management and Budget Supervisor*

### Summary

#### Mission

The Mission of the Medical Examiner is to provide professional medicolegal death investigations of individuals dying under statutorily defined circumstances, the results of which are communicated independently to relevant agencies, industries, and members of the public so they can receive accurate, timely, and effective communications that enhance the public's safety and health.

#### Vision

To be recognized as a trustworthy source of accurate, scientifically based assessments of deaths in our community by having certified practitioners perform industry-standard professional death investigations, in an industry-accredited organization.

### Strategic Goals

#### Government Operations

**By June 30, 2018, the Office of the Medical Examiner will replace the current Coroner/Medical Examiner (CME) database software with an updated product.**

Status: Following a Request for Information, the Office of Enterprise Technology and the Office of the Medical Examiner have determined that an update of the current system is best solution. The FY 2017 Budget includes funding for this upgrade along with maintenance.

#### Government Operations

**By June 30, 2017, the Office of the Medical Examiner will ensure that 100% of all forensic practitioners in the department have certification and licensure.**

Status: Nine (9) of ten (10) Medical Examiners, Forensic Anthropologist and Forensic Odonatologist are certified and licensed. The most recent Medical Examiner on staff will take the Forensic Pathology Board during 2016. Nineteen (19) of twenty (20) Medicolegal Death Investigators (MDI) are currently certified by the American Board of Medicolegal Death Investigations (ABMDI). The most recent MDI will be eligible to take the ABMDI certification test in the Spring of 2016. Application for National Association of Medical Examiners (NAME) was submitted on December 31, 2015 with an anticipated inspection date of early Spring 2016.

#### Government Operations

**By June 30, 2018, the Office of the Medical Examiner will issue 90% of Medical Examiner Reports within 90 calendar days.**

Status: The Medical Examiner's office is currently completing 71.9% of Medical Examiner Reports within 90 days. It is anticipated that this completion rate will be maintained with current staffing levels. Once fully staffed with thirteen (13) Medical Examiners, the completion rate is expected to increase to 90%.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CREM - CREMATION AUTHORIZATIONS	\$ 335,640	\$ 320,000	\$ 320,000	\$ 348,664	\$ 330,000	\$ 10,000	3.1%
EXAM - DECEDENT MEDICAL EXAMINATION	81,014	71,730	71,730	63,556	55,730	(16,000)	-22.3%
MELB - MEDICAL EXAMINER LAB SERVICES	12,828	-	8,406	10,214	8,851	445	5.3%
29ME - MEDICAL EXAMINERS	\$ 429,482	\$ 391,730	\$ 400,136	\$ 422,434	\$ 394,581	\$ (5,555)	-1.4%
GGOV - GENERAL GOVERNMENT	\$ (5,247)	\$ -	\$ -	\$ (1,809)	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ (5,247)	\$ -	\$ -	\$ (1,809)	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 424,235</b>	<b>\$ 391,730</b>	<b>\$ 400,136</b>	<b>\$ 420,625</b>	<b>\$ 394,581</b>	<b>\$ (5,555)</b>	<b>-1.4%</b>
<b>USES</b>							
CREM - CREMATION AUTHORIZATIONS	\$ 278,035	\$ 275,987	\$ 287,711	\$ 269,583	\$ 296,297	\$ (8,586)	-3.0%
EXAM - DECEDENT MEDICAL EXAMINATION	3,732,937	4,022,291	4,003,142	3,676,042	4,166,075	(162,933)	-4.1%
INVG - DECEDENT MEDICAL INVESTIGATION	1,526,019	1,578,424	1,665,000	1,712,240	2,127,335	(462,335)	-27.8%
MELB - MEDICAL EXAMINER LAB SERVICES	1,264,102	1,242,436	1,265,844	1,284,907	1,402,906	(137,062)	-10.8%
MELS - MEDICAL EXAMINER LEGAL SUPPORT	88,447	75,625	78,664	70,473	77,832	832	1.1%
MEOS - MEDICAL EXAMINER OFFICE SUPP	865,618	885,225	905,173	883,781	1,039,877	(134,704)	-14.9%
29ME - MEDICAL EXAMINERS	\$ 7,755,158	\$ 8,079,988	\$ 8,205,534	\$ 7,897,026	\$ 9,110,322	\$ (904,788)	-11.0%
HRAC - HUMAN RESOURCES	\$ 70,083	\$ 72,760	\$ 72,760	\$ 69,560	\$ 74,085	\$ (1,325)	-1.8%
ODIR - EXECUTIVE MANAGEMENT	363,340	303,463	303,463	313,639	308,104	(4,641)	-1.5%
POOL - POOLED COSTS	-	(10,370)	-	-	-	-	N/A
PROC - PROCUREMENT	63,633	64,642	64,642	65,067	65,979	(1,337)	-2.1%
SPPT - OPERATIONS SUPPORT	-	40,301	40,301	30,071	117,166	(76,865)	-190.7%
99AS - INDIRECT SUPPORT	\$ 497,056	\$ 470,796	\$ 481,166	\$ 478,337	\$ 565,334	\$ (84,168)	-17.5%
INFR - INFRASTRUCTURE	\$ -	\$ 43,730	\$ 43,730	\$ 45,794	\$ 76,277	\$ (32,547)	-74.4%
RISK - RISK PREMIUMS	142,092	196,987	196,987	196,984	237,222	(40,235)	-20.4%
99GV - GENERAL OVERHEAD	\$ 142,092	\$ 240,717	\$ 240,717	\$ 242,778	\$ 313,499	\$ (72,782)	-30.2%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ -	\$ -	\$ -	\$ -	\$ 417,879	\$ (417,879)	N/A
99IT - INFORMATION TECHNOLOGY	\$ -	\$ -	\$ -	\$ -	\$ 417,879	\$ (417,879)	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 8,394,306</b>	<b>\$ 8,791,501</b>	<b>\$ 8,927,417</b>	<b>\$ 8,618,141</b>	<b>\$ 10,407,034</b>	<b>\$ (1,479,617)</b>	<b>-16.6%</b>

Sources by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 7,581	\$ -	\$ 8,406	\$ 8,406	\$ 8,851	\$ 445	5.3%
<b>SUBTOTAL</b>	<b>\$ 7,581</b>	<b>\$ -</b>	<b>\$ 8,406</b>	<b>\$ 8,406</b>	<b>\$ 8,851</b>	<b>\$ 445</b>	<b>5.3%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ -	\$ 20,000	\$ 20,000	\$ 8,335	\$ -	\$ (20,000)	-100.0%
0635 - OTHER CHARGES FOR SERVICES	416,654	371,730	371,730	403,885	385,730	14,000	3.8%
<b>SUBTOTAL</b>	<b>\$ 416,654</b>	<b>\$ 391,730</b>	<b>\$ 391,730</b>	<b>\$ 412,220</b>	<b>\$ 385,730</b>	<b>\$ (6,000)</b>	<b>-1.5%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ -	\$ -	\$ -	\$ (1)	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ALL REVENUES</b>	<b>\$ 424,235</b>	<b>\$ 391,730</b>	<b>\$ 400,136</b>	<b>\$ 420,625</b>	<b>\$ 394,581</b>	<b>\$ (5,555)</b>	<b>-1.4%</b>
<b>TOTAL SOURCES</b>	<b>\$ 424,235</b>	<b>\$ 391,730</b>	<b>\$ 400,136</b>	<b>\$ 420,625</b>	<b>\$ 394,581</b>	<b>\$ (5,555)</b>	<b>-1.4%</b>

Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 5,453,805	\$ 5,698,036	\$ 5,805,343	\$ 5,469,839	\$ 6,065,081	\$ (259,738)	-4.5%
0710 - OVERTIME	103,305	87,046	87,046	65,142	65,946	21,100	24.2%
0750 - FRINGE BENEFITS	1,818,868	1,981,436	1,997,436	1,852,372	2,261,622	(264,186)	-13.2%
0790 - OTHER PERSONNEL SERVICES	34,636	21,830	21,830	21,746	94,993	(73,163)	-335.1%
0796 - PERSONNEL SERVICES ALLOC-IN	39,827	40,301	40,301	40,145	41,008	(707)	-1.8%
<b>SUBTOTAL</b>	<b>\$ 7,450,441</b>	<b>\$ 7,828,649</b>	<b>\$ 7,951,956</b>	<b>\$ 7,449,244</b>	<b>\$ 8,528,650</b>	<b>\$ (576,694)</b>	<b>-7.3%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 69,830	\$ 80,500	\$ 80,500	\$ 90,299	\$ 75,261	\$ 5,239	6.5%
0802 - MEDICAL SUPPLIES	229,294	299,848	299,848	294,804	301,848	(2,000)	-0.7%
0803 - FUEL	27,085	34,000	34,000	21,335	24,000	10,000	29.4%
0804 - NON-CAPITAL EQUIPMENT	1,056	11,000	11,000	11,000	11,000	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 327,265</b>	<b>\$ 425,348</b>	<b>\$ 425,348</b>	<b>\$ 417,438</b>	<b>\$ 412,109</b>	<b>\$ 13,239</b>	<b>3.1%</b>
<b>SERVICES</b>							
0811 - HEALTH CARE SERVICES	\$ 48,838	\$ 37,000	\$ 37,000	\$ 45,218	\$ 37,000	\$ -	0.0%
0812 - OTHER SERVICES	126,588	84,448	88,651	258,863	416,548	(327,897)	-369.9%
0820 - RENT & OPERATING LEASES	12,607	13,446	13,446	12,707	15,258	(1,812)	-13.5%
0825 - REPAIRS AND MAINTENANCE	120,583	97,500	97,500	100,584	151,227	(53,727)	-55.1%
0830 - INTERGOVERNMENTAL PAYMENTS	568	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	181,855	228,633	228,633	231,156	306,105	(77,472)	-33.9%
0841 - TRAVEL	40,603	34,500	37,857	49,812	47,101	(9,244)	-24.4%
0842 - EDUCATION AND TRAINING	19,548	11,000	16,049	15,409	20,250	(4,201)	-26.2%
0843 - POSTAGE/FREIGHT/SHIPPING	9,785	9,200	9,200	8,629	9,200	-	0.0%
0850 - UTILITIES	16,368	21,777	21,777	29,081	33,777	(12,000)	-55.1%
0873 - SERVICES-ALLOCATION IN	-	-	-	-	12,500	(12,500)	N/A
<b>SUBTOTAL</b>	<b>\$ 577,343</b>	<b>\$ 537,504</b>	<b>\$ 550,113</b>	<b>\$ 751,459</b>	<b>\$ 1,048,966</b>	<b>\$ (498,853)</b>	<b>-90.7%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 39,257	\$ -	\$ -	\$ -	\$ 417,309	\$ (417,309)	N/A
<b>SUBTOTAL</b>	<b>\$ 39,257</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 417,309</b>	<b>\$ (417,309)</b>	<b>N/A</b>
<b>ALL EXPENDITURES</b>	<b>\$ 8,394,306</b>	<b>\$ 8,791,501</b>	<b>\$ 8,927,417</b>	<b>\$ 8,618,141</b>	<b>\$ 10,407,034</b>	<b>\$ (1,479,617)</b>	<b>-16.6%</b>
<b>TOTAL USES</b>	<b>\$ 8,394,306</b>	<b>\$ 8,791,501</b>	<b>\$ 8,927,417</b>	<b>\$ 8,618,141</b>	<b>\$ 10,407,034</b>	<b>\$ (1,479,617)</b>	<b>-16.6%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 416,654	\$ 391,730	\$ 391,730	\$ 412,220	\$ 385,730	\$ (6,000)	-1.5%
<b>FUND TOTAL SOURCES</b>	<b>\$ 416,654</b>	<b>\$ 391,730</b>	<b>\$ 391,730</b>	<b>\$ 412,220</b>	<b>\$ 385,730</b>	<b>\$ (6,000)</b>	<b>-1.5%</b>
<b>224 MEDICAL EXAMINER GRANTS</b>							
OPERATING	\$ 7,581	\$ -	\$ 8,406	\$ 8,405	\$ 8,851	\$ 445	5.3%
<b>FUND TOTAL SOURCES</b>	<b>\$ 7,581</b>	<b>\$ -</b>	<b>\$ 8,406</b>	<b>\$ 8,405</b>	<b>\$ 8,851</b>	<b>\$ 445</b>	<b>5.3%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 424,235</b>	<b>\$ 391,730</b>	<b>\$ 400,136</b>	<b>\$ 420,625</b>	<b>\$ 394,581</b>	<b>\$ (5,555)</b>	<b>-1.4%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 424,235</b>	<b>\$ 391,730</b>	<b>\$ 400,136</b>	<b>\$ 420,625</b>	<b>\$ 394,581</b>	<b>\$ (5,555)</b>	<b>-1.4%</b>
<b>100 GENERAL</b>							
OPERATING	\$ 8,386,725	\$ 8,573,553	\$ 8,701,063	\$ 8,609,735	\$ 10,033,874	\$ (1,332,811)	-15.3%
NON RECURRING NON PROJECT	-	217,948	217,948	-	-	217,948	100.0%
OME CASE MANAGEMENT	-	-	-	-	232,800	(232,800)	N/A
OME CASE RECORDS	-	-	-	-	131,509	(131,509)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 8,386,725</b>	<b>\$ 8,791,501</b>	<b>\$ 8,919,011</b>	<b>\$ 8,609,735</b>	<b>\$ 10,398,183</b>	<b>\$ (1,479,172)</b>	<b>-16.6%</b>
<b>224 MEDICAL EXAMINER GRANTS</b>							
OPERATING	\$ 7,581	\$ -	\$ 8,406	\$ 8,406	\$ 8,851	\$ (445)	-5.3%
<b>FUND TOTAL USES</b>	<b>\$ 7,581</b>	<b>\$ -</b>	<b>\$ 8,406</b>	<b>\$ 8,406</b>	<b>\$ 8,851</b>	<b>\$ (445)</b>	<b>-5.3%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 8,394,306</b>	<b>\$ 8,573,553</b>	<b>\$ 8,709,469</b>	<b>\$ 8,618,141</b>	<b>\$ 10,042,725</b>	<b>\$ (1,333,256)</b>	<b>-15.3%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ -</b>	<b>\$ 217,948</b>	<b>\$ 217,948</b>	<b>\$ -</b>	<b>\$ 364,309</b>	<b>\$ (146,361)</b>	<b>-67.2%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 8,394,306</b>	<b>\$ 8,791,501</b>	<b>\$ 8,927,417</b>	<b>\$ 8,618,141</b>	<b>\$ 10,407,034</b>	<b>\$ (1,479,617)</b>	<b>-16.6%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>0.0%</b>
MEDICAL EXAMINERS							
CREMATION AUTHORIZATIONS	3.73	3.73	3.77	3.60	3.77	-	0.0%
DECEDENT MEDICAL EXAMINATION	25.28	26.28	27.22	24.40	28.72	1.50	5.5%
DECEDENT MEDICAL INVESTIGATION	24.75	23.75	23.75	22.80	23.75	-	0.0%
MEDICAL EXAMINER LAB SERVICES	12.95	12.95	12.95	12.95	13.95	1.00	7.7%
MEDICAL EXAMINER LEGAL SUPPORT	.54	.54	.56	.50	.56	-	0.0%
MEDICAL EXAMINER OFFICE SUPP	16.25	16.25	16.75	16.75	19.25	2.50	14.9%
<b>PROGRAM TOTAL</b>	<b>83.50</b>	<b>83.50</b>	<b>85.00</b>	<b>81.00</b>	<b>90.00</b>	<b>5.00</b>	<b>5.9%</b>
<b>DEPARTMENT TOTAL</b>	<b>87.50</b>	<b>87.50</b>	<b>89.00</b>	<b>85.00</b>	<b>94.00</b>	<b>5.00</b>	<b>5.6%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Admin/Operations Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Services Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Chief Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Anthropologist	.75	.75	.75	.75	.75	-	0.0%
Forensic Chemist	7.00	7.00	7.00	7.00	7.00	-	0.0%
Forensic Chemist Senior	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Chemist Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Odontologist	.75	.75	.75	.75	.75	-	0.0%
Forensic Services Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Technician	9.00	8.50	8.00	9.00	11.00	3.00	37.5%
Forensic Technician Senior	-	-	1.00	-	-	(1.00)	(100.0%)
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Histotechnician	-	-	1.00	1.00	1.00	-	0.0%
Laboratory Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Technician	3.00	3.00	2.00	2.00	3.00	1.00	50.0%
Medical Death Investigations Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Medical Examiner	-	-	11.00	8.00	11.00	-	0.0%
Medical Examiner	10.00	11.00	-	-	-	-	N/A
Medicolegal Death Investig Sr	-	-	1.00	2.00	1.00	-	0.0%
Medicolegal Death Investigator	21.00	20.00	19.00	17.00	19.00	-	0.0%
Medicolegal Death Investigator Supv	4.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant	2.50	2.50	2.50	2.50	3.00	.50	20.0%
Office Assistant Specialized	12.00	12.00	12.50	12.50	14.50	2.00	16.0%
Photographer	1.50	2.00	2.50	2.50	2.00	(.50)	(20.0%)
Photographer Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Social Worker	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>87.50</b>	<b>87.50</b>	<b>89.00</b>	<b>85.00</b>	<b>94.00</b>	<b>5.00</b>	<b>5.6%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	87.50	87.50	89.00	85.00	94.00	5.00	5.6%
<b>Department Total</b>	<b>87.50</b>	<b>87.50</b>	<b>89.00</b>	<b>85.00</b>	<b>94.00</b>	<b>5.00</b>	<b>5.6%</b>

### Significant Variance Analysis

There is a net addition of 5.0 FTE. In order to reach NAME accreditation as well as manage increased autopsy caseloads, 2.0 FTE Forensic Technicians and 1.0 Laboratory Technician were added. Digital conversion of case records and reports required an additional 0.5 FTE Office Assistant. Two (2.0) FTE Case Information Specialists were added due to the increase caseload and to assist with evidence

releases and digital x-rays. A photographer was reduced from 1.0 FTE to 0.5 FTE. The thirteenth Medical Examiner was moved from Non Recurring to Operating.

## General Adjustments

### **Base Adjustments:**

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

- Increase Regular Benefits by \$119,447 for the impact of the changes in health/dental premium rates.
- Increase Personnel Savings by \$2,913 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$541 for the impact of the changes in retirement contribution rates.
- Decrease Personnel by \$66,850 for the net change in Other Personnel Services.
- Decrease Personnel Savings by \$66,850 from 3.36% to 2.34%.
- Increase Internal Services Charges by \$40,235 for the impact of changes in risk management charges.
- Increase Internal Service Charges by \$32,331 for the impact of the changes in the base level telecommunications charges.
- Increase Internal Service Charges by \$216 for the impact of the changes in the radio charges.
- Increase revenues in Other Charges for Services by \$14,000 as the Maricopa County Attorney's Office will be helping the office receive past due payments from funeral homes.
- Increase Personnel Services by \$172,175 for the Medicolegal Death Investigator Market Adjustment.
- Increase Repairs and Maintenance by \$17,920 for annual maintenance of the On Base Records Storage System.
- Increase Repairs and Maintenance by \$35,650 for annual maintenance of the Case Management System.
- Increase Personnel Allocation in from the Office of Enterprise Technology by \$75,315 for increased Service Level Agreement associated with the On Base Records Storage System.
- Increase Personnel Services by \$206,882 for costs associated with 1.0 FTE Medical Examiner to assist with increased autopsy caseloads.

#### **General Fund (100) OME Case Management**

- Increase Capital Equipment by \$232,800 for costs associated with the new Case Management system.

#### **General Fund (100) OME Case Records**

- Increase Capital Equipment by \$131,509 for costs associated with the new On Base Records Management System.

## Programs and Activities

### Medical Examiners Program

The purpose of the Medical Examiners Program is to provide professional medicolegal death investigations of individuals dying under statutorily defined circumstances, the results of which are communicated independently to relevant agencies, industries, and members of the public so they can receive accurate, timely, and effective communications that enhance the public's safety and health.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of cremation authorizations completed within 1 day of receipt.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of case reports completed (available for public release) within 45 days	24.0%	24.9%	17.5%	25.1%	0.2%	0.6%
Percent of medical examinations completed within 48 hours of admit	49.6%	55.2%	46.4%	67.1%	11.9%	21.5%
Percent of case reports completed (available for public release) within 90 days	51.9%	65.0%	73.9%	90.0%	25.0%	38.5%
Percent of autopsies performed	71.2%	70.6%	73.3%	76.0%	5.4%	7.6%
Percent of cases not admitted (CNA's)	19.7%	20.1%	21.0%	20.0%	(0.2%)	-0.8%
Percent of cases where organ/tissue-donations were authorized	8.5%	8.4%	8.1%	8.5%	0.1%	1.4%
Percent of case reports completed (available for public release) within 120 days	70.1%	75.0%	91.8%	96.9%	21.9%	29.2%
Percent of case reports completed (available for public release) within 60 days	N/A	40.0%	24.1%	40.0%	(0.0%)	-0.0%
Percent of case photographs processed within 1 day of being produced	N/A	N/A	N/A	90.0%	N/A	N/A
Percent of declined cases (non-jurisdictional cases)	42.7%	44.0%	41.1%	40.7%	(3.3%)	-7.5%
Percent of scene arrivals within 2 hours of "case ready for removal" notification	55.9%	60.0%	84.3%	92.0%	32.0%	53.3%
Percent of Medicolegal Death Investigation (MDI) reports submitted within 1 day of remains being admitted	N/A	N/A	N/A	92.4%	N/A	N/A
Percent of decedents released within 1 day of exam	57.6%	55.9%	56.6%	56.8%	0.9%	1.6%
Percent of reports transcribed within 7 days of dictation receipt (excluding weekends and holidays)	N/A	N/A	N/A	82.2%	N/A	N/A
Percent of toxicology tests completed in house of total tests requested	98.0%	97.7%	97.7%	98.1%	0.4%	0.4%
Percent of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	54.9%	55.0%	58.2%	58.8%	3.8%	7.0%
Percent of microscopic slides produced within 7 days of request	47.9%	55.0%	60.4%	75.0%	20.0%	36.4%
Percent of examined cases requiring microscopic slides to be produced	46.2%	47.6%	52.4%	53.4%	5.8%	12.1%
Percent of toxicology reports produced within 30 days of exam (excluding weekends and holidays)	N/A	25.1%	21.2%	26.0%	0.9%	3.7%
Percent of toxicology reports produced within 60 days of exam (excluding weekends and holidays)	N/A	75.0%	78.6%	79.1%	4.0%	5.4%
Percent of toxicology reports produced in 35 days of exam (excluding weekends and holidays)	N/A	N/A	N/A	37.5%	N/A	N/A
Percent of hours subpoenaed that requires court appearance (excluding weekends and holidays)	37.1%	43.2%	47.9%	46.7%	3.5%	8.0%

Program Results (continued)

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of OME staff time spent providing legal support for criminal cases (excluding weekends and holidays)	88.2%	51.6%	89.8%	90.5%	38.9%	75.4%
Percent of OME staff time spent providing legal support for civil cases (excluding weekends and holidays)	7.6%	3.7%	16.1%	9.5%	5.9%	159.3%
Percent of subpoenas supported within 2 days of receipt (excluding weekends and holidays)	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Cremation Authorizations
- Decedent Medical Examination
- Decedent Medical Investigation
- Office Support
- Lab Services
- Legal Support

**Cremation Authorizations Activity**

The purpose of Cremation Authorizations Activity is to provide certification for cremation to the public so they can legally cremate a person's remains.

**Mandates:** A.R.S. §11-594 which states the Office of the Medical Examiner gives approval for cremation of a dead body after a death investigation and record the approval on the death certificate. A.R.S. §11-599 provides when a funeral director or embalmer is requested to cremate or prepare for cremation the body of a dead person, the funeral director or embalmer or any other person having knowledge of an intention to so cremate shall notify the county medical examiner or alternate medical examiner to review the death certificate. If after reviewing the death certificate the county medical examiner or alternate medical examiner is satisfied that there is no evidence of foul play or violence, the examiner shall so certify.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of cremation authorizations completed within 1 day of receipt.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of cremation authorizations completed	23,517	22,370	23,136	23,509	1,139	5.1%
Demand	Number of cremation authorizations requested	23,517	22,370	23,136	23,509	1,139	5.1%
Expenditure Ratio	Expenditure per cremation authorization	\$ 11.82	\$ 12.86	\$ 11.65	\$ 12.60	\$ 0.26	2.0%
<i>Revenue</i>							
	100 - GENERAL	\$ 335,640	\$ 320,000	\$ 348,664	\$ 330,000	\$ 10,000	3.1%
	TOTAL SOURCES	\$ 335,640	\$ 320,000	\$ 348,664	\$ 330,000	\$ 10,000	3.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 278,035	\$ 287,711	\$ 269,583	\$ 296,297	\$ (8,586)	-3.0%
	TOTAL USES	\$ 278,035	\$ 287,711	\$ 269,583	\$ 296,297	\$ (8,586)	-3.0%

**Activity Narrative:** Increased costs associated with cremation authorizations are due to changes in the fixed benefits rate. Revenues are increasing due to the involvement of the County Attorney in collecting back payment owed by funeral homes.

### **Decedent Medical Examination Activity**

The purpose of the Decedent Medical Examination Activity is to provide medical examinations, timely case reports, certifications and expert testimony in legal proceedings to families of decedents and the legal and medial community so they can conduct financial transactions and have closure, investigate and prosecute offenders, and reduce risks to public health and safety.

**Mandates:** A.R.S. §11-593 Section E. which states that each county shall provide to the department of public safety fingerprints of all deceased persons for whom the circumstances of death require an external examination or autopsy and whose deaths are required to be investigated pursuant to this section. These fingerprints shall be on a form provided by the Department of Public Safety and shall be accompanied by such other information regarding the physical description and the date and place of death as the Department of Public Safety may require.

A.R.S. §11-594 mandates: A. The county medical examiner or alternate medical examiner shall direct a death investigation, shall determine whether an external examination or autopsy is required and shall:

1. Take charge of the dead body.
2. Certify to the cause and manner of death following completion of the death investigation, unless the medical examiner or alternate medical examiner determines there is no jurisdiction pursuant to section 11-593, reduce the findings to writing and promptly make a full report on forms prescribed for that purpose.
3. Have subpoena authority for all documents, records and papers deemed useful in the death investigation.
4. Execute a death certificate provided by the state registrar of vital statistics indicating the cause and the manner of death for those bodies for which a death investigation has been conducted and jurisdiction is assumed.
5. Give approval for cremation of a dead body after a death investigation and record the approval on the death certificate.
6. Notify the county attorney or other law enforcement authority when death is found to be from other than natural causes.
7. Carry out the duties specified under section 28-668.
8. Carry out the duties specified under section 36-860 and 36-861.
9. Observe all policies adopted by the board of supervisors regarding conflicts of interest and disclosure of non-county employment.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of case reports completed (available for public release) within 45 days	24.0%	24.9%	17.5%	25.1%	0.2%	0.6%
Result	Percent of medical examinations completed within 48 hours of admit	49.6%	55.2%	46.4%	67.1%	11.9%	21.5%
Result	Percent of case reports completed (available for public release) within 90 days	51.9%	65.0%	73.9%	90.0%	25.0%	38.5%
Result	Percent of autopsies performed	71.2%	70.6%	73.3%	76.0%	5.4%	7.6%
Result	Percent of cases not admitted (CNA's)	19.7%	20.1%	21.0%	20.0%	(0.2%)	-0.8%
Result	Percent of cases where organ/tissue-donations were authorized	8.5%	8.4%	8.1%	8.5%	0.1%	1.4%
Result	Percent of case reports completed (available for public release) within 120 days	70.1%	75.0%	91.8%	96.9%	21.9%	29.2%
Result	Percent of case reports completed (available for public release) within 60 days	N/A	40.0%	24.1%	40.0%	(0.0%)	-0.0%
Result	Percent of case photographs processed within 1 day of being produced	N/A	N/A	N/A	90.0%	N/A	N/A
Output	Number of medical examinations completed	3,968	3,957	4,131	5,100	1,143	28.9%
Output	Number of organ/tissue donation authorizations	418	417	408	420	3	0.7%
Output	Number of case photographs processed	N/A	N/A	N/A	250,104	N/A	N/A
Demand	Number of medical examinations required	4,007	3,957	4,032	3,960	3	0.1%
Demand	Number of case photographs processed	N/A	N/A	N/A	250,104	N/A	N/A
Expenditure Ratio	Expenditure per medical examination	\$ 940.76	\$ 1,011.66	\$ 889.87	\$ 816.88	\$ 194.78	19.3%
<b>Revenue</b>							
	100 - GENERAL	\$ 81,014	\$ 71,730	\$ 63,556	\$ 55,730	\$ (16,000)	-22.3%
	TOTAL SOURCES	\$ 81,014	\$ 71,730	\$ 63,556	\$ 55,730	\$ (16,000)	-22.3%
<b>Expenditure</b>							
	100 - GENERAL	\$ 3,732,937	\$ 4,003,142	\$ 3,676,042	\$ 4,166,075	\$ (162,933)	-4.1%
	TOTAL USES	\$ 3,732,937	\$ 4,003,142	\$ 3,676,042	\$ 4,166,075	\$ (162,933)	-4.1%

**Activity Narrative:** The addition of 2.0 Forensic Technicians and 1.0 Medical Examiner in the operating budget is expected to increase completion rates. The percent of cases completed within 45 days will increase 7.3% over FY 2016 projections. Further, 67% of exams will be completed within 48 hours. While 67% was the goal for FY 2016, vacancies caused the department to fall short. Most notably, the new positions will lead to approximately 97% of cases being completed in 120 days. The increased completion rates will aid the Medical Examiner's Office in receiving accreditation from NAME.

Revenues will decrease due to the cancellation of the Intergovernmental Agreement with the Florida State Attorney's Office. The Medical Examiner who was to testify in Florida cases has left the Maricopa County Medical Examiner's Office and therefore no reimbursement of expenses. This is offset by an increase in revenues due to the involvement of the County Attorney in collecting back payments owed by funeral homes.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Personnel Services by \$111,881 for costs associated with 2.0 FTE Forensic Technicians to assist with increased autopsy caseloads.
- Increase Personnel Services by \$60,775 for the Forensic Technician Market Adjustment.
- Increase Utilities by \$12,000 for an increase to the Biohazard Trash Services contract.
- Decrease revenues and expenditures in the Intergovernmental Charges for Services and Personnel Object Codes by \$20,000 due to no longer needing an Intergovernmental Agreement with the Florida State Attorney's Office. The Medical Examiner providing services to Florida is no longer employed by Maricopa County.

**Decedent Medical Investigation Activity**

The purpose of the Decedent Medical Investigations Activity is to provide medicolegal death investigative reports and scene photographs to families of decedents and the legal and medical community so they can investigate and prosecute offenders, reduce risks to public health and safety and have closure.

**Mandates:** A.R.S. §11-594 which states:

1. Assign to a medical death investigator or other qualified personnel all aspects of a death investigation except the performance of autopsies.
2. Authorize forensic pathologists to perform examinations and autopsies. The medical examiner or alternate medical examiner may authorize medical students or residents and fellows in pathology training to perform autopsies under the supervision of a licensed physician who is board certified in anatomic pathology, pursuant to procedures adopted by the county medical examiner or alternate medical examiner. Authorization and the amount to be paid by the county for pathology services are subject to approval of the board of supervisors.

A.R.S. §11-595 mandate enables:

1. The county medical examiner or alternate medical examiner may enter any room, dwelling, building or other place in which the body or evidence of the circumstances of the death requiring investigation may be found, provided that a law enforcement agency investigating the death obtains a search warrant for private property other than in the immediate location where the body was found.
2. The county medical examiner or alternate medical examiner, with the permission of the law enforcement agency investigating the death, may take into possession any object or article found on the deceased or in the deceased's immediate vicinity which may aid in the determination of the deceased's identity or determination of the cause or manner of death. Upon completion of the findings, the medical examiner or alternate medical examiner, within thirty days, shall deliver the object or article to the law enforcement agency concerned, to the legal representative of the deceased or to the county treasurer.

A.R.S. §11-597 mandates the county medical examiner or alternate medical examiner shall conduct a death investigation to determine whether or not the public interest requires an external examination, autopsy or other special investigation.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of declined cases (non-jurisdictional cases)	42.7%	44.0%	41.1%	40.7%	(3.3%)	-7.5%
Result	Percent of scene arrivals within 2 hours of "case ready for removal" notification	55.9%	60.0%	84.3%	92.0%	32.0%	53.3%
Result	Percent of Medicolegal Death Investigation (MDI) reports submitted within 1 day of remains being admitted	N/A	N/A	N/A	92.4%	N/A	N/A
Output	Number of investigations completed	8,633	8,842	8,248	8,316	(526)	-5.9%
Output	Number of MDI reports submitted	N/A	N/A	N/A	3,960	N/A	N/A
Demand	Number of investigations required	8,633	8,842	8,248	8,316	(526)	-5.9%
Expenditure Ratio	Expenditure per investigation	\$ 176.77	\$ 188.31	\$ 207.59	\$ 255.81	\$ (67.51)	-35.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,526,019	\$ 1,665,000	\$ 1,712,240	\$ 2,127,335	\$ (462,335)	-27.8%
	TOTAL USES	\$ 1,526,019	\$ 1,665,000	\$ 1,712,240	\$ 2,127,335	\$ (462,335)	-27.8%

**Activity Narrative:** The increased funding for the Body Transport Contract is expected to increase the percent of scene arrivals within two (2) hours of 'case ready for removal" notification by 32% over FY 2016. The pilot project performed in FY 2016 increased this percentage from 60% to 86.1%. Further

funding of this contract is expected to increase response times by another 5.9%. Investigations are expected to increase slightly over FY 2016 Forecast however they will remain lower than FY 2015 Actuals and FY 2016 Revised due to fewer non-jurisdictional cases being reported.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Other Services by \$350,000 for Body Transport Contract.

**Office Support Activity**

The purpose of the Office Support Activity is to provide transcribed reports and information to funeral homes, family/next of kin and/or law enforcement so they can register the Medical Examiner’s findings.

**Mandates:** A.R.S. §11-597 which states if an autopsy is performed, a full record or report of the facts developed by the autopsy in the findings of the person performing the autopsy shall be properly made and filed in the office of the county medical examiner or the board of supervisors. If the person performing the autopsy determines that the report should be forwarded to the county where the death occurred or the county in which any injury contributing to or causing the death was sustained, the report shall be forwarded to the county attorney.

Measure		FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
Type	Description	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of decedents released within 1 day of exam	57.6%	55.9%	56.6%	56.8%	0.9%	1.6%
Result	Percent of reports transcribed within 7 days of dictation receipt (excluding weekends and holidays)	N/A	N/A	N/A	82.2%	N/A	N/A
Output	Number of exam and toxicology reports transcribed	8,029	8,461	7,366	8,004	(457)	-5.4%
Output	Number of decedents admitted	3,969	3,960	3,981	3,960	-	0.0%
Demand	Number of reports requested to be transcribed.	8,029	8,461	7,732	8,004	(457)	-5.4%
Expenditure Ratio	Expenditure per report transcribed	\$ 107.81	\$ 106.98	\$ 114.30	\$ 129.92	\$ (22.94)	-21.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 865,618	\$ 905,173	\$ 883,781	\$ 1,039,877	\$ (134,704)	-14.9%
	TOTAL USES	\$ 865,618	\$ 905,173	\$ 883,781	\$ 1,039,877	\$ (134,704)	-14.9%

**Activity Narrative:** The department is currently experiencing a backlog as the Medical Transcribers are being trained. The outside contract was ended and transcribers were brought in house. The backlog will be resolved in FY 2017. The present of decedents released within 1 day of exam is not expected to increase until this backlog is resolved.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Personnel Services by \$17,308 for 0.5 FTE Office Assistant to assist with digital conversion of case records and reports.
- Increase personnel Services by \$103,961 for 2.0 FTE Case Information Specialists to assist with increased caseloads, evidence release and digital x-ray.

**Lab Services Activity**

The purpose of the Lab Services Activity is to provide professionally administered drug analyses reports, test results and microscopic slide results (according to established laboratory standards) to Medical Examiner’s so they can accurately assess the contribution of drugs, chemical and microscopic findings to the death.

**Mandates:** A.R.S. §11-594 which states that if a dispute arises over the findings of the medical examiner's report, the medical examiner, upon an order of the superior court, shall make available all evidence and documentation to a court-designated licensed forensic pathologist for review, and the results of the review shall be reported to the superior court in the county issuing the order.

A.R.S. §11-597 mandates the county medical examiner or alternate medical examiner shall conduct a death investigation to determine whether or not the public interest requires an external examination, autopsy or other special investigation. In the determination of the need for an autopsy, the county medical examiner or alternate medical examiner may consider the request for an autopsy made by private persons or public officials. If the county attorney or a superior court judges of the county where the death occurred requests an autopsy, the county medical examiner shall perform the autopsy, or, in the case of an alternate medical examiner, an autopsy shall be performed by a forensic pathologist.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of toxicology tests completed in house of total tests requested	98.0%	97.7%	97.7%	98.1%	0.4%	0.4%
Result	Percent of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	54.9%	55.0%	58.2%	58.8%	3.8%	7.0%
Result	Percent of microscopic slides produced within 7 days of request	47.9%	55.0%	60.4%	75.0%	20.0%	36.4%
Result	Percent of examined cases requiring microscopic slides to be produced	46.2%	47.6%	52.4%	53.4%	5.8%	12.1%
Result	Percent of toxicology reports produced within 30 days of exam (excluding weekends and holidays)	N/A	25.1%	21.2%	26.0%	0.9%	3.7%
Result	Percent of toxicology reports produced within 60 days of exam (excluding weekends and holidays)	N/A	75.0%	78.6%	79.1%	4.0%	5.4%
Result	Percent of toxicology reports produced in 35 days of exam (excluding weekends and holidays)	N/A	N/A	N/A	37.5%	N/A	N/A
Output	Number of toxicology tests produced	65,147	69,101	57,979	56,304	(12,797)	-18.5%
Output	Number of total toxicology reports produced	3,744	4,070	3,257	3,324	(746)	-18.3%
Output	Number of microscopic slides produced	7,643	7,645	10,755	10,836	3,191	41.7%
Demand	Number of toxicology tests requested	65,147	69,101	57,979	56,304	(12,797)	-18.5%
Demand	Number of microscopic slides requested	7,643	7,645	10,755	10,836	3,191	41.7%
Expenditure Ratio	Expenditure per test produced	\$ 19.40	\$ 18.32	\$ 22.16	\$ 24.92	\$ (6.60)	-36.0%
<i>Revenue</i>							
	224 - MEDICAL EXAMINER GRANTS	\$ 12,828	\$ 8,406	\$ 10,214	\$ 8,851	\$ 445	5.3%
	TOTAL SOURCES	\$ 12,828	\$ 8,406	\$ 10,214	\$ 8,851	\$ 445	5.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,256,521	\$ 1,257,438	\$ 1,276,501	\$ 1,394,055	\$ (136,617)	-10.9%
	224 - MEDICAL EXAMINER GRANTS	7,581	8,406	8,406	8,851	(445)	-5.3%
	TOTAL USES	\$ 1,264,102	\$ 1,265,844	\$ 1,284,907	\$ 1,402,906	\$ (137,062)	-10.8%

**Activity Narrative:** Due to the addition of 1.0 FTE Laboratory Technician the percent of microscopic slides produced within seven days of exam is expected to increase by 20% over FY 2016. Currently the percent of toxicology reports produced within 30 days of exam are behind expectations. As the autopsy rate continues to increase the production rate is expected to remain low. The number of toxicology tests is decreasing as fewer samples are being tested as a result of process improvements. This refers to the number of tissue samples per body and not the number of bodies tested.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Personnel Services by \$56,914 for 1.0 FTE Laboratory Technician to assist with increased autopsy caseloads.

- Increase Personnel Services by \$69,683 for the Forensic Chemist Market Adjustment.

**Medical Examiner Grant Fund (224) Operating**

- Increase Revenues and Expenditures by \$8,851 for the Paul Coverdell Grant Award.

**Legal Support Activity**

The purpose of the Legal Support Activity is to provide independent and unbiased scientific evidence (expert testimony, examination reports etc...) to judicial and law enforcement authorities and the general public so they can have timely, accurate and complete information for adjudication purposes and closure.

**Mandates:** A.R.S. §11-594 which states that if a dispute arises over the findings of the medical examiner's report, the medical examiner, upon an order of the superior court, shall make available all evidence and documentation to a court-designated licensed forensic pathologist for review, and the results of the review shall be reported to the superior court in the county issuing the order.

A.R.S. §11-597 mandates the county medical examiner or alternate medical examiner shall conduct a death investigation to determine whether or not the public interest requires an external examination, autopsy or other special investigation. In the determination of the need for an autopsy, the county medical examiner or alternate medical examiner may consider the request for an autopsy made by private persons or public officials. If the county attorney or a superior court judges of the county where the death occurred requests an autopsy, the county medical examiner shall perform the autopsy, or, in the case of an alternate medical examiner, an autopsy shall be performed by a forensic pathologist.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of hours subpoenaed that requires court appearance (excluding weekends and holidays)	37.1%	43.2%	47.9%	46.7%	3.5%	8.0%
Result	Percent of OME staff time spent providing legal support for criminal cases (excluding weekends and holidays)	88.2%	51.6%	89.8%	90.5%	38.9%	75.4%
Result	Percent of OME staff time spent providing legal support for civil cases (excluding weekends and holidays)	7.6%	3.7%	16.1%	9.5%	5.9%	159.3%
Result	Percent of subpoenas supported within 2 days of receipt (excluding weekends and holidays)	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of subpoenas supported (date and time stamped)	128	144	83	84	(60)	-41.7%
Output	Number of hours spent testifying in court	157	168	104	108	(60)	-35.6%
Demand	Number of subpoenas received (date and time stamped)	128	144	83	84	(60)	-41.7%
Expenditure Ratio	Expenditure per subpoenas supported	\$ 690.99	\$ 546.28	\$ 849.07	\$ 926.57	\$ (380.29)	-69.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 88,447	\$ 78,664	\$ 70,473	\$ 77,832	\$ 832	1.1%
	TOTAL USES	\$ 88,447	\$ 78,664	\$ 70,473	\$ 77,832	\$ 832	1.1%

**Activity Narrative:** Due to a policy change in FY 2016 it was anticipated that Medical Examiners would spend less time on legal cases. Improved tracking of cases as well as serving subpoenas directly has made the process more efficient but the percent of time spent on criminal cases has not changed due to the complexity of the cases at issue. Medical Examiners are spending less time in court and more time preparing for court.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 8,573,553</b>	<b>\$ 391,730</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 127,510</b>	<b>\$ -</b>
<i>FY 16 Market Study Adjustments</i>	<i>127,510</i>	<i>-</i>
Agenda Item:		
C-49-16-019-2-00		
<b>FY 2016 Revised Budget</b>	<b>\$ 8,701,063</b>	<b>\$ 391,730</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ (127,510)</b>	<b>\$ -</b>
<i>FY 16 Market Study Adjustments</i>	<i>(127,510)</i>	<i>-</i>
Agenda Item:		
C-49-16-019-2-00		
<b>FY 2017 Baseline Budget</b>	<b>\$ 8,573,553</b>	<b>\$ 391,730</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 117,075</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>119,447</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	<i>(2,913)</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>541</i>	<i>-</i>
<b>Employee Salary Adjustments</b>	<b>\$ 302,633</b>	<b>\$ -</b>
<i>FY 16 Market Study Adjustments</i>	<i>302,633</i>	<i>-</i>
<i>Medicolegal Death Investigator Market Adjustment</i>	<i>\$ 172,175</i>	<i>-</i>
<i>Forensic Technician Market Adjustment</i>	<i>60,775</i>	<i>-</i>
<i>Forensic Chemist Market Adjustment</i>	<i>69,683</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 1,040,613</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(86,850)</i>	<i>-</i>
<i>Operating Costs for OnBase Records Management</i>	<i>\$ 17,920</i>	<i>-</i>
<i>Operating Costs for Case Management System</i>	<i>35,650</i>	<i>-</i>
<i>Increase to Service Level Agreement with Enterprise Technology</i>	<i>75,315</i>	<i>-</i>
<i>Body Transport Contract</i>	<i>350,000</i>	<i>-</i>
<i>Increase to Biohazard Waste Disposal Contract</i>	<i>12,000</i>	<i>-</i>
<i>Cancellation of Intergovernmental Agreement with Florida State Attorney</i>	<i>(20,000)</i>	<i>-</i>
<i>Net Change in Other Personnel</i>	<i>(66,850)</i>	<i>-</i>
<i>Base Adjustment Increases</i>	<i>490,885</i>	<i>-</i>
<i>Radio Charges Adjustment</i>	<i>216</i>	<i>-</i>
<i>Risk Management Adjustment</i>	<i>40,235</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>32,331</i>	<i>-</i>
<i>Personnel Additions and Related Costs</i>	<i>496,946</i>	<i>-</i>
1.0 FTE Medical Examiner	<i>\$ 206,882</i>	<i>-</i>
2.0 FTE Forensic Technician	<i>111,881</i>	<i>-</i>
1.0 FTE Laboratory Technician	<i>56,914</i>	<i>-</i>
0.5 FTE Office Assistant	<i>17,308</i>	<i>-</i>
2.0 FTE Case Information Specialists	<i>103,961</i>	<i>-</i>
<i>Personnel Savings</i>	<i>66,850</i>	<i>-</i>
<i>Decrease Vacancy Savings from 3.36% to 2.34%</i>	<i>\$ 66,850</i>	<i>-</i>
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (6,000)</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>(6,000)</i>
<i>Cancellation of Intergovernmental Agreement with Florida State Attorney</i>	<i>\$ (20,000)</i>	<i>-</i>
<i>Increase Revenue due to County Attorney Collection Efforts</i>	<i>14,000</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 10,033,874</b>	<b>\$ 385,730</b>
<i>Percent Change from Baseline Amount</i>	<i>17.0%</i>	<i>-1.5%</i>

General Fund (100) (continued)

	Expenditures	Revenue
<b>OME CASE MANAGEMENT</b>		
<b>FY 2016 Adopted Budget</b>	\$ -	\$ -
<b>FY 2016 Revised Budget</b>	\$ -	\$ -
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Information and Communications Technology</b>		
Other IT Non Recurring		232,800
Case Management System	\$ 232,800	-
<b>FY 2017 Adopted Budget</b>	\$ 232,800	\$ -
<i>Percent Change from Baseline Amount</i>		
	Expenditures	Revenue
<b>OME CASE RECORDS</b>		
<b>FY 2016 Adopted Budget</b>	\$ -	\$ -
<b>FY 2016 Revised Budget</b>	\$ -	\$ -
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Information and Communications Technology</b>		
Other IT Non Recurring		131,509
OnBase Records Management System	\$ 131,509	-
<b>FY 2017 Adopted Budget</b>	\$ 131,509	\$ -
<i>Percent Change from Baseline Amount</i>		

Medical Examiner Grant Fund (224)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ -	\$ -
Adjustments:		
<b>Grants</b>	Agenda Item:	
Coverdell Forensic Sci Imp FY16	C-29-15-005-G-01	\$ 8,406
		8,406
<b>FY 2016 Revised Budget</b>	\$ 8,406	\$ 8,406
Adjustments:		
<b>Grants</b>	Agenda Item:	
Coverdell Forensic Sci Imp FY16	C-29-15-005-G-01	\$ (8,406)
		(8,406)
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Grants</b>		\$ 8,851
Grant Reconciliation		8,851
<b>FY 2017 Adopted Budget</b>	\$ 8,851	\$ 8,851
<i>Percent Change from Baseline Amount</i>		

**Medical Examiner Grant Fund (224) Fund Balance Summary**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ADOPTED</b>	<b>FY 2016 REVISED</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 ADOPTED</b>
Beginning Spendable Fund Balance	\$ -	\$ -	\$ -	\$ -	(1)
Sources:					
Operating	\$ 7,581	\$ -	\$ 8,406	\$ 8,405	\$ 8,851
Total Sources:	\$ 7,581	\$ -	\$ 8,406	\$ 8,405	\$ 8,851
Uses:					
Operating	\$ 7,581	\$ -	\$ 8,406	\$ 8,406	\$ 8,851
Total Uses:	\$ 7,581	\$ -	\$ 8,406	\$ 8,406	\$ 8,851
Structural Balance	\$ -	\$ -	\$ -	(1)	\$ -
Ending Spendable Fund Balance:					
Unassigned	-	-	-	(1)	(1)
Total Ending Spendable Fund Balance	\$ -	\$ -	\$ -	(1)	(1)

## Parks and Recreation

*Analysis by Kimberly D. Tolbert, Management and Budget Analyst*

### Summary

#### Mission

The Mission of the Parks and Recreation Department is to provide through responsible stewardship, the highest quality parks, trails, programs, services, and experiences to energize visitors so they can become life-long users and advocates.

#### Vision

Our vision is to connect people with nature through regional parks, trails and programs, inspire an appreciation for the Sonoran Desert and natural open spaces, and create lifelong positive memories.

### Strategic Goals

#### Safe Communities

**By FY 2018, decrease reported unauthorized entry and misuse incidents in Maricopa County parks by 5 percent over FY 2015.**

Status: In FY 2016, the Department prioritized the list of ninety (90) locations identified as having unauthorized entry and misuse incidents. The locations were prioritized on a system level, using impact to park lands/resource management and possible revenue loss as criteria. In FY 2017, the Department is planning to add and strengthen boundary fencing at McDowell Mountain Regional Park and add new iron ranger fee collection stations with added signage at various park locations.

#### Safe Communities

**By FY 2020, decrease unplanned downtime of Maricopa County park facilities and other visitor amenities by 10 percent over FY 2015.**

Status: The Department continues to track unplanned downtime on park facilities and other visitor amenities. The number of unplanned closures in FY 2016 is expected to be twenty-seven (27). In FY 2016, staff is completing a system wide assessment to identify direct and indirect causes for facility closures. As a result, the Department is requesting funding in FY 2017 to begin a life cycle maintenance and replacement plan for major amenities including HVAC replacement, septic system maintenance, water heaters, roofing, well pump and system maintenance and electrical panels.

**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: Park attendance in FY 2016 is slightly down from FY 2015. In August 2015, the Department changed Point of Sale (POS) providers and with this change, decided to do actual visitor counts instead of projection based on calculations using Visitor Surveys. In FY 2016, a new Parks website will be released that will enhance information provided to potential visitors and provide easier access to information on park amenities and programs. The use of social media has been expanded with each park Interpretive Ranger maintaining and regularly updating a Park Facebook page to provide current information on programs, events and wildlife. This is measured by the number of likes and page views each page receives. Cave Creek Regional Park's Facebook page has experienced a 50% increase in individuals who are actively following the page, going from 769 likes to 1,510 likes in one fiscal year. The bulk of the parks have experienced a similar increase. The Department has entered into a management agreement with Estrella Youth Sports to improve sports facilities and has initiated negotiations with Legacy Sports to secure a new concessionaire at Adobe Park to expand the sports complex.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
AREC - RECREATION	\$ 7,855,957	\$ 7,559,792	\$ 7,559,792	\$ 7,748,572	\$ 8,420,361	\$ 860,569	11.4%
INTP - INTERPRETIVE SERVICES	177,222	190,909	190,909	174,524	177,314	(13,595)	-7.1%
30ER - PARK EDUCATION AND RECREATION	\$ 8,033,179	\$ 7,750,701	\$ 7,750,701	\$ 7,923,096	\$ 8,597,675	\$ 846,974	10.9%
GNMT - GENERAL MAINTENANCE	\$ 278,416	\$ 283,123	\$ 283,123	\$ 269,146	\$ 278,416	\$ (4,707)	-1.7%
MDEV - DEVELOPMENT	55,960	13,990	13,990	-	510,699	496,709	3550.5%
30SP - PARK SUPPORT	\$ 334,376	\$ 297,113	\$ 297,113	\$ 269,146	\$ 789,115	\$ 492,002	165.6%
ODIR - EXECUTIVE MANAGEMENT	\$ 163	\$ 75	\$ 75	\$ 50	\$ 163	\$ 88	117.3%
99AS - INDIRECT SUPPORT	\$ 163	\$ 75	\$ 75	\$ 50	\$ 163	\$ 88	117.3%
GGOV - GENERAL GOVERNMENT	\$ (13,247)	\$ 17,825	\$ 17,825	\$ 63,029	\$ 29,102	\$ 11,277	63.3%
99GV - GENERAL OVERHEAD	\$ (13,247)	\$ 17,825	\$ 17,825	\$ 63,029	\$ 29,102	\$ 11,277	63.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 8,354,471</b>	<b>\$ 8,065,714</b>	<b>\$ 8,065,714</b>	<b>\$ 8,255,321</b>	<b>\$ 9,416,055</b>	<b>\$ 1,350,341</b>	<b>16.7%</b>
<b>USES</b>							
AREC - RECREATION	\$ 2,793,440	\$ 3,365,618	\$ 3,493,721	\$ 3,105,893	\$ 3,846,189	\$ (352,468)	-10.1%
INTP - INTERPRETIVE SERVICES	637,062	700,322	704,107	691,771	798,227	(94,120)	-13.4%
30ER - PARK EDUCATION AND RECREATION	\$ 3,430,502	\$ 4,065,940	\$ 4,197,828	\$ 3,797,664	\$ 4,644,416	\$ (446,588)	-10.6%
GNMT - GENERAL MAINTENANCE	\$ 3,508,060	\$ 3,432,739	\$ 3,562,821	\$ 3,335,156	\$ 3,352,088	\$ 210,733	5.9%
MDEV - DEVELOPMENT	1,813,625	2,667,746	2,626,629	1,655,436	3,697,620	(1,070,991)	-40.8%
30SP - PARK SUPPORT	\$ 5,321,685	\$ 6,100,485	\$ 6,189,450	\$ 4,990,592	\$ 7,049,708	\$ (860,258)	-13.9%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 306,167	\$ 302,354	\$ 303,099	\$ 306,108	\$ 298,598	\$ 4,501	1.5%
HRAC - HUMAN RESOURCES	12,908	(3,238)	(3,238)	1,620	9,128	(12,366)	381.9%
ODIR - EXECUTIVE MANAGEMENT	292,323	310,118	310,460	282,906	260,390	50,070	16.1%
POOL - POOLED COSTS	-	181,902	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	-	-	-	73,600	(73,600)	N/A
99AS - INDIRECT SUPPORT	\$ 611,398	\$ 791,136	\$ 610,321	\$ 590,634	\$ 641,716	\$ (31,395)	-5.1%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 529,241	\$ 571,802	\$ 571,802	\$ 568,685	\$ 518,464	\$ 53,338	9.3%
GGOV - GENERAL GOVERNMENT	2,866	304	304	72	-	304	100.0%
INFR - INFRASTRUCTURE	176,161	178,213	178,213	178,472	209,888	(31,675)	-17.8%
RISK - RISK PREMIUMS	257,304	368,012	368,012	379,980	202,080	165,932	45.1%
99GV - GENERAL OVERHEAD	\$ 965,572	\$ 1,118,331	\$ 1,118,331	\$ 1,127,209	\$ 930,432	\$ 187,899	16.8%
TSPT - TECHNOLOGY SUPPORT	\$ 56,495	\$ 100,971	\$ 100,971	\$ 94,692	\$ 283,937	\$ (182,966)	-181.2%
99IT - INFORMATION TECHNOLOGY	\$ 56,495	\$ 100,971	\$ 100,971	\$ 94,692	\$ 283,937	\$ (182,966)	-181.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 10,385,652</b>	<b>\$ 12,176,863</b>	<b>\$ 12,216,901</b>	<b>\$ 10,600,791</b>	<b>\$ 13,550,209</b>	<b>\$ (1,333,308)</b>	<b>-10.9%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 13,611	\$ 13,990	\$ 13,990	\$ 49,472	\$ -	\$ (13,990)	-100.0%
<b>SUBTOTAL</b>	\$ 13,611	\$ 13,990	\$ 13,990	\$ 49,472	\$ -	\$ (13,990)	-100.0%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 247,947	\$ 256,932	\$ 256,932	\$ 247,825	\$ 247,434	\$ (9,498)	-3.7%
0635 - OTHER CHARGES FOR SERVICES	5,753,209	5,456,247	5,456,247	5,630,737	5,763,922	307,675	5.6%
<b>SUBTOTAL</b>	\$ 6,001,156	\$ 5,713,179	\$ 5,713,179	\$ 5,878,562	\$ 6,011,356	\$ 298,177	5.2%
<b>FINES &amp; FOREFEITS</b>							
0637 - FINES & FORFEITS	\$ 4,943	\$ 170	\$ 170	\$ 391	\$ 4,943	\$ 4,773	2807.6%
<b>SUBTOTAL</b>	\$ 4,943	\$ 170	\$ 170	\$ 391	\$ 4,943	\$ 4,773	2807.6%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 29,262	\$ 19,065	\$ 19,065	\$ 15,976	\$ 29,262	\$ 10,197	53.5%
0650 - MISCELLANEOUS REVENUE	2,305,499	2,319,310	2,319,310	2,310,920	2,349,295	29,985	1.3%
<b>SUBTOTAL</b>	\$ 2,334,761	\$ 2,338,375	\$ 2,338,375	\$ 2,326,896	\$ 2,378,557	\$ 40,182	1.7%
<b>ALL REVENUES</b>	\$ 8,354,471	\$ 8,065,714	\$ 8,065,714	\$ 8,255,321	\$ 8,394,856	\$ 329,142	4.1%
<b>OTHER FINANCING SOURCES</b>							
0652 - PROCEEDS FROM FINANCING	\$ -	\$ -	\$ -	\$ -	\$ 1,021,199	\$ 1,021,199	N/A
<b>ALL OTHER FINANCING SOURCES</b>	\$ -	\$ -	\$ -	\$ -	\$ 1,021,199	\$ 1,021,199	N/A
<b>TOTAL SOURCES</b>	\$ 8,354,471	\$ 8,065,714	\$ 8,065,714	\$ 8,255,321	\$ 9,416,055	\$ 1,350,341	16.7%
CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 3,379,706	\$ 3,611,144	\$ 3,606,205	\$ 3,389,047	\$ 3,502,204	\$ 104,001	2.9%
0705 - TEMPORARY PAY	36,366	110,352	147,888	97,465	223,421	(75,533)	-51.1%
0710 - OVERTIME	7,356	3,147	3,147	8,407	-	3,147	100.0%
0750 - FRINGE BENEFITS	1,417,141	1,690,124	1,649,584	1,622,260	1,616,515	33,069	2.0%
0790 - OTHER PERSONNEL SERVICES	(42)	999	999	101	-	999	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(449,190)	(267,790)	(267,790)	(261,071)	(442,155)	174,365	65.1%
0796 - PERSONNEL SERVICES ALLOC-IN	569,679	375,119	375,119	329,757	505,012	(129,893)	-34.6%
<b>SUBTOTAL</b>	\$ 4,961,016	\$ 5,523,095	\$ 5,515,152	\$ 5,185,966	\$ 5,404,997	\$ 110,155	2.0%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 494,207	\$ 581,324	\$ 550,850	\$ 503,806	\$ 709,820	\$ (158,970)	-28.9%
0802 - MEDICAL SUPPLIES	-	200	200	-	110	90	45.0%
0803 - FUEL	103,770	152,224	152,224	113,643	124,495	27,729	18.2%
0804 - NON-CAPITAL EQUIPMENT	10,826	160,446	156,700	173,030	142,500	14,200	9.1%
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	-	(20,194)	20,194	N/A
0806 - SUPPLIES-ALLOCATION IN	3,429	21,557	21,557	8,648	23,766	(2,209)	-10.2%
<b>SUBTOTAL</b>	\$ 612,232	\$ 915,751	\$ 881,531	\$ 799,127	\$ 980,497	\$ (98,966)	-11.2%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 6,023	\$ -	\$ 7,953	\$ 9,483	\$ 6,023	\$ 1,930	24.3%
0811 - HEALTH CARE SERVICES	-	5,600	5,600	5,600	-	5,600	100.0%
0812 - OTHER SERVICES	389,900	647,622	645,872	585,359	643,555	2,317	0.4%
0820 - RENT & OPERATING LEASES	20,363	28,543	26,389	27,843	23,988	2,401	9.1%
0825 - REPAIRS AND MAINTENANCE	2,211,480	2,433,743	2,515,880	1,726,366	1,648,681	867,199	34.5%
0830 - INTERGOVERNMENTAL PAYMENTS	24,470	25,140	25,140	21,896	25,204	(64)	-0.3%
0839 - INTERNAL SERVICE CHARGES	1,041,012	1,119,620	1,116,369	1,040,482	1,079,652	36,717	3.3%
0841 - TRAVEL	1,967	19,067	16,567	9,457	4,967	11,600	70.0%
0842 - EDUCATION AND TRAINING	10,358	16,043	17,809	12,952	15,858	1,951	11.0%
0843 - POSTAGE/FREIGHT/SHIPPING	5,079	10,959	10,959	8,166	4,861	6,098	55.6%
0850 - UTILITIES	775,325	770,194	770,194	759,372	800,751	(30,557)	-4.0%
0872 - SERVICES-ALLOCATION OUT	(564,800)	(564,802)	(564,802)	(561,129)	(605,227)	40,425	7.2%
0873 - SERVICES-ALLOCATION IN	565,125	574,288	574,288	603,717	620,939	(46,651)	-8.1%
<b>SUBTOTAL</b>	\$ 4,486,302	\$ 5,086,017	\$ 5,168,218	\$ 4,249,564	\$ 4,269,252	\$ 898,966	17.4%
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 154,990	\$ 285,000	\$ 285,000	\$ 174,408	\$ 707,566	\$ (422,566)	-148.3%
0920 - CAPITAL EQUIPMENT	-	7,000	7,000	-	-	7,000	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	171,112	360,000	360,000	191,726	1,021,199	(661,199)	-183.7%
0940 - INFRASTRUCTURE	-	-	-	-	112,347	(112,347)	N/A
0956 - CAPITAL-ALLOCATION IN	-	-	-	-	19,876	(19,876)	N/A
<b>SUBTOTAL</b>	\$ 326,102	\$ 652,000	\$ 652,000	\$ 366,134	\$ 1,860,988	\$ (1,208,988)	-185.4%
<b>ALL EXPENDITURES</b>	\$ 10,385,652	\$ 12,176,863	\$ 12,216,901	\$ 10,600,791	\$ 12,515,734	\$ (298,833)	-2.4%
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ -	\$ -	\$ -	\$ -	\$ 1,034,475	\$ (1,034,475)	N/A
<b>ALL OTHER FINANCING USES</b>	\$ -	\$ -	\$ -	\$ -	\$ 1,034,475	\$ (1,034,475)	N/A
<b>TOTAL USES</b>	\$ 10,385,652	\$ 12,176,863	\$ 12,216,901	\$ 10,600,791	\$ 13,550,209	\$ (1,333,308)	-10.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
230 PARKS AND RECREATION GRANTS							
OPERATING	\$ (42,349)	\$ -	\$ -	\$ -	\$ -	-	N/A
NON RECURRING NON PROJECT	55,960	13,990	13,990	49,472	-	(13,990)	-100.0%
<b>FUND TOTAL SOURCES</b>	\$ 13,611	\$ 13,990	\$ 13,990	\$ 49,472	\$ -	\$ (13,990)	-100.0%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	\$ 272,132	\$ 275,359	\$ 275,359	\$ 272,564	\$ 272,132	(3,227)	-1.2%
NON RECURRING NON PROJECT	-	-	-	-	30,837	30,837	N/A
<b>FUND TOTAL SOURCES</b>	\$ 272,132	\$ 275,359	\$ 275,359	\$ 272,564	\$ 302,969	\$ 27,610	10.0%
239 PARKS SOUVENIR							
OPERATING	\$ 396,183	\$ 362,544	\$ 362,544	\$ 343,535	\$ 396,183	\$ 33,639	9.3%
<b>FUND TOTAL SOURCES</b>	\$ 396,183	\$ 362,544	\$ 362,544	\$ 343,535	\$ 396,183	\$ 33,639	9.3%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	\$ 2,693,797	\$ 2,719,236	\$ 2,719,236	\$ 2,640,883	\$ 2,742,031	\$ 22,795	0.8%
NON RECURRING NON PROJECT	4,630	-	-	-	380,233	380,233	N/A
<b>FUND TOTAL SOURCES</b>	\$ 2,698,427	\$ 2,719,236	\$ 2,719,236	\$ 2,640,883	\$ 3,122,264	\$ 403,028	14.8%
241 PARKS ENHANCEMENT FUND							
OPERATING	\$ 5,038,204	\$ 4,671,308	\$ 4,671,308	\$ 4,925,590	\$ 4,959,106	\$ 287,798	6.2%
NON RECURRING NON PROJECT	-	-	-	-	610,129	610,129	N/A
<b>FUND TOTAL SOURCES</b>	\$ 5,038,204	\$ 4,671,308	\$ 4,671,308	\$ 4,925,590	\$ 5,569,235	\$ 897,927	19.2%
243 PARKS DONATIONS							
OPERATING	\$ 25,212	\$ 23,277	\$ 23,277	\$ 23,277	\$ 25,404	\$ 2,127	9.1%
<b>FUND TOTAL SOURCES</b>	\$ 25,212	\$ 23,277	\$ 23,277	\$ 23,277	\$ 25,404	\$ 2,127	9.1%
900 ELIMINATIONS							
OPERATING	\$ (89,298)	\$ -	\$ -	\$ -	\$ -	-	N/A
<b>FUND TOTAL SOURCES</b>	\$ (89,298)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 8,293,881	\$ 8,051,724	\$ 8,051,724	\$ 8,205,849	\$ 8,394,856	\$ 343,132	4.3%
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	\$ 60,590	\$ 13,990	\$ 13,990	\$ 49,472	\$ 1,021,199	\$ 1,007,209	7199.5%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 8,354,471	\$ 8,065,714	\$ 8,065,714	\$ 8,255,321	\$ 9,416,055	\$ 1,350,341	16.7%
<b>FUND / FUNCTION CLASS</b>	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ADOPTED</b>	<b>FY 2016 REVISED</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 ADOPTED</b>	<b>REVISED VS ADOPTED VAR</b>	<b>%</b>
100 GENERAL							
OPERATING	\$ 564,800	\$ 564,802	\$ 564,802	\$ 564,802	\$ 874,325	\$ (309,523)	-54.8%
NON RECURRING NON PROJECT	128,831	50,000	121,169	71,169	50,000	71,169	58.7%
PARKS PLAYGROUNDS UPGRADES	-	168,000	168,000	168,000	-	168,000	100.0%
PARKS RESTROOMS UPGRADES	275,000	392,000	392,000	42,000	350,000	42,000	10.7%
PARKS WATER UPGRADES	135,601	85,000	53,869	53,869	-	53,869	100.0%
HASSAYAMPA	-	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	\$ 1,104,232	\$ 1,259,802	\$ 1,299,840	\$ 899,840	\$ 1,274,325	\$ 25,515	2.0%
230 PARKS AND RECREATION GRANTS							
NON RECURRING NON PROJECT	\$ 14,397	\$ 13,990	\$ 13,990	\$ 13,990	\$ 34,696	\$ (20,706)	-148.0%
<b>FUND TOTAL USES</b>	\$ 14,397	\$ 13,990	\$ 13,990	\$ 13,990	\$ 34,696	\$ (20,706)	-148.0%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	\$ 254,972	\$ 275,359	\$ 275,359	\$ 268,574	\$ 272,132	\$ 3,227	1.2%
NON RECURRING NON PROJECT	-	130,250	130,250	48,274	163,075	(32,825)	-25.2%
<b>FUND TOTAL USES</b>	\$ 254,972	\$ 405,609	\$ 405,609	\$ 316,848	\$ 435,207	\$ (29,598)	-7.3%
239 PARKS SOUVENIR							
OPERATING	\$ 397,841	\$ 362,544	\$ 362,544	\$ 342,773	\$ 396,182	\$ (33,638)	-9.3%
<b>FUND TOTAL USES</b>	\$ 397,841	\$ 362,544	\$ 362,544	\$ 342,773	\$ 396,182	\$ (33,638)	-9.3%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	\$ 2,229,595	\$ 2,719,236	\$ 2,719,236	\$ 2,435,969	\$ 2,640,393	\$ 78,843	2.9%
NON RECURRING NON PROJECT	287,233	744,600	744,600	542,166	1,264,809	(520,209)	-69.9%
PARKS PLAYGROUNDS UPGRADES	-	33,600	33,600	33,600	-	33,600	100.0%
PARKS RESTROOMS UPGRADES	-	336,000	336,000	336,000	-	336,000	100.0%
<b>FUND TOTAL USES</b>	\$ 2,516,828	\$ 3,833,436	\$ 3,833,436	\$ 3,347,735	\$ 3,905,202	\$ (71,766)	-1.9%
241 PARKS ENHANCEMENT FUND							
OPERATING	\$ 4,324,841	\$ 4,671,308	\$ 4,671,308	\$ 4,408,918	\$ 4,893,687	\$ (222,379)	-4.8%
NON RECURRING NON PROJECT	638,279	689,937	689,937	542,999	1,775,340	(1,085,403)	-157.3%
PARKS PLAYGROUNDS UPGRADES	528,552	-	-	-	-	-	N/A
PARKS RESTROOMS UPGRADES	640,001	616,000	616,000	616,000	342,000	274,000	44.5%
<b>FUND TOTAL USES</b>	\$ 6,131,673	\$ 5,977,245	\$ 5,977,245	\$ 5,567,917	\$ 7,011,027	\$ (1,033,782)	-17.3%
243 PARKS DONATIONS							
OPERATING	\$ 16,519	\$ 23,277	\$ 23,277	\$ 19,080	\$ 25,404	\$ (2,127)	-9.1%
NON RECURRING NON PROJECT	38,488	300,960	300,960	92,608	468,166	(167,206)	-55.6%
<b>FUND TOTAL USES</b>	\$ 55,007	\$ 324,237	\$ 324,237	\$ 111,688	\$ 493,570	\$ (169,333)	-52.2%
900 ELIMINATIONS							
OPERATING	\$ (89,298)	\$ -	\$ -	\$ -	\$ -	-	N/A
<b>FUND TOTAL USES</b>	\$ (89,298)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 7,699,270	\$ 8,616,526	\$ 8,616,526	\$ 8,040,116	\$ 9,102,123	\$ (485,597)	-5.6%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 2,686,382	\$ 3,560,337	\$ 3,600,375	\$ 2,560,675	\$ 4,448,086	\$ (847,711)	-23.5%
<b>DEPARTMENT TOTAL USES</b>	\$ 10,385,652	\$ 12,176,863	\$ 12,216,901	\$ 10,600,791	\$ 13,550,209	\$ (1,333,308)	-10.9%

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	4.00	4.00	4.00	4.00	4.00	-	0.0%
EXECUTIVE MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	6.00	6.00	6.00	6.00	6.00	-	0.0%
PARK EDUCATION AND RECREATION							
INTERPRETIVE SERVICES	11.10	10.10	10.10	10.10	11.50	1.40	13.9%
RECREATION	29.00	28.25	27.25	27.25	27.75	.50	1.8%
PROGRAM TOTAL	40.10	38.35	37.35	37.35	39.25	1.90	5.1%
PARK SUPPORT							
DEVELOPMENT	14.50	13.00	13.00	13.00	13.00	-	0.0%
GENERAL MAINTENANCE	20.40	20.40	20.40	20.40	23.50	3.10	15.2%
PROGRAM TOTAL	34.90	33.40	33.40	33.40	36.50	3.10	9.3%
DEPARTMENT TOTAL	81.00	77.75	76.75	76.75	81.75	5.00	6.5%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accounting Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	1.00	-	-	-	-	-	N/A
Administrative Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Parks & Recreation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Electrician	2.00	2.00	2.00	2.00	2.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Capital Project Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facilities Project Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Maintenance Worker	21.00	20.00	20.00	20.00	22.00	2.00	10.0%
GIS Technician	1.00	-	-	-	-	-	N/A
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Interpretive Ranger	12.00	11.00	11.00	11.00	11.00	-	0.0%
Office Assistant	8.00	3.00	3.00	3.00	4.00	1.00	33.3%
Office Assistant Specialized	3.00	7.75	6.75	6.75	7.75	1.00	14.8%
Parks Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Parks Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Parks Superintendent	2.00	2.00	2.00	2.00	2.00	-	0.0%
Parks Supervisor	7.00	7.00	7.00	7.00	8.00	1.00	14.3%
Parks Supervisor-Lake Pleasant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Planner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trades Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Trades Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>81.00</b>	<b>77.75</b>	<b>76.75</b>	<b>76.75</b>	<b>81.75</b>	<b>5.00</b>	<b>6.5%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
225 SPUR CROSS RANCH CONSERVATION	1.00	2.00	2.00	2.00	2.00	-	0.0%
239 PARKS SOUVENIR	1.00	2.00	1.00	1.00	-	(1.00)	(100.0%)
240 LAKE PLEASANT RECREATION SVCS	26.00	27.00	27.00	27.00	29.00	2.00	7.4%
241 PARKS ENHANCEMENT FUND	53.00	46.75	46.75	46.75	50.75	4.00	8.6%
<b>Department Total</b>	<b>81.00</b>	<b>77.75</b>	<b>76.75</b>	<b>76.75</b>	<b>81.75</b>	<b>5.00</b>	<b>6.5%</b>

## General Adjustments

**Personnel:** FY 2017 personnel expenditures have increased due to the addition of five (5) FTEs as follows:

- One (1) Office Assistant at Lake Pleasant Regional Park.
- One (1) Office Assistant Specialist at Hassayampa River Preserve-Vulture Mountains Recreation Area.
- One (1) General Maintenance Worker at San Tan Mountain Regional Park
- One (1) General Maintenance Worker at Hassayampa River Preserve-Vulture Mountains Recreation Area.
- One (1) Parks Supervisor at Hassayampa River Preserve-Vulture Mountains Recreation Area.

### **Base Adjustments:**

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

- Increase Personal Services Allocation In by \$62,788 for entry station/nature center staffing.
- Increase Personal Services Allocation In by \$246,735 for Hassayampa staffing, supplies and services.

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

- The FY 2017 Non Recurring Non Project budget for \$50,000 includes:
  - \$50,000 carry forward for Nav Aide Boathouse design at Lake Pleasant.

#### **General Fund (100) Parks Restrooms Upgrades**

- The FY 2017 Parks Restrooms Upgrades budget for \$350,000 includes:
  - \$350,000 carry forward for a 4-Lane restroom septic upgrade at Lake Pleasant.

#### **Spur Cross Fund (225) Operating**

- Increase Regular Benefits by \$2,670 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$9 for the impact of the changes in retirement contribution rates.
- Decrease Other Services by \$2,326.
- Increase Internal Service Charges by \$10 for the impact of the changes in the radio charges.
- Decrease Internal Service Charges by \$3,859 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$269 for the impact of the changes in the base level telecommunications charges.
- Decrease Revenues by \$3,227 based on previous fiscal year actual collection levels.

#### **Spur Cross Fund (225) Non Recurring Non Project**

- The FY 2017 Non Recurring Non Project budget includes:
  - \$30,837 in Debt Service revenue.
  - \$56,000 carry forward for electrical design.
  - \$14,250 carry forward for trail construction.
  - \$10,300 carry forward for emergency contingency.
  - \$450 for emergency contingency.
  - \$20,000 for mobile mini/souvenir/office.
  - \$30,837 for Priority One Replacements – three (3) vehicles.
  - \$31,238 Non Recurring fund transfer.

**Parks and Recreation Grants (230) Non Recurring Non Project**

- \$34,696 grant expenditure carry forward.

**Parks Souvenir Fund (239) Operating**

- Increase Supplies and Services by \$33,900.
- Decrease Internal Services Charges by \$262 for the impact of the changes in risk management charges.
- Increase Revenues by \$33,639 based on previous fiscal year actual collection levels.

**Lake Pleasant Recreation Services Fund (240) Operating**

- Increase Regular Benefits by \$38,574 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$553 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$117 for the impact of the changes in retirement contribution rates.
- Increase Supplies and Services by \$19,772.
- Increase Internal Service Charges by \$324 for the impact of the changes in the radio charges.
- Decrease Internal Service Charges by \$47,106 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$8,405 for the impact of the changes in the base level telecommunications charges.
- Increase Personnel Savings by \$98,376 from 3.31% to 7.00%.
- Increase Revenue by \$22,795 due to anticipated increased payment from Scorpion Bay.

**Lake Pleasant Recreation Services (240) Non Recurring Non Project**

- The FY 2017 Non-Recurring Non-Project budget includes:
  - \$380,233 in Debt Service revenue.
  - \$75,000 carry forward for Floating Restroom AZGF grant match.
  - \$125,000 carry forward for emergency contingency.
  - \$30,000 for electronic iron ranger fee collection stations and entry gates.
  - \$175,000 for visitor center remodel.
  - \$94,400 for visitor center parking expansion/upgrade.
  - \$380,233 for Priority One Replacements – six (6) vehicles and two (2) boats.
  - \$385,176 Non Recurring fund transfer.

**Parks Enhancement Fund (241) Operating**

- Increase Regular Benefits by \$63,633 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$2,416 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$230 for the impact of the changes in retirement contribution rates.
- \$117,885 for Entry Station/Nature Center staffing.
- \$246,735 for Hassayampa staffing, supplies and services.
- Increase Supplies and Services by \$235,758.
- Increase Internal Service Charges by \$1,278 for the impact of the changes in the radio charges.
- Decrease Internal Service Charges by \$114,705 for the impact of the changes in risk management charges.

- Increase Internal Service Charges by \$33,142 for the impact of the changes in the base level telecommunications charges.
- Increase Personnel Savings by \$49,638 from 1.66% to 3.65%.
- Increase Revenue by \$287,798 based on previous fiscal year actual collection levels.
- Increase Personal Services Allocation Out by \$62,788 for entry station/nature center staffing.
- Increase Personal Services Allocation Out by \$246,735 for Hassayampa staffing, supplies and services.

**Parks Enhancement Fund (241) Non Recurring Non Project**

- The FY 2017 Non Recurring Non Project budget for \$1,157,279 includes:
  - \$610,129 in Debt Service revenue.
  - \$20,656 for system tools and storage increase.
  - \$146,938 carry forward for emergency contingency.
  - \$3,062 for emergency contingency.
  - \$151,494 for park recreation area landscaping/redesigns.
  - \$150,000 for group campground improvements.
  - \$75,000 for electronic iron ranger fee collection stations and entry gates.
  - \$610,129 for Priority One Replacements – thirteen (13) vehicles.
  - \$618,061 Non Recurring fund transfer.

**Parks Enhancement Fund (241) Parks Restrooms Upgrades**

- The FY 2017 Parks Enhancement Fund Parks Restrooms Upgrades budget for \$342,000 includes:
  - \$342,000 for restroom repairs and renovations.

**Parks Donations Fund (243) Operating**

- Increase revenue by \$2,127 based on previous fiscal year actual collection levels.
- Increase Supplies and Services by \$2,127.

**Parks Donations Fund (243) Non Recurring Non Project**

- The FY 2017 Non Recurring Non Project budget for \$468,166 includes:
  - \$188,166 carry forward for McDowell boundary fencing.
  - \$280,000 for White Tank ramada renovations.

**Capital Improvement Fund (445)**

- The FY 2017 Hassayampa budget for \$1,000,000 includes:
  - \$1,000,000 for Hassayampa development.
- The FY 2017 Vulture Mountain Cooperative Recreation Area budget for \$175,000 includes:
  - \$175,000 for Vulture Mountain Cooperative Recreation Area day use and campground design.

## Programs and Activities

### Park Education and Recreation Program

The purpose of the Park Education and Recreation Program is to provide natural and cultural resource interpretation and unique recreation facilities and opportunities to individuals and groups so they can appreciate and enjoy the natural and cultural environment and have a healthy and exhilarating outdoor experience.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent change in park visitation numbers compared to prior year, same period	7.6%	3.5%	(1.7%)	4.2%	0.7%	21.2%
Percent change in trail miles over previous year	N/A	1.0%	0.9%	1.8%	0.8%	76.0%
Rate of park visitation per residents in Maricopa County	N/A	10.1%	9.5%	9.9%	(0.2%)	-2.3%
Percentage of park visitors who attend an interpretive program	6.0%	6.0%	6.2%	5.9%	(0.1%)	-1.5%
Percent change in interpretive programs provided over previous year	15.1%	63.9%	88.2%	100.0%	36.1%	56.4%

Activities that comprise this program include:

- Recreation
- Interpretive Services

Recreation Activity

The purpose of the Parks Recreation Activity is to provide facilities and opportunities to park users so they can enjoy a healthy and exhilarating experience.

Mandates: Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent change in park visitation numbers compared to prior year, same period	7.6%	3.5%	(1.7%)	4.2%	0.7%	21.2%
Result	Percent change in trail miles over previous year	N/A	1.0%	0.9%	1.8%	0.8%	76.0%
Result	Rate of park visitation per residents in Maricopa County	N/A	10.1%	9.5%	9.9%	(0.2%)	-2.3%
Output	Number of regional park visitors	1,610,963	1,616,684	1,535,288	1,610,963	(5,721)	-0.4%
Output	Number of trail miles added during the fiscal year	N/A	20	18	39	19	93.5%
Output	Increase or decrease in the number of visitors to park system over previous year	N/A	54,670	(26,726)	59,659	4,989	9.1%
Demand	Number of individuals expected to visit the parks	1,418,619	1,562,015	1,562,015	1,551,304	(10,711)	-0.7%
Expenditure Ratio	Total activity expenditure per regional park visitor for recreation opportunity	\$ 1.73	\$ 2.16	\$ 2.02	\$ 2.39	\$ (0.23)	-10.5%
<b>Revenue</b>							
	225 - SPUR CROSS RANCH CONSERVATION	\$ 270,821	\$ 273,916	\$ 271,260	\$ 286,240	\$ 12,324	4.5%
	239 - PARKS SOUVENIR	396,183	362,544	343,535	396,183	33,639	9.3%
	240 - LAKE PLEASANT RECREATION SVCS	2,524,298	2,530,417	2,469,355	2,758,018	227,601	9.0%
	241 - PARKS ENHANCEMENT FUND	4,739,963	4,375,860	4,647,378	4,965,930	590,070	13.5%
	243 - PARKS DONATIONS	13,990	17,055	17,044	13,990	(3,065)	-18.0%
	900 - ELIMINATIONS	(89,298)	-	-	-	-	N/A
	TOTAL SOURCES	\$ 7,855,957	\$ 7,559,792	\$ 7,748,572	\$ 8,420,361	\$ 860,569	11.4%
<b>Expenditure</b>							
	100 - GENERAL	\$ 176,414	\$ 114,752	\$ 143,974	\$ 356,524	\$ (241,772)	-210.7%
	230 - PARKS AND RECREATION GRANTS	7,909	-	-	-	-	N/A
	225 - SPUR CROSS RANCH CONSERVATION	154,829	206,482	210,906	195,422	11,060	5.4%
	239 - PARKS SOUVENIR	368,740	265,755	232,933	299,148	(33,393)	-12.6%
	240 - LAKE PLEASANT RECREATION SVCS	640,005	1,012,966	735,065	1,025,855	(12,889)	-1.3%
	241 - PARKS ENHANCEMENT FUND	1,489,781	1,872,924	1,760,675	1,956,863	(83,939)	-4.5%
	243 - PARKS DONATIONS	45,060	20,842	22,340	12,377	8,465	40.6%
	900 - ELIMINATIONS	(89,298)	-	-	-	-	N/A
	TOTAL USES	\$ 2,793,440	\$ 3,493,721	\$ 3,105,893	\$ 3,846,189	\$ (352,468)	-10.1%

**Activity Narrative:** In FY 2016, Parks and Recreation introduced a new POS system and changed the way park attendance was calculated. Prior to this change, the ASU park visitor survey was used to calculate the average number of visitors per vehicle. This survey is conducted once every three (3) years. Currently, attendance is based on a count of the actual number of people in each vehicle. The decline in visitor attendance can be attributed to this calculation change. Attendance over the past few years has increased steadily at an average rate of 2.7% and it is believed that this trend will continue in FY 2017. The revenue increase is due to the historical trend of attendance growth. Increased expenditures are driven by additional staffing, vehicle replacement and park improvement costs in order to continue to provide the highest quality services to visitors.

**Interpretive Services Activity**

The purpose of the Parks Interpretive Services Activity is to provide educational and structured opportunities to interpret and experience park resources for park visitors and requesting groups so they can more fully appreciate and enjoy the natural and cultural environment.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of park visitors who attend an interpretive program	6.0%	6.0%	6.2%	5.9%	(0.1%)	-1.5%
Result	Percent change in interpretive programs provided over previous year	15.1%	63.9%	88.2%	100.0%	36.1%	56.4%
Output	Number of interpretive programs provided	3,765	3,228	2,942	3,763	535	16.6%
Output	Number of interpretive program participants	96,934	97,002	94,808	95,195	(1,807)	-1.9%
Demand	Number of interpretive programs requested by park users	3,271	3,232	3,336	3,763	531	16.4%
Expenditure Ratio	Total Activity Expenditure per interpretive program participant	\$ 6.57	\$ 7.26	\$ 7.30	\$ 8.39	\$ (1.13)	-15.5%
<i>Revenue</i>							
	225 - SPUR CROSS RANCH CONSERVATION	\$ -	\$ 160	\$ 80	\$ -	\$ (160)	-100.0%
	240 - LAKE PLEASANT RECREATION SVCS	166,822	184,022	166,216	166,822	(17,200)	-9.3%
	241 - PARKS ENHANCEMENT FUND	2,780	860	620	2,780	1,920	223.3%
	243 - PARKS DONATIONS	7,620	5,867	7,608	7,712	1,845	31.4%
	TOTAL SOURCES	\$ 177,222	\$ 190,909	\$ 174,524	\$ 177,314	\$ (13,595)	-7.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ -	\$ -	\$ 38,071	\$ (38,071)	N/A
	225 - SPUR CROSS RANCH CONSERVATION	30,114	37,170	30,805	31,688	5,482	14.7%
	240 - LAKE PLEASANT RECREATION SVCS	334,990	374,610	364,412	361,296	13,314	3.6%
	241 - PARKS ENHANCEMENT FUND	262,172	270,742	276,115	360,023	(89,281)	-33.0%
	243 - PARKS DONATIONS	9,786	21,585	20,439	7,149	14,436	66.9%
	TOTAL USES	\$ 637,062	\$ 704,107	\$ 691,771	\$ 798,227	\$ (94,120)	-13.4%

**Activity Narrative:** Revenue for FY 2017 is down slightly due to a decrease in the number of interpretive program participants. Personal Services costs have caused an increase in expenditures due to increased temporary staffing and changes in benefit rates.

## Park Support Program

The purpose of the Park Support Program is to provide well-maintained and safe facilities for park users so they can appreciate and enjoy the natural environment.

## Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of scheduled trail enhancement projects completed during the fiscal year	N/A	100.0%	115.6%	100.0%	0.0%	0.0%
Percent of all major health and safety maintenance projects completed	90.6%	95.0%	95.7%	89.6%	(5.4%)	-5.7%
Percent of scheduled capital improvement projects completed during the fiscal year	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent change of unplanned health and safety facility and amenity closures over previous year	N/A	N/A	164.3%	92.3%	N/A	N/A
Percent of scheduled maintenance and repair assignments completed	97.6%	97.0%	94.9%	75.0%	(22.0%)	-22.7%
Percent of unplanned health and safety maintenance and repair assignments	N/A	8.8%	7.0%	16.7%	7.9%	89.9%

Activities that comprise this program include:

- Maintenance and Development
- General Maintenance

### Maintenance & Development Activity

The purpose of the Parks Maintenance & Development Activity is to provide new and exceptionally well-maintained facilities for park users so they can enjoy a satisfying outdoor experience.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of scheduled trail enhancement projects completed during the fiscal year	N/A	100.0%	115.6%	100.0%	0.0%	0.0%
Result	Percent of all major health and safety maintenance projects completed	90.6%	95.0%	95.7%	89.6%	(5.4%)	-5.7%
Result	Percent of scheduled capital improvement projects completed during the fiscal year	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent change of unplanned health and safety facility and amenity closures over previous year	N/A	N/A	164.3%	92.3%	N/A	N/A
Output	Number of scheduled trail enhancement projects completed during the fiscal year	N/A	27	59	83	56	207.4%
Output	Number of major health and safety projects completed	270	342	268	267	(75)	-21.9%
Output	Number of unplanned health and safety facility and amenity closures, current year	N/A	21	31	24	3	14.3%
Output	Number of scheduled capital improvement projects completed	N/A	40	40	10	(30)	-75.0%
Output	Number of park visitors, all parks	1,610,963	1,616,684	1,535,288	1,610,963	(5,721)	-0.4%
Demand	Number of scheduled capital improvement projects requested by park users	N/A	40	40	10	(30)	-75.0%
Expenditure Ratio	Total activity expenditure per park visitor for capital improvement, trail design/enhancement, and major health and safety maintenance projects	\$ 1.13	\$ 1.62	\$ 1.08	\$ 2.30	\$ (0.67)	-41.3%
<b>Revenue</b>							
	230 - PARKS AND RECREATION GRANTS	\$ 55,960	\$ 13,990	\$ -	\$ -	\$ (13,990)	-100.0%
	225 - SPUR CROSS RANCH CONSERVATION	-	-	-	15,418	15,418	N/A
	240 - LAKE PLEASANT RECREATION SVCS	-	-	-	190,117	190,117	N/A
	241 - PARKS ENHANCEMENT FUND	-	-	-	305,064	305,064	N/A
	243 - PARKS DONATIONS	-	-	-	100	100	N/A
	TOTAL SOURCES	\$ 55,960	\$ 13,990	\$ -	\$ 510,699	\$ 496,709	3550.5%
<b>Expenditure</b>							
	100 - GENERAL	\$ 242,642	\$ 551,401	\$ 137,999	\$ 449,011	\$ 102,390	18.6%
	230 - PARKS AND RECREATION GRANTS	6,488	13,990	13,990	34,335	(20,345)	-145.4%
	225 - SPUR CROSS RANCH CONSERVATION	-	95,275	14,700	132,524	(37,249)	-39.1%
	240 - LAKE PLEASANT RECREATION SVCS	456,912	716,143	658,643	1,083,682	(367,539)	-51.3%
	241 - PARKS ENHANCEMENT FUND	1,107,422	988,010	782,329	1,809,741	(821,731)	-83.2%
	243 - PARKS DONATIONS	161	261,810	47,775	188,327	73,483	28.1%
	TOTAL USES	\$ 1,813,625	\$ 2,626,629	\$ 1,655,436	\$ 3,697,620	\$ (1,070,991)	-40.8%

**Activity Narrative:** There is a slight decline in the number of park visitors in FY 2017 due to a change in the method of calculating visitor attendance. Expenditures for FY 2017 have increased considerably due to several major maintenance and park development projects taking place at Lake Pleasant, Vulture Mountain and Hassayampa Parks.

### General Maintenance Activity

The purpose of the General Maintenance Activity is to provide well maintained and safe facilities to park users so they can enjoy a comfortable recreation experience.

**Mandates:** Discretionary Services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of scheduled maintenance and repair assignments completed	97.6%	97.0%	94.9%	75.0%	(22.0%)	-22.7%
Result	Percent of unplanned health and safety maintenance and repair assignments	N/A	8.8%	7.0%	16.7%	7.9%	89.9%
Output	Number of scheduled routine maintenance and repair assignments completed	5,128	5,040	4,436	5,700	660	13.1%
Output	Number of park visitors	1,610,963	1,616,684	1,535,288	1,610,963	(5,721)	-0.4%
Demand	Number of scheduled routine maintenance and repair assignments requested	5,252	5,196	4,673	7,200	2,004	38.6%
Expenditure Ratio	Total activity expenditure per park visitor for park maintenance and repair activity	\$ 2.18	\$ 2.20	\$ 2.17	\$ 2.08	\$ 0.12	5.6%
<b>Revenue</b>							
	241 - PARKS ENHANCEMENT FUND	\$ 278,416	\$ 283,123	\$ 269,146	\$ 278,416	\$ (4,707)	-1.7%
	TOTAL SOURCES	\$ 278,416	\$ 283,123	\$ 269,146	\$ 278,416	\$ (4,707)	-1.7%
<b>Expenditure</b>							
	100 - GENERAL	\$ 685,176	\$ 633,687	\$ 617,867	\$ 413,597	\$ 220,090	34.7%
	225 - SPUR CROSS RANCH CONSERVATION	32,784	33,459	32,880	38,121	(4,662)	-13.9%
	240 - LAKE PLEASANT RECREATION SVCS	776,392	1,270,977	1,173,026	976,608	294,369	23.2%
	241 - PARKS ENHANCEMENT FUND	2,013,708	1,604,698	1,490,249	1,643,762	(39,064)	-2.4%
	243 - PARKS DONATIONS	-	20,000	21,134	280,000	(260,000)	-1300.0%
	TOTAL USES	\$ 3,508,060	\$ 3,562,821	\$ 3,335,156	\$ 3,352,088	\$ 210,733	5.9%

**Activity Narrative:** Miscellaneous Revenue is down slightly in FY 2017. The decrease in FY 2017 expenditures is due to completion of one-time playground and restroom upgrade projects in FY 2016. There is a slight decline in the number of park visitors in FY 2017 due to a change in the method of calculating visitor attendance.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 564,802	\$ -
<b>FY 2016 Revised Budget</b>	\$ 564,802	\$ -
<b>FY 2017 Baseline Budget</b>	\$ 564,802	\$ -
Adjustments:		
<b>Reallocations</b>		\$ 309,523
Entry Station/Nature Center Staffing Allocation from Parks Enhancement Fund (241)	\$ 62,788	
Hassayampa Staffing, Supplies and Service Allocation from Parks Enhancement Fund (241)	246,735	
<b>FY 2017 Adopted Budget</b>	\$ 874,325	\$ -
Percent Change from Baseline Amount		54.8%

General Fund (100) (continued)

		Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 50,000</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ 71,169</b>	<b>\$ -</b>
<i>Parks General Fund Budget Amendment</i>	<i>C-30-15-032-2-00</i>	71,169	-
<b>FY 2016 Revised Budget</b>		<b>\$ 121,169</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ (121,169)</b>	<b>\$ -</b>
<i>Parks General Fund Budget Amendment</i>	<i>C-30-15-032-2-00</i>	(71,169)	-
<i>Non Recurring Carry Forward</i>		(50,000)	-
<b>FY 2017 Baseline Budget</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 50,000</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>		50,000	-
<i>Nav Aide Boathouse Design Carry Forward</i>	\$ 50,000		-
<b>FY 2017 Adopted Budget</b>		<b>\$ 50,000</b>	<b>\$ -</b>
		Expenditures	Revenue
<b>PARKS RESTROOMS UPGRADES</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 392,000</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>		<b>\$ 392,000</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ (392,000)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>		(392,000)	-
<b>FY 2017 Baseline Budget</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 350,000</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>		350,000	-
<i>4-Lane Restroom Septic Upgrade at Lake Pleasant Carry Forward</i>	\$ 350,000		-
<b>FY 2017 Adopted Budget</b>		<b>\$ 350,000</b>	<b>\$ -</b>

Spur Cross Ranch Conservation Fund (225)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 275,359</b>	<b>\$ 275,359</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 275,359</b>	<b>\$ 275,359</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 275,359</b>	<b>\$ 275,359</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 2,679</b>	<b>\$ -</b>
Employee Health/Dental Premiums	2,670	-
Retirement Contributions	9	-
<b>Base Adjustments</b>	<b>\$ (5,906)</b>	<b>\$ -</b>
Other Base Adjustments	(2,326)	-
Decrease Other Services	\$ (2,326)	-
Radio Charges Adjustment	10	-
Risk Management Adjustment	(3,859)	-
Base Telecom Adjustment	269	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (3,227)</b>
ProgRevenue Volume Inc/Dec	-	(3,227)
<b>FY 2017 Adopted Budget</b>	<b>\$ 272,132</b>	<b>\$ 272,132</b>
Percent Change from Baseline Amount	-1.2%	-1.2%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 130,250</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 130,250</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (130,250)</b>	<b>\$ -</b>
Non Recurring Carry Forward	(25,000)	-
Other Non Recurring	(105,250)	-
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ -</b>	<b>\$ 30,837</b>
Debt Service	-	30,837
<b>Non Recurring</b>	<b>\$ 163,075</b>	<b>\$ -</b>
Non Recurring Carry Forward	80,550	-
Electrical Design Carry Forward	\$56,000	-
Trail Construction Carry Forward	14,250	-
Emergency Contingency Carry Forward	10,300	-
Other Non Recurring	51,287	-
Emergency Contingency	\$450	-
Mobile Mini/Souvenir/Office	20,000	-
Priority One Replacements - Three (3) Vehicles	30,837	-
Non Recurring Fund Transfer	31,238	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 163,075</b>	<b>\$ 30,837</b>

Spur Cross Ranch Conservation Fund (225) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 283,882	\$ 291,153	\$ 291,153	\$ 301,038	\$ 256,754
Sources:					
Operating	\$ 272,132	\$ 275,359	\$ 275,359	\$ 272,564	\$ 272,132
Non-Recurring	-	-	-	-	30,837
Total Sources:	\$ 272,132	\$ 275,359	\$ 275,359	\$ 272,564	\$ 302,969
Uses:					
Operating	\$ 254,972	\$ 275,359	\$ 275,359	\$ 268,574	\$ 272,132
Non-Recurring	-	130,250	130,250	48,274	163,075
Total Uses:	\$ 254,972	\$ 405,609	\$ 405,609	\$ 316,848	\$ 435,207
Structural Balance	\$ 17,160	\$ -	\$ -	\$ 3,990	\$ -
Accounting Adjustments	\$ (4)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 301,038	\$ 160,903	\$ 160,903	\$ 256,754	\$ 124,516
Total Ending Spendable Fund Balance	\$ 301,038	\$ 160,903	\$ 160,903	\$ 256,754	\$ 124,516

Parks and Recreation Grant Fund (230)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	\$ 13,990	\$ 13,990
<b>FY 2016 Revised Budget</b>	\$ 13,990	\$ 13,990
Adjustments:		
<b>Grants</b>		
<i>Vulture Mountain Environmental Assessment Grant</i>		
Agenda Item: <i>C-30-15-009-G-00</i>	\$ (13,990)	\$ (13,990)
	(13,990)	(13,990)
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Grants</b>		
<i>Vulture Mountain Environmental Assessment Grant</i>		
<i>Grant Expenditure Carry Forward</i>		
Agenda Item: <i>C-30-15-009-G-00</i>	\$ 34,696	\$ -
	34,696	-
	\$ 34,696	\$ -
<b>FY 2017 Adopted Budget</b>	\$ 34,696	\$ -

Parks and Recreation Grant Fund (230) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ -	\$ 21,598	\$ 21,598	\$ (786)	\$ 34,696
Sources:					
Operating	\$ (42,349)	\$ -	\$ -	\$ -	\$ -
Non-Recurring	55,960	13,990	13,990	49,472	-
Total Sources:	\$ 13,611	\$ 13,990	\$ 13,990	\$ 49,472	\$ -
Uses:					
Non-Recurring	14,397	13,990	13,990	13,990	34,696
Total Uses:	\$ 14,397	\$ 13,990	\$ 13,990	\$ 13,990	\$ 34,696
Structural Balance	\$ (42,349)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 21,598	\$ 21,598	\$ 34,696	\$ -
Unassigned	(786)	-	-	-	-
Total Ending Spendable Fund Balance	\$ (786)	\$ 21,598	\$ 21,598	\$ 34,696	\$ -

Parks Souvenir Fund (239)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 362,544	\$ 362,544
<b>FY 2016 Revised Budget</b>	\$ 362,544	\$ 362,544
<b>FY 2017 Baseline Budget</b>	\$ 362,544	\$ 362,544
Adjustments:		
<b>Base Adjustments</b>	\$ 33,638	\$ -
Other Base Adjustments	33,900	-
Increase Supplies and Services		
Risk Management Adjustment	\$ 33,900	(262)
<b>Fees and Other Revenues</b>	\$ -	\$ 33,639
ProgRevenue Volume Inc/Dec	-	33,639
<b>FY 2017 Adopted Budget</b>	\$ 396,182	\$ 396,183
Percent Change from Baseline Amount	9.3%	9.3%

Parks Souvenir Fund (239) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 25,896	\$ 25,000	\$ 25,000	\$ 24,237	\$ 24,999
Sources:					
Operating	\$ 396,183	\$ 362,544	\$ 362,544	\$ 343,535	\$ 396,183
Total Sources:	\$ 396,183	\$ 362,544	\$ 362,544	\$ 343,535	\$ 396,183
Uses:					
Operating	\$ 397,841	\$ 362,544	\$ 362,544	\$ 342,773	\$ 396,182
Total Uses:	\$ 397,841	\$ 362,544	\$ 362,544	\$ 342,773	\$ 396,182
Structural Balance	\$ (1,658)	\$ -	\$ -	\$ 762	\$ 1
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 24,237	\$ 25,000	\$ 25,000	\$ 24,999	\$ 25,000
Total Ending Spendable Fund Balance	\$ 24,237	\$ 25,000	\$ 25,000	\$ 24,999	\$ 25,000

Lake Pleasant Recreation Services Fund (240)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 2,719,236</b>	<b>\$ 2,719,236</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 2,719,236</b>	<b>\$ 2,719,236</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 2,719,236</b>	<b>\$ 2,719,236</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 38,138	\$ -
Employee Health/Dental Premiums	38,574	-
Vacancy Savings Assoc with Benefit Adjustments	(553)	-
Retirement Contributions	117	-
<b>Base Adjustments</b>	\$ (116,981)	\$ -
Other Base Adjustments	19,772	-
Increase Supplies and Services	\$ 19,772	-
Radio Charges Adjustment	324	-
Risk Management Adjustment	(47,106)	-
Base Telecom Adjustment	8,405	-
Personnel Savings	(98,376)	-
From 3.31% to 7.00%	\$ (98,376)	-
<b>Fees and Other Revenues</b>	\$ -	\$ 22,795
ProgRevenue Volume Inc/Dec	-	22,795
<b>FY 2017 Adopted Budget</b>	<b>\$ 2,640,393</b>	<b>\$ 2,742,031</b>
Percent Change from Baseline Amount	-2.9%	0.8%

Lake Pleasant Recreation Services Fund (240) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 744,600</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 744,600</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (744,600)</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>(310,754)</i>	<i>-</i>
<i>Other Non Recurring</i>	<i>(433,846)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ -</b>	<b>\$ 380,233</b>
<i>Debt Service</i>	<i>-</i>	<i>380,233</i>
<b>Non Recurring</b>	<b>\$ 1,264,809</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>200,000</i>	<i>-</i>
<i>Floating Restroom AZGF Grant Match Carry Forward</i>	<i>\$ 75,000</i>	<i>-</i>
<i>Emergency Contingency Carry Forward</i>	<i>125,000</i>	<i>-</i>
<i>Other Non Recurring</i>		<i>679,633</i>
<i>Electronic Iron Ranger Fee Collection Stations and Entry Gates</i>	<i>\$ 30,000</i>	<i>-</i>
<i>Visitor Center Remodel</i>	<i>175,000</i>	<i>-</i>
<i>Visitor Center Parking Expansion/Upgrade</i>	<i>94,400</i>	<i>-</i>
<i>Priority One Replacements - Six (6) Vehicles and Two (2) Boats</i>	<i>380,233</i>	<i>-</i>
<i>Non Recurring Fund Transfer</i>		<i>385,176</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,264,809</b>	<b>\$ 380,233</b>

Parks Lake Pleasant Fund (240) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 1,396,023	\$ 1,305,039	\$ 1,305,039	\$ 1,577,619	\$ 870,767
Sources:					
Operating	\$ 2,693,797	\$ 2,719,236	\$ 2,719,236	\$ 2,640,883	\$ 2,742,031
Non-Recurring	4,630	-	-	-	380,233
Total Sources:	\$ 2,698,427	\$ 2,719,236	\$ 2,719,236	\$ 2,640,883	\$ 3,122,264
Uses:					
Operating	\$ 2,229,595	\$ 2,719,236	\$ 2,719,236	\$ 2,435,969	\$ 2,640,393
Non-Recurring	287,233	1,114,200	1,114,200	911,766	1,264,809
Total Uses:	\$ 2,516,828	\$ 3,833,436	\$ 3,833,436	\$ 3,347,735	\$ 3,905,202
Structural Balance	\$ 464,202	\$ -	\$ -	\$ 204,914	\$ 101,638
Accounting Adjustments	\$ (3)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,577,619	\$ 190,839	\$ 190,839	\$ 870,767	\$ 87,829
Total Ending Spendable Fund Balance	\$ 1,577,619	\$ 190,839	\$ 190,839	\$ 870,767	\$ 87,829

Parks Enhancement Fund (241)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 4,671,308</b>	<b>\$ 4,671,308</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 4,671,308</b>	<b>\$ 4,671,308</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 4,671,308</b>	<b>\$ 4,671,308</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 61,447</b>	<b>\$ -</b>
Employee Health/Dental Premiums	63,633	-
Vacancy Savings Assoc with Benefit Adjustments	(2,416)	-
Retirement Contributions	230	-
<b>Base Adjustments</b>	<b>\$ 470,455</b>	<b>\$ -</b>
Other Base Adjustments	600,378	-
Entry Station/Nature Center Staffing	\$ 117,885	-
Hassayampa Staffing, Supplies and Services	246,735	-
Increase Supplies and Services	235,758	-
Radio Charges Adjustment	1,278	-
Risk Management Adjustment	(114,705)	-
Base Telecom Adjustment	33,142	-
Personnel Savings	(49,638)	-
From 1.66% to 3.65%	\$ (49,638)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 287,798</b>
ProgRevenue Volume Inc/Dec	-	287,798
<b>Reallocations</b>	<b>\$ (309,523)</b>	<b>\$ -</b>
Reallocation Between Funds	(309,523)	-
Entry Station/Nature Center Staffing Allocation to General Fund (100)	\$ (62,788)	-
Hassayampa Staffing, Supplies and Services Allocation to General Fund (100)	(246,735)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 4,893,687</b>	<b>\$ 4,959,106</b>
Percent Change from Baseline Amount	4.8%	6.2%

Parks Enhancement Fund (241) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 689,937</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 689,937</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ (24,937)</b>	
<i>Other IT Non Recurring</i>	<i>(24,937)</i>	-
<b>Non Recurring</b>	<b>\$ (665,000)</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>(216,985)</i>	-
<i>Other Non Recurring</i>	<i>(448,015)</i>	-
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ -</b>	<b>\$ 610,129</b>
<i>Debt Service</i>	<i>-</i>	<i>610,129</i>
<b>Information and Communications Technology</b>	<b>\$ 20,656</b>	
<i>Other IT Non Recurring</i>	<i>20,656</i>	-
<i>System Tools and Storage Increase</i>	<i>\$ 20,656</i>	
<b>Non Recurring</b>	<b>\$ 1,754,684</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>146,938</i>	-
<i>Emergency Contingency Carry Forward</i>	<i>\$ 146,938</i>	-
<i>Other Non Recurring</i>	<i>989,685</i>	-
<i>Emergency Contingency</i>	<i>\$ 3,062</i>	
<i>Park Recreation Area Landscaping/Redesigns</i>	<i>151,494</i>	
<i>Group Campground Improvements</i>	<i>150,000</i>	
<i>Electronic Iron Ranger Fee Collection Stations and Entry Gates</i>	<i>75,000</i>	
<i>Priority One Replacements - Thirteen (13) Vehicles</i>	<i>610,129</i>	
<i>Non Recurring Fund Transfer</i>	<i>618,061</i>	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,775,340</b>	<b>\$ 610,129</b>
<b>PARKS RESTROOMS UPGRADES</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 616,000</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 616,000</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (616,000)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(616,000)</i>	-
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 342,000</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>342,000</i>	-
<i>Restroom Repairs and Renovations</i>	<i>\$ 342,000</i>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 342,000</b>	<b>\$ -</b>

Parks Enhancement Fund (241) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 3,415,481	\$ 1,853,104	\$ 1,853,104	\$ 2,321,979	\$ 1,679,652
Sources:					
Operating	\$ 5,038,204	\$ 4,671,308	\$ 4,671,308	\$ 4,925,590	\$ 4,959,106
Non-Recurring	-	-	-	-	610,129
Total Sources:	\$ 5,038,204	\$ 4,671,308	\$ 4,671,308	\$ 4,925,590	\$ 5,569,235
Uses:					
Operating	\$ 4,324,841	\$ 4,671,308	\$ 4,671,308	\$ 4,408,918	\$ 4,893,687
Non-Recurring	1,806,832	1,305,937	1,305,937	1,158,999	2,117,340
Total Uses:	\$ 6,131,673	\$ 5,977,245	\$ 5,977,245	\$ 5,567,917	\$ 7,011,027
Structural Balance	\$ 713,363	\$ -	\$ -	\$ 516,672	\$ 65,419
Accounting Adjustments	\$ (33)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 2,321,979	\$ 547,167	\$ 547,167	\$ 1,679,652	\$ 237,860
Total Ending Spendable Fund Balance	\$ 2,321,979	\$ 547,167	\$ 547,167	\$ 1,679,652	\$ 237,860

Parks Donations Fund (243)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 23,277	\$ 23,277
<b>FY 2016 Revised Budget</b>	\$ 23,277	\$ 23,277
<b>FY 2017 Baseline Budget</b>	\$ 23,277	\$ 23,277
Adjustments:		
<b>Base Adjustments</b>	\$ 2,127	\$ -
Other Base Adjustments	2,127	-
Increase Supplies and Services	\$ 2,127	-
<b>Fees and Other Revenues</b>	\$ -	\$ 2,127
ProgRevenue Volume Inc/Dec	-	2,127
<b>FY 2017 Adopted Budget</b>	\$ 25,404	\$ 25,404
Percent Change from Baseline Amount	9.1%	9.1%

Parks Donations Fund (243) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 300,960</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 300,960</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (300,960)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(300,960)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 468,166</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>188,166</i>	<i>-</i>
<i>McDowell Boundary Fencing Carry Forward</i>	<i>\$ 188,166</i>	<i>-</i>
<i>Other Non Recurring</i>	<i>280,000</i>	<i>-</i>
<i>White Tank Ramada Renovations</i>	<i>\$ 280,000</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 468,166</b>	<b>\$ -</b>

Parks Donations Fund (243) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 691,173	\$ 611,428	\$ 611,428	\$ 661,380	\$ 572,969
Sources:					
Operating	\$ 25,212	\$ 23,277	\$ 23,277	\$ 23,277	\$ 25,404
Total Sources:	\$ 25,212	\$ 23,277	\$ 23,277	\$ 23,277	\$ 25,404
Uses:					
Operating	\$ 16,519	\$ 23,277	\$ 23,277	\$ 19,080	\$ 25,404
Non-Recurring	38,488	300,960	300,960	92,608	468,166
Total Uses:	\$ 55,007	\$ 324,237	\$ 324,237	\$ 111,688	\$ 493,570
Structural Balance	\$ 8,693	\$ -	\$ -	\$ 4,197	\$ -
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 661,380	\$ 310,468	\$ 310,468	\$ 572,969	\$ 104,803
Total Ending Spendable Fund Balance	\$ 661,380	\$ 310,468	\$ 310,468	\$ 572,969	\$ 104,803

## Planning and Development

*Analysis by Christine Jasinski, Management and Budget Analyst and  
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### Summary

#### Mission

The mission of the Planning and Development Department is to provide planning and development services in a safe and timely fashion to constituents of unincorporated Maricopa County so they can responsibly develop and enjoy real property.

#### Vision

The vision of the Planning and Development Department is to provide market competitive planning and development services that are safe, consistent, timely and convenient for our constituents so they can responsibly develop and enjoy real property.

### Strategic Goals

#### Regional Services

**By July 1, 2017, 75% of applications' turnaround time will be at 2010 levels.**

Status: The applications' turnaround time reduction plan is in progress and work continues on implementing business practices and strategies in an effort to reduce review timeframes. In July, 2012, the state approved HB1598, which impacted work programs with regard to review timeframes. The department implemented the measures in full on December 31, 2012. Reduced staffing and budget limitations had impacted the originally anticipated turnaround levels, however, current turnaround times are moving in a positive direction and the anticipated timeline to return applicants' turnaround levels to those in 2010 is expected to be met by July 1, 2017.

#### Regional Services

**By July 1, 2017, 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: The electronic plan review is in the developmental phase and is on schedule to begin implementation in early July 2016, with the full implementation completed by June 2017. Once implemented, customers will have the capability to submit all initial building, zoning and drainage plans and revisions through an electronic portal. This project was in response to community outreach and is being enacted as a result of the Board of Supervisor's Task Force initiative.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CODE - CODE ENFORCEMENT	\$ 90,946	\$ 144,000	\$ 144,000	\$ 364,003	\$ 144,000	\$ -	0.0%
CPLG - COMPREHENSIVE PLANNING	52,010	90,000	90,000	56,310	10,200	(79,800)	-88.7%
CSVC - CUSTOMER SERVICES	93,645	90,600	90,600	97,730	90,600	-	0.0%
PINS - PERMIT INSPECTIONS	3,922,825	3,744,000	3,744,000	5,461,791	3,812,900	68,900	1.8%
PLCS - PLANNING AND ZONING	379,752	340,000	340,000	404,416	336,000	(4,000)	-1.2%
PREV - PLAN REVIEW	3,768,687	3,576,000	3,576,000	5,728,412	3,576,000	-	0.0%
44SH - ONE STOP SHOP	\$ 8,307,865	\$ 7,984,600	\$ 7,984,600	\$ 12,112,662	\$ 7,969,700	\$ (14,900)	-0.2%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 571,468	\$ 25,600	\$ 25,600	\$ 29,221	\$ 36,000	\$ 10,400	40.6%
ODIR - EXECUTIVE MANAGEMENT	8,250	-	-	2,000	4,500	4,500	N/A
99AS - INDIRECT SUPPORT	\$ 579,718	\$ 25,600	\$ 25,600	\$ 31,221	\$ 40,500	\$ 14,900	58.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 8,887,583</b>	<b>\$ 8,010,200</b>	<b>\$ 8,010,200</b>	<b>\$ 12,143,883</b>	<b>\$ 8,010,200</b>	<b>\$ -</b>	<b>0.0%</b>
<b>USES</b>							
CODE - CODE ENFORCEMENT	\$ 544,390	\$ 527,930	\$ 523,201	\$ 496,471	\$ 544,980	\$ (21,779)	-4.2%
CPLG - COMPREHENSIVE PLANNING	377,768	403,080	403,080	414,033	430,249	(27,169)	-6.7%
CSVC - CUSTOMER SERVICES	660,164	678,454	759,785	739,052	837,364	(77,579)	-10.2%
PINS - PERMIT INSPECTIONS	1,947,351	1,800,503	1,888,778	1,927,896	2,008,124	(119,346)	-6.3%
PLCS - PLANNING AND ZONING	442,000	439,133	438,813	447,395	444,091	(5,278)	-1.2%
PREV - PLAN REVIEW	2,016,270	1,963,042	3,338,179	3,293,973	2,011,280	1,326,899	39.7%
44SH - ONE STOP SHOP	\$ 5,987,943	\$ 5,812,142	\$ 7,351,836	\$ 7,318,820	\$ 6,276,088	\$ 1,075,748	14.6%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 199,515	\$ 843,512	\$ 849,147	\$ 1,221,723	\$ 898,998	\$ (49,851)	-5.9%
ODIR - EXECUTIVE MANAGEMENT	2,023,710	481,184	481,414	488,739	527,415	(46,001)	-9.6%
POOL - POOLED COSTS	-	101,400	-	101,400	183,675	(183,675)	N/A
SPPT - OPERATIONS SUPPORT	515,875	1,125,845	1,031,686	683,275	958,773	72,913	7.1%
99AS - INDIRECT SUPPORT	\$ 2,739,100	\$ 2,551,941	\$ 2,362,247	\$ 2,495,137	\$ 2,568,861	\$ (206,614)	-8.7%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 621,741	\$ 508,045	\$ 508,045	\$ 508,045	\$ 365,853	\$ 142,192	28.0%
INFR - INFRASTRUCTURE	-	115,168	115,168	127,304	160,481	(45,313)	-39.3%
RISK - RISK PREMIUMS	80,708	59,727	59,727	59,724	30,770	28,957	48.5%
99GV - GENERAL OVERHEAD	\$ 702,449	\$ 682,940	\$ 682,940	\$ 695,073	\$ 557,104	\$ 125,836	18.4%
<b>TOTAL PROGRAMS</b>	<b>\$ 9,429,492</b>	<b>\$ 9,047,023</b>	<b>\$ 10,397,023</b>	<b>\$ 10,509,030</b>	<b>\$ 9,402,053</b>	<b>\$ 994,970</b>	<b>9.6%</b>

Sources by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 4,035,370	\$ 3,887,052	\$ 3,887,052	\$ 5,842,199	\$ 3,973,952	\$ 86,900	2.2%
<b>SUBTOTAL</b>	<b>\$ 4,035,370</b>	<b>\$ 3,887,052</b>	<b>\$ 3,887,052</b>	<b>\$ 5,842,199</b>	<b>\$ 3,973,952</b>	<b>\$ 86,900</b>	<b>2.2%</b>
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 4,260,044	\$ 4,078,600	\$ 4,078,600	\$ 6,260,768	\$ 3,981,300	\$ (97,300)	-2.4%
<b>SUBTOTAL</b>	<b>\$ 4,260,044</b>	<b>\$ 4,078,600</b>	<b>\$ 4,078,600</b>	<b>\$ 6,260,768</b>	<b>\$ 3,981,300</b>	<b>\$ (97,300)</b>	<b>-2.4%</b>
<b>FINES &amp; FORFEITS</b>							
0637 - FINES & FORFEITS	\$ 20,450	\$ 18,948	\$ 18,948	\$ 11,695	\$ 18,948	\$ -	0.0%
<b>SUBTOTAL</b>	<b>\$ 20,450</b>	<b>\$ 18,948</b>	<b>\$ 18,948</b>	<b>\$ 11,695</b>	<b>\$ 18,948</b>	<b>\$ -</b>	<b>0.0%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 18,895	\$ 16,000	\$ 16,000	\$ 20,761	\$ 24,000	\$ 8,000	50.0%
0650 - MISCELLANEOUS REVENUE	36,949	9,600	9,600	8,460	12,000	2,400	25.0%
<b>SUBTOTAL</b>	<b>\$ 55,844</b>	<b>\$ 25,600</b>	<b>\$ 25,600</b>	<b>\$ 29,221</b>	<b>\$ 36,000</b>	<b>\$ 10,400</b>	<b>40.6%</b>
<b>ALL REVENUES</b>	<b>\$ 8,371,708</b>	<b>\$ 8,010,200</b>	<b>\$ 8,010,200</b>	<b>\$ 12,143,883</b>	<b>\$ 8,010,200</b>	<b>\$ -</b>	<b>0.0%</b>
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 515,875	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>ALL OTHER FINANCING SOURCES</b>	<b>\$ 515,875</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>TOTAL SOURCES</b>	<b>\$ 8,887,583</b>	<b>\$ 8,010,200</b>	<b>\$ 8,010,200</b>	<b>\$ 12,143,883</b>	<b>\$ 8,010,200</b>	<b>\$ -</b>	<b>0.0%</b>

Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 4,604,352	\$ 4,712,156	\$ 4,704,712	\$ 4,823,882	\$ 4,654,127	\$ 50,585	1.1%
0710 - OVERTIME	11,160	7,480	7,480	12,424	15,600	(8,120)	-108.6%
0750 - FRINGE BENEFITS	1,613,302	1,746,969	1,754,413	1,776,564	1,896,705	(142,292)	-8.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,292,456)	(1,363,229)	(1,363,229)	(1,366,647)	(1,368,905)	5,676	0.4%
0796 - PERSONNEL SERVICES ALLOC-IN	1,264,005	1,629,134	1,629,134	1,623,479	1,636,076	(6,942)	-0.4%
<b>SUBTOTAL</b>	<b>\$ 6,200,363</b>	<b>\$ 6,732,510</b>	<b>\$ 6,732,510</b>	<b>\$ 6,869,702</b>	<b>\$ 6,833,603</b>	<b>\$ (101,093)</b>	<b>-1.5%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 28,281	\$ 47,060	\$ 47,060	\$ 34,170	\$ 43,345	\$ 3,715	7.9%
0803 - FUEL	68,702	78,620	78,620	54,305	58,420	20,200	25.7%
0804 - NON-CAPITAL EQUIPMENT	5,822	-	260,000	267,996	-	260,000	100.0%
0805 - SUPPLIES-ALLOCATION OUT	(8,849)	(5,000)	(5,000)	(1,615)	(8,000)	3,000	60.0%
0806 - SUPPLIES-ALLOCATION IN	42,867	48,868	48,868	48,145	103,221	(54,353)	-111.2%
<b>SUBTOTAL</b>	<b>\$ 136,823</b>	<b>\$ 169,548</b>	<b>\$ 429,548</b>	<b>\$ 403,001</b>	<b>\$ 196,986</b>	<b>\$ 232,562</b>	<b>54.1%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 8,279	\$ 7,180	\$ 7,180	\$ 7,601	\$ 8,720	\$ (1,540)	-21.4%
0812 - OTHER SERVICES	487,111	393,459	1,403,459	1,414,397	618,173	785,286	56.0%
0820 - RENT & OPERATING LEASES	742,074	612,000	612,000	601,653	649,000	(37,000)	-6.0%
0825 - REPAIRS AND MAINTENANCE	7,528	-	80,000	81,710	-	80,000	100.0%
0839 - INTERNAL SERVICE CHARGES	864,133	763,272	763,272	760,443	636,042	127,230	16.7%
0841 - TRAVEL	4,745	12,250	12,250	8,727	15,000	(2,750)	-22.4%
0842 - EDUCATION AND TRAINING	34,418	23,300	23,300	10,945	24,200	(900)	-3.9%
0843 - POSTAGE/FREIGHT/SHIPPING	7,044	5,410	5,410	4,582	5,290	120	2.2%
0872 - SERVICES-ALLOCATION OUT	(80,424)	(19,536)	(19,536)	(17,981)	(10,961)	(8,575)	-43.9%
0873 - SERVICES-ALLOCATION IN	174,093	241,013	235,943	207,732	167,650	68,293	28.9%
<b>SUBTOTAL</b>	<b>\$ 2,249,001</b>	<b>\$ 2,038,348</b>	<b>\$ 3,123,278</b>	<b>\$ 3,079,809</b>	<b>\$ 2,113,114</b>	<b>\$ 1,010,164</b>	<b>32.3%</b>
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ 34,883	\$ (19,883)	-132.6%
0920 - CAPITAL EQUIPMENT	33,500	-	-	-	-	-	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	295,620	81,000	81,000	151,448	180,000	(99,000)	-122.2%
0955 - CAPITAL-ALLOCATION OUT	(8,619)	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	6,929	10,617	10,617	-	38,397	(27,780)	-261.7%
<b>SUBTOTAL</b>	<b>\$ 327,430</b>	<b>\$ 106,617</b>	<b>\$ 106,617</b>	<b>\$ 151,448</b>	<b>\$ 253,280</b>	<b>\$ (146,663)</b>	<b>-137.6%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 8,913,617</b>	<b>\$ 9,047,023</b>	<b>\$ 10,391,953</b>	<b>\$ 10,503,960</b>	<b>\$ 9,396,983</b>	<b>\$ 994,970</b>	<b>9.6%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 515,875	\$ -	\$ 5,070	\$ 5,070	\$ 5,070	\$ -	0.0%
<b>ALL OTHER FINANCING USES</b>	<b>\$ 515,875</b>	<b>\$ -</b>	<b>\$ 5,070</b>	<b>\$ 5,070</b>	<b>\$ 5,070</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL USES</b>	<b>\$ 9,429,492</b>	<b>\$ 9,047,023</b>	<b>\$ 10,397,023</b>	<b>\$ 10,509,030</b>	<b>\$ 9,402,053</b>	<b>\$ 994,970</b>	<b>9.6%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>226 PLANNING AND DEVELOPMENT FEES</b>							
OPERATING	\$ 8,371,457	\$ 8,010,200	\$ 8,010,200	\$ 12,143,883	\$ 8,010,200	\$ -	0.0%
NON RECURRING NON PROJECT	515,875	-	-	-	-	-	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 8,887,332</b>	<b>\$ 8,010,200</b>	<b>\$ 8,010,200</b>	<b>\$ 12,143,883</b>	<b>\$ 8,010,200</b>	<b>\$ -</b>	<b>0.0%</b>
<b>235 DEL WEBB</b>							
OPERATING	\$ 251	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 251</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 8,371,708</b>	<b>\$ 8,010,200</b>	<b>\$ 8,010,200</b>	<b>\$ 12,143,883</b>	<b>\$ 8,010,200</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ 515,875</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 8,887,583</b>	<b>\$ 8,010,200</b>	<b>\$ 8,010,200</b>	<b>\$ 12,143,883</b>	<b>\$ 8,010,200</b>	<b>\$ -</b>	<b>0.0%</b>
FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 868,231	\$ 868,232	\$ 868,232	\$ 868,232	\$ 868,232	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 868,231</b>	<b>\$ 868,232</b>	<b>\$ 868,232</b>	<b>\$ 868,232</b>	<b>\$ 868,232</b>	<b>\$ -</b>	<b>0.0%</b>
<b>226 PLANNING AND DEVELOPMENT FEES</b>							
OPERATING	\$ 7,672,703	\$ 8,001,694	\$ 8,601,694	\$ 8,713,701	\$ 8,001,694	\$ 600,000	7.0%
NON RECURRING NON PROJECT	372,683	177,097	927,097	927,097	532,127	394,970	42.6%
<b>FUND TOTAL USES</b>	<b>\$ 8,045,386</b>	<b>\$ 8,178,791</b>	<b>\$ 9,528,791</b>	<b>\$ 9,640,798</b>	<b>\$ 8,533,821</b>	<b>\$ 994,970</b>	<b>10.4%</b>
<b>235 DEL WEBB</b>							
NON RECURRING NON PROJECT	\$ 515,875	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>FUND TOTAL USES</b>	<b>\$ 515,875</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 8,540,934</b>	<b>\$ 8,869,926</b>	<b>\$ 9,469,926</b>	<b>\$ 9,581,933</b>	<b>\$ 8,869,926</b>	<b>\$ 600,000</b>	<b>6.3%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 888,558</b>	<b>\$ 177,097</b>	<b>\$ 927,097</b>	<b>\$ 927,097</b>	<b>\$ 532,127</b>	<b>\$ 394,970</b>	<b>42.6%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 9,429,492</b>	<b>\$ 9,047,023</b>	<b>\$ 10,397,023</b>	<b>\$ 10,509,030</b>	<b>\$ 9,402,053</b>	<b>\$ 994,970</b>	<b>9.6%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	3.00	3.00	3.00	3.00	3.00	-	0.0%
EXECUTIVE MANAGEMENT	5.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	8.00	7.00	7.00	7.00	7.00	-	0.0%
ONE STOP SHOP							
CODE ENFORCEMENT	6.00	7.00	7.00	7.00	7.00	-	0.0%
COMPREHENSIVE PLANNING	4.00	5.00	5.00	5.00	5.00	-	0.0%
CUSTOMER SERVICES	12.00	12.00	14.00	14.00	15.00	1.00	7.1%
PERMIT INSPECTIONS	22.00	20.00	22.00	22.00	22.00	-	0.0%
PLAN REVIEW	26.00	24.00	25.00	24.00	24.00	(1.00)	(4.0%)
PLANNING AND ZONING	7.00	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	77.00	73.00	78.00	77.00	78.00	-	0.0%
DEPARTMENT TOTAL	85.00	80.00	85.00	84.00	85.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accounting Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	-	-	1.00	1.00	-	(1.00)	(100.0%)
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Code Enforcement Officer	4.00	5.00	5.00	5.00	5.00	-	0.0%
Deputy Director - Png & Devel	2.00	2.00	2.00	2.00	2.00	-	0.0%
Development Svcs Technician	2.00	1.00	7.00	7.00	8.00	1.00	14.3%
Development Svcs Technician Ld	-	-	2.00	2.00	2.00	-	0.0%
Development Svcs Technician Sr	-	-	6.00	6.00	6.00	-	0.0%
Director - Png & Development	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineer	6.00	6.00	6.00	6.00	6.00	-	0.0%
Engineering Associate	2.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Drainage Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Inspection Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Inspection Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Inspector	16.00	15.00	17.00	17.00	17.00	-	0.0%
Office Assistant	2.00	2.00	4.00	4.00	4.00	-	0.0%
Office Assistant Specialized	4.00	5.00	5.00	4.00	5.00	-	0.0%
Planner	6.00	6.00	6.00	6.00	6.00	-	0.0%
Planner - Senior	-	1.00	1.00	1.00	1.00	-	0.0%
Planning Supervisor	4.00	2.00	2.00	2.00	2.00	-	0.0%
Plans Examiner	5.00	5.00	5.00	5.00	5.00	-	0.0%
Plans Examiner Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Plans Examiner Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
RDSA Ombudsman	1.00	-	-	-	-	-	N/A
Title Examiner	16.00	14.00	-	-	-	-	N/A
<b>Department Total</b>	<b>85.00</b>	<b>80.00</b>	<b>85.00</b>	<b>84.00</b>	<b>85.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
226 PLANNING AND DEVELOPMENT FEES	85.00	80.00	85.00	84.00	85.00	-	0.0%
<b>Department Total</b>	<b>85.00</b>	<b>80.00</b>	<b>85.00</b>	<b>84.00</b>	<b>85.00</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

#### Base Adjustments:

#### Planning and Development Fees Fund (226) Operating

- Increase Regular Benefits by \$109,182 for the impact of changes in health/dental premium rates.

- Increase Personnel Benefits Savings by \$2,118 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Internal Service Charges by \$486 for the impact of changes in retirement contribution rates.
- Decrease Supplies and Services by \$107,156 for decrease in plan reviews.
- Increase Transfers Out by \$5,070 for VM Ware.
- Decrease Internal Service Charges by \$28,957 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$45,313 for the impact of the changes in the base level telecommunication charges.
- Increase Personnel Savings by \$21,820, from 3.67% to 5.12%.

**Planning and Development Fees Fund (226) Non Recurring**

- FY 2017 Non Recurring Non Project budget of \$532,127 includes:
  - \$120,000 for four (4) Vehicle Replacements.
  - \$35,000 for Replacement of Lobby Seating and Hallway Carpet.
  - \$150,692 for two (2) Contract Inspectors.
  - \$226,435 for two (2) New Additions to Fleet.

**Programs and Activities**

**One Stop Shop Program**

The purpose of the One Stop Shop Program is to provide a single point of contact for coordinated County development services to the customer so they may complete their development projects in a faster and more cost efficient manner.

**Program Results**

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of violation complaint inspections provided within 30 days of receipt of complaint	90.4%	87.5%	92.2%	90.4%	2.9%	3.3%
Percent of Development Master Plans/Comprehensive Plan Amendment cases taken to the Technical Advisory Committee meeting within 60 days of applicaton	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of All Customers Served within 30 minutes	76.1%	91.4%	86.0%	90.4%	(0.9%)	-1.0%
Percent of Inspections provided the same day as requested	97.5%	98.5%	97.1%	95.1%	(3.5%)	-3.5%
Percent of Subdivision/Entitlement Cases reviewed in a Technical Advisory Committee meeting within 60 days of application	92.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of plan reviews provided through First Plan Review within 20 business days of application	95.4%	98.0%	91.5%	97.5%	(0.4%)	-0.4%

Activities that comprise this program include:

- Code Enforcement
- Comprehensive Planning
- Customer Services
- Permit Inspections
- Plan Review
- Planning and Zoning

**Code Enforcement Activity**

The purpose of the Code Enforcement Activity is to provide inspection and enforcement services to Maricopa County property owners so they can experience resolution of complaint issues in a timely manner.

**Mandates:** A.R.S. §11-808 establishes the County zoning ordinance enforcement within a zoned territory and establishes the position of the County zoning inspector and deputy inspectors. The statute also states it is unlawful to erect, construct, reconstruct, alter or use any building or other structures without obtaining a zoning clearance from the County in the unincorporated areas of the county; A.R.S. §11-808 also establishes the County to appoint hearing officers to hear and determine zoning violations; A.R.S. §11-802 establishes the Board of Supervisors’ authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of violation complaint inspections provided within 30 days of receipt of complaint	90.4%	87.5%	92.2%	90.4%	2.9%	3.3%
Output	Total number of violation complaint inspections provided	1,307	2,400	1,382	1,500	(900)	-37.5%
Demand	Number of Violation Complaints Received	1,500	2,880	1,840	1,560	(1,320)	-45.8%
Expenditure Ratio	Total expenditure per violation complaint inspection provided	\$ 416.52	\$ 218.00	\$ 359.24	\$ 363.32	\$ (145.32)	-66.7%
<i>Revenue</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 90,946	\$ 144,000	\$ 364,003	\$ 144,000	\$ -	0.0%
	TOTAL SOURCES	\$ 90,946	\$ 144,000	\$ 364,003	\$ 144,000	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 323,965	\$ 329,326	\$ 329,326	\$ 323,242	\$ 6,084	1.8%
	226 - PLANNING AND DEVELOPMENT FEES	220,425	193,875	167,145	221,738	(27,863)	-14.4%
	TOTAL USES	\$ 544,390	\$ 523,201	\$ 496,471	\$ 544,980	\$ (21,779)	-4.2%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 90.4% of the demand for violation complaint investigations, including completion of backlogged violation complaints. Demand exceeds output for this measure as some complaints are not code violations yet require an inspection. Revenue is expected to decrease due to a greater number of older violation complaints being resolved with settled payment of fines through compliance agreements. The decrease in demand results from procedural changes in the permitting application capturing all inspections conducted by the Code Enforcement staff. The decrease in stated inspections is due in part to revised Code procedures. Expenditure increase is due to higher health/dental benefits rates in FY 2017.

**Comprehensive Planning Activity**

The purpose of the Comprehensive Planning Activity is to provide and maintain planning elements and provide information to various private and public entities of Maricopa County so they can make informed decisions concerning growth, development and investment in a timely manner.

**Mandates:** A.R.S. §11-802 establishes the Board of Supervisors authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans; A.R.S. §11-805 authorizes the Board to contract with consultants or employ persons for services as may be required to carry on the work of the commission and the enforcement. A consultant, employees, or both, are provided to carry on County planning work, the regularly appointed planning and zoning commission of an incorporated city or town within the county may request the services of the consultant, staff, or both, for consultation and advice including the preparation or review of comprehensive plans, zoning ordinances, and subdivision regulations within the boundaries of the incorporated city or town; A.R.S. §11-806 establishes that the commission shall act in an advisory capacity to the Board and shall, when requested, make a report or recommendation in matters under the jurisdiction of the Board. Further, the commission shall prepare and recommend to the Board a comprehensive plan; A.R.S. §11-821 requires the commission to formulate and the Board of Supervisors to adopt or readopt a comprehensive long-term county plan.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Development Master Plans/Comprehensive Plan Amendment cases taken to the Technical Advisory Committee meeting within 60 days of applicaton	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total Number of Development Master Plans/Comprehensive Plan Admendments taken to the Technical Advisory Committee	5	18	5	12	(6)	-33.3%
Demand	Number of Development Master Plans/Comprehensive Plan Amendments Received that require a Technical Advisory Committee meeting	6	20	10	12	(8)	-40.0%
Expenditure Ratio	Total expenditure per plan amendment activity taken to the Technical Advisory Committee	\$ 75,553.60	\$ 22,393.33	\$ 82,806.60	\$ 35,854.08	\$ (13,460.75)	-60.1%
<i>Revenue</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 52,010	\$ 90,000	\$ 56,310	\$ 10,200	\$ (79,800)	-88.7%
	TOTAL SOURCES	\$ 52,010	\$ 90,000	\$ 56,310	\$ 10,200	\$ (79,800)	-88.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 246,548	\$ 266,548	\$ 266,548	\$ 266,548	\$ -	0.0%
	226 - PLANNING AND DEVELOPMENT FEES	131,220	136,532	147,485	163,701	(27,169)	-19.9%
	TOTAL USES	\$ 377,768	\$ 403,080	\$ 414,033	\$ 430,249	\$ (27,169)	-6.7%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 100% of demand for plan amendments. Large-scale commercial and residential development in the County is showing little growth and there are large tracts of land committed to master-planned communities that are only recently beginning to see renewed activity following the 'great recession.' Expenditure increase is due to higher health/dental benefits rates in FY 2017.

**Customer Services Activity**

The purpose of the Customer Services Activity is to provide accurate planning and development information to One Stop Shop customers so they can make informed development decisions and receive timely delivery of property-based services.

**Mandates:** A.R.S. §11-321 requires a building permit for any construction of a building or an addition thereto exceeding a cost of one thousand dollars within its jurisdiction. It also establishes requirements for issuance and distribution of copies of permits as well as responsibilities of the subsequent owner of property on which construction was undertaken without a permit.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of All Customers Served within 30 minutes	76.1%	91.4%	86.0%	90.4%	(0.9%)	-1.0%
Output	Total Number of Customers Served	10,122	9,500	6,648	10,040	540	5.7%
Demand	Number of Customers Requesting Service at the One Stop Shop Counter	10,122	9,500	6,648	10,040	540	5.7%
Expenditure Ratio	Total expenditure per customer served	\$ 65.22	\$ 79.98	\$ 111.17	\$ 83.40	\$ (3.43)	-4.3%
<i>Revenue</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 93,645	\$ 90,600	\$ 97,730	\$ 90,600	\$ -	0.0%
	TOTAL SOURCES	\$ 93,645	\$ 90,600	\$ 97,730	\$ 90,600	\$ -	0.0%
<i>Expenditure</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 660,164	\$ 759,785	\$ 739,052	\$ 837,364	\$ (77,579)	-10.2%
	TOTAL USES	\$ 660,164	\$ 759,785	\$ 739,052	\$ 837,364	\$ (77,579)	-10.2%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 90.4% of the demand for customer services. The Department continues to experience a steady increase in demand for planning and development services and there is an expectation that demand will continue at its current rate for the remainder of FY 2016 and a slight increase into FY 2017. The Department continues to improve its performance in serving customers in 30 minutes or less. Expenditure increase is due to changes in departmental procedures.

### Permit Inspections Activity

The purpose of the Permit Inspections Activity is to provide building inspection services to builders so they can complete construction in compliance with approved building codes in a timely manner.

**Mandates:** A.R.S. §11-321 requires a building permit for any construction of a building or an addition thereto exceeding a cost of one thousand dollars within its jurisdiction. It also establishes requirements for issuance and distribution of permit copies as well as responsibilities of the subsequent owner of property on which construction was undertaken without a permit.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Inspections provided the same day as Requested	97.5%	98.5%	97.1%	95.1%	(3.5%)	-3.5%
Output	Total Number of Inspections provided	33,041	34,480	38,885	38,400	3,920	11.4%
Demand	Number of Inspections Scheduled/Requested	33,057	34,600	38,907	38,400	3,800	11.0%
Expenditure Ratio	Total expenditure per inspection provided	\$ 58.94	\$ 54.78	\$ 49.58	\$ 52.29	\$ 2.48	4.5%
<i>Revenue</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 3,922,574	\$ 3,744,000	\$ 5,461,791	\$ 3,812,900	\$ 68,900	1.8%
	235 - DEL WEBB	251	-	-	-	-	N/A
	TOTAL SOURCES	\$ 3,922,825	\$ 3,744,000	\$ 5,461,791	\$ 3,812,900	\$ 68,900	1.8%
<i>Expenditure</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 1,947,351	\$ 1,888,778	\$ 1,927,896	\$ 2,008,124	\$ (119,346)	-6.3%
	TOTAL USES	\$ 1,947,351	\$ 1,888,778	\$ 1,927,896	\$ 2,008,124	\$ (119,346)	-6.3%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting 95.1% of the demand, including building re-inspections. The Department is experiencing a significant increase in demand for inspections and as a result is expecting a slight drop in the ability to meet that growing demand. The department is looking at efficiencies to improve inspection response times. The budgeted expenditures increased as a result of increased staff levels to meet the growing demand for inspection services in FY 2017.

**Plan Review Activity**

The purpose of the Plan Review Activity is to provide plan review services to One Stop Shop permit applicants so they can gain approval for requested permits in a timely manner.

**Mandates:** A.R.S. §11-321 requires a building permit for any construction of a building or an addition thereto exceeding a cost of one thousand dollars within its jurisdiction. It also establishes requirements for issuance and distribution of copies of the permit as well as responsibilities of the subsequent owner of property on which construction was undertaken without a permit.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of plan reviews provided through First Plan Review within 20 business days of application	95.4%	98.0%	91.5%	97.5%	(0.4%)	-0.4%
Output	Total number of Plan Reviews provided	6,220	5,880	6,735	6,300	420	7.1%
Demand	Number of Plan Reviews Requested	6,358	6,000	6,896	6,560	560	9.3%
Expenditure Ratio	Total expenditure per plan review provided	\$ 324.16	\$ 567.72	\$ 489.08	\$ 319.25	\$ 248.47	43.8%
<i>Revenue</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 3,768,687	\$ 3,576,000	\$ 5,728,412	\$ 3,576,000	\$ -	0.0%
	TOTAL SOURCES	\$ 3,768,687	\$ 3,576,000	\$ 5,728,412	\$ 3,576,000	\$ -	0.0%
<i>Expenditure</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 2,016,270	\$ 3,338,179	\$ 3,293,973	\$ 2,011,280	\$ 1,326,899	39.7%
	TOTAL USES	\$ 2,016,270	\$ 3,338,179	\$ 3,293,973	\$ 2,011,280	\$ 1,326,899	39.7%

**Activity Narrative:** The FY 2017 budget supports the Department in meeting an expected level of 97.5% of non-expedited plan reviews processed within 20 business days of application. Revised building plans are typically submitted in response to initial review comments. The Department has seen a slight rise in large scale projects, including various solar energy plants, which impact the plan review workload. The increase in the number of plan reviews is attributed to the increase in single family residence permits. The expenditure reduction in FY 2017 is due in part to a reduction in use of outside resources to provide plan review services, and employee salaries being reimbursed by the Flood Control District and Maricopa County Department of Transportation.

**Planning and Zoning Activity**

The purpose of the Planning and Zoning Activity is to provide information, support, report services, and recommendations to the Planning Commission so they can make planning and land-use recommendations to the Board of Supervisors in a timely manner.

**Mandates:** A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans; A.R.S. §11-805 authorizes the Board to contract with consultants or employ persons for services as may be required to carry on the work of the commission and the enforcement. A consultant, employees, or both, are provided to carry on County planning work, the regularly appointed planning and zoning commission of

an incorporated city or town within the county may request the services of the consultant, staff, or both, for consultation and advice including the preparation or review of comprehensive plans, zoning ordinances, and subdivision regulations within the boundaries of the incorporated city or town; A.R.S. §11-806 establishes the powers and duties of the planning and zoning commission, including preparing the comprehensive plan; A.R.S. §11-814 describes amendment of the zoning ordinance or change of zoning district boundaries. A property owner or authorized agent of a property owner desiring an amendment or change in the zoning ordinance changing the zoning district boundaries within an area previously zoned shall file an application for the amendment or change. All zoning and rezoning ordinances, regulations or specific plans adopted under this article shall be consistent with and conform to the adopted County plan.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Subdivision/Entitlement Cases reviewed in a Technical Advisory Committee meeting within 60 days of application	92.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total Number of Subdivision/Entitlement Cases reviewed in a Technical Advisory Committee meeting	14	12	25	12	-	0.0%
Demand	Number of Subdivision/Entitlement Cases Received where a Technical Advisory Committee is required	17	12	32	30	18	150.0%
Expenditure Ratio	Total expenditure per Subdivision/Entitlement case reviewed in a Technical Advisory Committee meeting	\$ 31,571.43	\$ 36,567.75	\$ 17,895.80	\$ 37,007.58	\$ (439.83)	-1.2%
<i>Revenue</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 379,752	\$ 340,000	\$ 404,416	\$ 336,000	\$ (4,000)	-1.2%
	TOTAL SOURCES	\$ 379,752	\$ 340,000	\$ 404,416	\$ 336,000	\$ (4,000)	-1.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 273,349	\$ 272,358	\$ 272,358	\$ 278,442	\$ (6,084)	-2.2%
	226 - PLANNING AND DEVELOPMENT FEES	168,651	166,455	175,037	165,649	806	0.5%
	TOTAL USES	\$ 442,000	\$ 438,813	\$ 447,395	\$ 444,091	\$ (5,278)	-1.2%

**Activity Narrative:** The overall demand or number of cases processed by the Planning and Zoning Activity is expected to increase in early part of FY 2017. The number of cases processed through a technical advisory committee meeting has decreased and can be attributed to a significant number of applicant requests for process expediting. Planning and Zoning staff have accommodated these requests while maintaining quality results in projects approved and presented to the Board of Supervisors. The number of Development Master Plan and Comprehensive Plan Amendments is expected to remain flat as an excess of these large-scale-projects continue to be finalized and moved into the building phases. Slight revenue and expenditure increases and decreases are a result of how many cases are processed through advisory committee and the movement through projects.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 868,232</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 868,232</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 868,232</b>	<b>\$ -</b>
<b>FY 2017 Adopted Budget</b>	<b>\$ 868,232</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		<i>0.0%</i>

### Planning and Development Fees Fund (226)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 8,001,694</b>	<b>\$ 8,010,200</b>
Adjustments:	Agenda Item:	
<b>Mid Year Adjustments</b>		
<i>Budget Adjustment Program Increase</i>	<i>C-44-16-086-M-00</i>	-
	\$ 600,000	\$ 600,000
<b>FY 2016 Revised Budget</b>	<b>\$ 8,001,694</b>	<b>\$ 8,010,200</b>
Adjustments:	Agenda Item:	
<b>Mid Year Adjustments</b>		
<i>Budget Adjustment Program Increase</i>	<i>C-44-16-086-M-00</i>	-
	\$ (600,000)	\$ (600,000)
<b>FY 2017 Baseline Budget</b>	<b>\$ 8,001,694</b>	<b>\$ 8,010,200</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 107,550	\$ -
<i>Employee Health/Dental Premiums</i>	109,182	-
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	(2,118)	-
<i>Retirement Contributions</i>	486	-
<b>Base Adjustments</b>	\$ (107,550)	\$ -
<i>Other Base Adjustments</i>	(102,086)	-
<i>Decrease Supplies and Services</i>	\$ (107,156)	-
<i>VM Ware</i>	5,070	-
<i>Risk Management Adjustment</i>	(28,957)	-
<i>Base Telecom Adjustment</i>	45,313	-
<i>Personnel Savings</i>	(21,820)	-
<i>From 3.67% to 5.12%</i>	\$ (21,820)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 8,001,694</b>	<b>\$ 8,010,200</b>
<i>Percent Change from Baseline Amount</i>		<i>0.0%</i>

Planning and Development Fees Fund (226) (continued)

		Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 177,097</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ 750,000</b>	<b>\$ -</b>
<i>Inc Expenditure Authority for Electronic Doc Review</i>	<i>C-44-16-042-3-00</i>	<i>750,000</i>	<i>-</i>
<b>FY 2016 Revised Budget</b>		<b>\$ 927,097</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Information and Communications Technology</b>		<b>\$ (81,097)</b>	<b>\$ -</b>
<i>Other IT Non Recurring</i>		<i>(81,097)</i>	<i>-</i>
<b>Non Recurring</b>		<b>\$ (846,000)</b>	<b>\$ -</b>
<i>Inc Expenditure Authority for Electronic Doc Review</i>	<i>C-44-16-042-3-00</i>	<i>(750,000)</i>	<i>-</i>
<i>Non Recurring Carry Forward</i>		<i>(96,000)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 532,127</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>		<i>155,000</i>	<i>-</i>
<i>Vehicle Replacements Carry Forward</i>	<i>\$ 120,000</i>		<i>-</i>
<i>Building Improvements Carry Forward</i>	<i>\$ 35,000</i>		<i>-</i>
<i>Other Non Recurring</i>		<i>377,127</i>	<i>-</i>
<i>Contract Inspectors</i>	<i>\$ 150,692</i>		<i>-</i>
<i>Additions to Fleet</i>	<i>226,435</i>		<i>-</i>
<b>FY 2017 Adopted Budget</b>		<b>\$ 532,127</b>	<b>\$ -</b>

Planning and Development Fees Fund (226) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 3,272,669	\$ 3,489,495	\$ 3,489,495	\$ 4,114,632	\$ 6,617,717
Sources:					
Operating	\$ 8,371,457	\$ 8,010,200	\$ 8,010,200	\$ 12,143,883	\$ 8,010,200
Non-Recurring	515,875	-	-	-	-
Total Sources:	\$ 8,887,332	\$ 8,010,200	\$ 8,010,200	\$ 12,143,883	\$ 8,010,200
Uses:					
Operating	\$ 7,672,709	\$ 8,001,694	\$ 8,601,694	\$ 8,713,701	\$ 8,001,694
Non-Recurring	372,683	177,097	927,097	927,097	532,127
Total Uses:	\$ 8,045,392	\$ 8,178,791	\$ 9,528,791	\$ 9,640,798	\$ 8,533,821
Structural Balance	\$ 698,748	\$ 8,506	\$ (591,494)	\$ 3,430,182	\$ 8,506
Accounting Adjustments	\$ 23	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Committed	4,114,632	3,320,904	1,970,904	6,617,717	6,094,096
Total Ending Spendable Fund Balance	\$ 4,114,632	\$ 3,320,904	\$ 1,970,904	\$ 6,617,717	\$ 6,094,096

## Procurement Services

*Analysis by Cristi Cost, Management and Budget Analyst*

### Summary

#### Mission

The mission of Procurement Services is to provide innovative, cost-effective, and quality services to County Agencies through a strategic and systematic approach to procurement so they can get the right product at the right time at the right price.

#### Vision

Working together to deliver value.

### Strategic Goals

#### Department Specific

**By FY 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. The 2016 annual survey reports a 89% satisfaction rate with their customers. They will reevaluate during the FY 2018 Strategic Business Plan update process.

#### Department Specific

**By FY 2018, the Office of Procurement Services will have the ability to classify at least 80% of its managed spend into market categories to leverage buying power realized through aggregation of requirements.**

Status: The Department has successfully achieved this goal at 100%. They have leveraged spend categories based on aggregated requirements and have even partnered cooperatively with other agencies to truly engage supplier pricing strategies on multi-jurisdictional contracts. The Department will reevaluate this goal during the FY 2018 Strategic Business Plan update process.

#### Department Specific

**By FY 2018, 100% of new contracts for commodities will be written to include acceptable environmental sustainability standards consistent with Board policy.**

Status: The Department worked with the County Attorney's Office to revise contract templates to include language consistent with the Environmentally Preferred Purchasing policy (A1514) for non-construction contracts. They have reached this goal at 100% and will reevaluate during the FY 2018 Strategic Business Plan update process.

#### Department Specific

**By FY 2018, 80% of new construction project contracts will include acceptable environmental sustainability standards consistent with Board policy.**



Status: The Department worked with the County Attorney's Office to revise contract templates to include language consistent with the Environmentally Preferred Purchasing policy (A1514) for construction contracts. They have reached this goal at 100% and will reevaluate during the FY 2018 Strategic Business Plan update process.



**By FY 2018, 80% of requests for records services will be completed within 7 business days.**

Status: The Department has seen an increase in demand for public records requests and has developed a process to fill these requests in a timely manner. Currently, the department does not have a reliable way of accurately tracking this goal and have begun exploring options and applications that will allow for better tracking. They will reevaluate during the FY 2018 Strategic Business Plan update process.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
PCPT - PROCUREMENT SERVICES	\$ 762,678	\$ 761,000	\$ 761,000	\$ 761,000	\$ 761,000	\$ -	0.0%
73BS - PROCUREMENT SERVICES	\$ 762,678	\$ 761,000	\$ 761,000	\$ 761,000	\$ 761,000	\$ -	0.0%
PRNT - PRINTING SERVICES	\$ 756,621	\$ 845,217	\$ 845,217	\$ 707,214	\$ 739,834	\$ (105,383)	-12.5%
73PR - PRINTING SERVICES PROGRAM	\$ 756,621	\$ 845,217	\$ 845,217	\$ 707,214	\$ 739,834	\$ (105,383)	-12.5%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,519,299</b>	<b>\$ 1,606,217</b>	<b>\$ 1,606,217</b>	<b>\$ 1,468,214</b>	<b>\$ 1,500,834</b>	<b>\$ (105,383)</b>	<b>-6.6%</b>
<b>USES</b>							
PCPT - PROCUREMENT SERVICES	\$ 2,178,875	\$ 2,238,612	\$ 2,238,612	\$ 2,243,568	\$ 2,250,980	\$ (12,368)	-0.6%
73BS - PROCUREMENT SERVICES	\$ 2,178,875	\$ 2,238,612	\$ 2,238,612	\$ 2,243,568	\$ 2,250,980	\$ (12,368)	-0.6%
PRNT - PRINTING SERVICES	\$ 746,330	\$ 750,072	\$ 750,072	\$ 688,845	\$ 731,103	\$ 18,969	2.5%
73PR - PRINTING SERVICES PROGRAM	\$ 746,330	\$ 750,072	\$ 750,072	\$ 688,845	\$ 731,103	\$ 18,969	2.5%
RMPT - RECORDS MANAGEMENT	\$ 38,885	\$ 55,252	\$ 55,252	\$ 53,768	\$ 54,470	\$ 782	1.4%
73RM - RECORDS MANAGEMENT	\$ 38,885	\$ 55,252	\$ 55,252	\$ 53,768	\$ 54,470	\$ 782	1.4%
ODIR - EXECUTIVE MANAGEMENT	\$ 171,981	\$ 183,878	\$ 183,878	\$ 173,528	\$ 97,627	\$ 86,251	46.9%
POOL - POOLED COSTS	-	893	893	-	-	893	100.0%
RCOM - REGULATION COMPLIANCE	-	-	-	-	14,431	(14,431)	N/A
SPPT - OPERATIONS SUPPORT	35,483	4,074	4,074	4,375	14,148	(10,074)	-247.3%
99AS - INDIRECT SUPPORT	\$ 207,464	\$ 188,845	\$ 188,845	\$ 177,903	\$ 126,206	\$ 62,639	33.2%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 63,949	\$ 69,699	\$ 69,699	\$ 69,699	\$ 58,863	\$ 10,836	15.5%
INFR - INFRASTRUCTURE	27,313	22,173	22,173	26,099	35,440	(13,267)	-59.8%
RISK - RISK PREMIUMS	8,280	8,222	8,222	8,221	8,254	(32)	-0.4%
99GV - GENERAL OVERHEAD	\$ 99,542	\$ 100,094	\$ 100,094	\$ 104,019	\$ 102,557	\$ (2,463)	-2.5%
<b>TOTAL PROGRAMS</b>	<b>\$ 3,271,096</b>	<b>\$ 3,332,875</b>	<b>\$ 3,332,875</b>	<b>\$ 3,268,103</b>	<b>\$ 3,265,316</b>	<b>\$ 67,559</b>	<b>2.0%</b>

### Sources by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0636 - INTERNAL SERVICE CHARGES	\$ 756,572	\$ 845,217	\$ 845,217	\$ 707,214	\$ 739,834	\$ (105,383)	-12.5%
<b>SUBTOTAL</b>	<b>\$ 756,572</b>	<b>\$ 845,217</b>	<b>\$ 845,217</b>	<b>\$ 707,214</b>	<b>\$ 739,834</b>	<b>\$ (105,383)</b>	<b>-12.5%</b>
<b>MISCELLANEOUS</b>							
0650 - MISCELLANEOUS REVENUE	\$ 762,727	\$ 761,000	\$ 761,000	\$ 761,000	\$ 761,000	\$ -	0.0%
<b>SUBTOTAL</b>	<b>\$ 762,727</b>	<b>\$ 761,000</b>	<b>\$ 761,000</b>	<b>\$ 761,000</b>	<b>\$ 761,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>ALL REVENUES</b>	<b>\$ 1,519,299</b>	<b>\$ 1,606,217</b>	<b>\$ 1,606,217</b>	<b>\$ 1,468,214</b>	<b>\$ 1,500,834</b>	<b>\$ (105,383)</b>	<b>-6.6%</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,519,299</b>	<b>\$ 1,606,217</b>	<b>\$ 1,606,217</b>	<b>\$ 1,468,214</b>	<b>\$ 1,500,834</b>	<b>\$ (105,383)</b>	<b>-6.6%</b>

Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 2,045,010	\$ 2,192,376	\$ 2,189,122	\$ 2,137,529	\$ 2,046,128	\$ 142,994	6.5%
0710 - OVERTIME	293	150	150	157	-	150	100.0%
0750 - FRINGE BENEFITS	704,501	795,184	798,438	782,635	805,686	(7,248)	-0.9%
0790 - OTHER PERSONNEL SERVICES	-	-	-	10,000	14,431	(14,431)	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(79,445)	(242,204)	(242,204)	(161,973)	(202,299)	(39,905)	-16.5%
0796 - PERSONNEL SERVICES ALLOC-IN	69,029	19,367	19,367	19,367	101,598	(82,231)	-424.6%
<b>SUBTOTAL</b>	<b>\$ 2,739,388</b>	<b>\$ 2,764,873</b>	<b>\$ 2,764,873</b>	<b>\$ 2,787,715</b>	<b>\$ 2,765,544</b>	<b>\$ (671)</b>	<b>0.0%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 274,051	\$ 269,093	\$ 269,093	\$ 180,231	\$ 209,651	\$ 59,442	22.1%
0803 - FUEL	197	582	582	334	582	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 274,248</b>	<b>\$ 269,675</b>	<b>\$ 269,675</b>	<b>\$ 180,565</b>	<b>\$ 210,233</b>	<b>\$ 59,442</b>	<b>22.0%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 97,286	\$ 125,491	\$ 125,491	\$ 117,879	\$ 113,206	\$ 12,285	9.8%
0820 - RENT & OPERATING LEASES	40	20,900	20,900	9,795	20,900	-	0.0%
0825 - REPAIRS AND MAINTENANCE	6,180	17,492	17,492	48,514	26,104	(8,612)	-49.2%
0839 - INTERNAL SERVICE CHARGES	98,629	109,603	109,603	109,470	106,808	2,795	2.6%
0841 - TRAVEL	6,018	12,096	12,096	7,507	11,096	1,000	8.3%
0842 - EDUCATION AND TRAINING	3,204	10,685	10,685	5,745	9,685	1,000	9.4%
0843 - POSTAGE/FREIGHT/SHIPPING	1,297	2,060	2,060	913	1,740	320	15.5%
<b>SUBTOTAL</b>	<b>\$ 212,654</b>	<b>\$ 298,327</b>	<b>\$ 298,327</b>	<b>\$ 299,823</b>	<b>\$ 289,539</b>	<b>\$ 8,788</b>	<b>2.9%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 36,525	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	<b>\$ 36,525</b>	<b>\$ -</b>	<b>N/A</b>				
<b>ALL EXPENDITURES</b>	<b>\$ 3,262,815</b>	<b>\$ 3,332,875</b>	<b>\$ 3,332,875</b>	<b>\$ 3,268,103</b>	<b>\$ 3,265,316</b>	<b>\$ 67,559</b>	<b>2.0%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 8,281	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>ALL OTHER FINANCING USES</b>	<b>\$ 8,281</b>	<b>\$ -</b>	<b>N/A</b>				
<b>TOTAL USES</b>	<b>\$ 3,271,096</b>	<b>\$ 3,332,875</b>	<b>\$ 3,332,875</b>	<b>\$ 3,268,103</b>	<b>\$ 3,265,316</b>	<b>\$ 67,559</b>	<b>2.0%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 762,678	\$ 761,000	\$ 761,000	\$ 761,000	\$ 761,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 762,678</b>	<b>\$ 761,000</b>	<b>\$ 761,000</b>	<b>\$ 761,000</b>	<b>\$ 761,000</b>	<b>\$ -</b>	<b>0.0%</b>
673 REPROGRAPHICS							
OPERATING	\$ 756,621	\$ 845,217	\$ 845,217	\$ 707,214	\$ 739,834	\$ (105,383)	-12.5%
<b>FUND TOTAL SOURCES</b>	<b>\$ 756,621</b>	<b>\$ 845,217</b>	<b>\$ 845,217</b>	<b>\$ 707,214</b>	<b>\$ 739,834</b>	<b>\$ (105,383)</b>	<b>-12.5%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 1,519,299</b>	<b>\$ 1,606,217</b>	<b>\$ 1,606,217</b>	<b>\$ 1,468,214</b>	<b>\$ 1,500,834</b>	<b>\$ (105,383)</b>	<b>-6.6%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 1,519,299</b>	<b>\$ 1,606,217</b>	<b>\$ 1,606,217</b>	<b>\$ 1,468,214</b>	<b>\$ 1,500,834</b>	<b>\$ (105,383)</b>	<b>-6.6%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>							
100 GENERAL							
OPERATING	\$ 2,452,765	\$ 2,487,658	\$ 2,487,658	\$ 2,487,658	\$ 2,438,032	\$ 49,626	2.0%
NON RECURRING NON PROJECT	3	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 2,452,768</b>	<b>\$ 2,487,658</b>	<b>\$ 2,487,658</b>	<b>\$ 2,487,658</b>	<b>\$ 2,438,032</b>	<b>\$ 49,626</b>	<b>2.0%</b>
673 REPROGRAPHICS							
OPERATING	\$ 773,522	\$ 845,217	\$ 845,217	\$ 780,445	\$ 739,834	\$ 105,383	12.5%
NON RECURRING NON PROJECT	44,806	-	-	-	87,450	(87,450)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 818,328</b>	<b>\$ 845,217</b>	<b>\$ 845,217</b>	<b>\$ 780,445</b>	<b>\$ 827,284</b>	<b>\$ 17,933</b>	<b>2.1%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 3,226,287</b>	<b>\$ 3,332,875</b>	<b>\$ 3,332,875</b>	<b>\$ 3,268,103</b>	<b>\$ 3,177,866</b>	<b>\$ 155,009</b>	<b>4.7%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 44,809</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 87,450</b>	<b>\$ (87,450)</b>	<b>N/A</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 3,271,096</b>	<b>\$ 3,332,875</b>	<b>\$ 3,332,875</b>	<b>\$ 3,268,103</b>	<b>\$ 3,265,316</b>	<b>\$ 67,559</b>	<b>2.0%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	1.00	1.00	1.00	1.00	.50	(.50)	(50.0%)
OPERATIONS SUPPORT	.50	-	.00	-	-	-	N/A
PROGRAM TOTAL	1.50	1.00	1.00	1.00	.50	(.50)	(50.0%)
PRINTING SERVICES PROGRAM							
PRINTING SERVICES	9.00	9.00	9.40	9.80	9.40	-	0.0%
PROGRAM TOTAL	9.00	9.00	9.40	9.80	9.40	-	0.0%
PROCUREMENT SERVICES	25.25	28.75	27.75	28.75	26.25	(1.50)	(5.4%)
PROGRAM TOTAL	25.25	28.75	27.75	28.75	26.25	(1.50)	(5.4%)
RECORDS MANAGEMENT							
RECORDS MANAGEMENT	.75	.75	.75	.75	.75	-	0.0%
PROGRAM TOTAL	.75	.75	.75	.75	.75	-	0.0%
DEPARTMENT TOTAL	36.50	39.50	38.90	40.30	36.90	(2.00)	(5.1%)

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Services Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Materials Management	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Materials Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	2.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Officer – County	9.00	11.00	10.00	11.00	9.00	(1.00)	(10.0%)
Procurement Officer Lead – County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	1.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Procurement Supervisor – County	2.00	2.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Reprographic Supervisor	1.00	1.00	1.40	1.80	1.40	-	0.0%
Reprographic Technician	6.00	6.00	6.00	6.00	6.00	-	0.0%
Strategic Procurement Consultant - County	.50	.50	.50	.50	.50	-	0.0%
Training Officer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	36.50	39.50	38.90	40.30	36.90	(2.00)	(5.1%)

### Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	27.50	30.50	29.50	30.50	27.50	(2.00)	(6.8%)
673 REPROGRAPHICS	9.00	9.00	9.40	9.80	9.40	-	0.0%
Department Total	36.50	39.50	38.90	40.30	36.90	(2.00)	(5.1%)

### Staffing Variance Analysis

FY 2017 staffing reductions are due to the transfer of one Procurement Officer back to Public Health and the reduction of two FTEs associated with the Enterprise Resource Planning (ERP) project which will be completed in FY 2017. One of these reductions is already reflected in the FY 2016 revised Budget.

### General Adjustments

#### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$35,431 for the impact of the changes in health/dental premium rates.

- Increase Personnel Benefits Savings by \$783 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$170 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$26 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$10,614 for the impact of the changes in the base level telecommunication charges.
- Decrease Travel and Other Services by \$14,188 for the impact of the changes in right-sizing vacancy savings.
- Decrease Vacancy Savings by \$14,188 to make it achievable. The department historically has been fully staff and turnover is minimal.

### **Reprographics (673) Operating**

- Increase Regular Benefits by \$13,329 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$986 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$37 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$6 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$2,653 for the impact of the changes in the base level telecommunication charges.
- Decrease Central Service Cost Allocation by \$10,836 for the impact of the changes in central service rates.
- Increase Vacancy Savings by \$1,922 to right-size savings with what is occurring historically in this fund.
- Decrease Supplies by \$20,214 to maintain structural balance.
- Reallocate \$87,450 to Non Recurring Non Project for use of fund balance.
- Decrease Revenues by \$105,383 based on trend analysis.

### **Reprographics (673) Non Recurring Non Project**

- Increase Expenditures by \$87,450 to utilize fund balance for Operating costs.

## **Programs and Activities**

### **Procurement Services Program**

The purpose of the Procurement Services Program is to provide procurement services to County departments so they can continue to provide mission critical services to the general public.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of respondents indicating "very satisfied" or "satisfied" on the Procurement Customer Satisfaction Survey.	79.5%	100.0%	100.0%	100.0%	0.0%	0.0%
Percentage of expenditure for goods/services/construction managed through procurement services.	73.6%	67.4%	67.4%	70.0%	2.6%	3.9%
Percent of new contracts written to include acceptable environmental standards consistent with Board policy language.	100.0%	98.7%	98.7%	100.0%	1.3%	1.3%
Percent of new construction project contracts which contain acceptable environmental standards consistent with Board policy.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Procurement Services

Procurement Services Activity

The purpose of the Procurement Services Activity is to provide value, guidance and support service to County departments so they can have the goods/services they need to operate in fulfillment of their mission while maintaining statutory compliance, and supporting the principles of public procurement.

**Mandates:** A.R.S. §41-2501 establishing County purchasing procedures.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of respondents indicating "very satisfied" or "satisfied" on the Procurement Customer Satisfaction Survey.	79.5%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percentage of expenditure for goods/services/construction managed through procurement services.	73.6%	67.4%	67.4%	70.0%	2.6%	3.9%
Result	Percent of new contracts written to include acceptable environmental standards consistent with Board policy language.	100.0%	98.7%	98.7%	100.0%	1.3%	1.3%
Result	Percent of new construction project contracts which contain acceptable environmental standards consistent with Board policy.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of new contracts provided.	214	159	159	150	(9)	-5.7%
Demand	Number of new construction project contracts requested.	96	100	100	85	(15)	-15.0%
Demand	Number of new contracts for goods/services requested.	118	130	130	130	-	0.0%
Demand	Number of new contracts for construction project requested.	96	100	100	85	(15)	-15.0%
Demand	Dollar value of expenditures for goods/services/construction.	643,131,660	465,000,000	465,000,000	400,000,000	(65,000,000)	-14.0%
Expenditure Ratio	Cost per new contract provided.	\$ 10,181.66	\$ 14,079.32	\$ 14,110.49	\$ 15,006.53	\$ (927.21)	-6.6%
<i>Revenue</i>							
	100 - GENERAL	\$ 762,678	\$ 761,000	\$ 761,000	\$ 761,000	\$ -	0.0%
	TOTAL SOURCES	\$ 762,678	\$ 761,000	\$ 761,000	\$ 761,000	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,178,875	\$ 2,238,612	\$ 2,243,568	\$ 2,250,980	\$ (12,368)	-0.6%
	TOTAL USES	\$ 2,178,875	\$ 2,238,612	\$ 2,243,568	\$ 2,250,980	\$ (12,368)	-0.6%

**Activity Narrative:** New contracts for construction projects and goods/services are declining in FY 2017 due to multiple County departments utilizing one or two contracts rather than having multiple

contracts that produce the same outcome for each County department. In addition, with the implementation of the Enterprise Resource Planning Finance and Procurement model, the department is anticipating an initial drop in contract requests and approvals until all current and past vendors are trained and transitioned to the new system. This should be a temporary decline and in FY 2018 will pick up again.

### Print Services Program

The purpose of the Print Services Program is to provide printed and published materials to County agencies so they can effectively market, communicate, and promote value-added services to the citizens of Maricopa County.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey.	N/A	95.7%	89.4%	90.0%	(5.7%)	-5.9%

Activities that comprise this program include:

- Print Services

### Print Services Activity

The purpose of the Print Services Activity is to provide printed materials to County departments so they can support mission critical objectives.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey.	N/A	95.7%	89.4%	90.0%	(5.7%)	-5.9%
Output	Number of requests for Print Services completed.	990	2,208	2,208	2,240	32	1.4%
Demand	Number of Print Services requested.	990	2,208	2,208	2,240	32	1.4%
Expenditure Ratio	Cost per Print Services request completed.	\$ 753.87	\$ 339.71	\$ 311.98	\$ 326.39	\$ 13.32	3.9%
<i>Revenue</i>							
	673 - REPROGRAPHICS	\$ 756,621	\$ 845,217	\$ 707,214	\$ 739,834	\$ (105,383)	-12.5%
	TOTAL SOURCES	\$ 756,621	\$ 845,217	\$ 707,214	\$ 739,834	\$ (105,383)	-12.5%
<i>Expenditure</i>							
	673 - REPROGRAPHICS	\$ 746,330	\$ 750,072	\$ 688,845	\$ 731,103	\$ 18,969	2.5%
	TOTAL USES	\$ 746,330	\$ 750,072	\$ 688,845	\$ 731,103	\$ 18,969	2.5%

**Activity Narrative:** The demand increased in FY 2016 from FY 2015 and is expected to carry forward to FY 2017 due to the Presidential Preference and Presidential Election. After a thorough trend analysis, revenues have been low and once again, will not make the amount budgeted. In addition, the fund has not maintained structural balance causing much of their remaining fund balance to decline at a rapid pace. In FY 2017, a one-time use of fund balance has been set aside to cover operating personnel costs. Further analysis will be conducted during the FY 2018 budget year to determine the best course of action for printing services.

## Records Management Program

The purpose of the Records Management Program is to provide guidance and direction to County agencies so they can serve the information needs of Maricopa County residents in compliance with state statute.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percentage of requests for service fulfilled within 7 days.	76.4%	86.2%	86.2%	86.2%	(0.0%)	-0.0%

Activities that comprise this Program include:

- Records Management

### Records Management Activity

The purpose of the Records Management Activity is to provide guidance and direction to the County agencies so they can service the information needs of Maricopa County residents in compliance with state statute.

**Mandates:** A.R.S. § 41-151 establishing state and local records management procedures.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of requests for service fulfilled within 7 days.	76.4%	86.2%	86.2%	86.2%	(0.0%)	-0.0%
Output	Number of requests for records management services fulfilled within 7 days.	275	178	178	160	(18)	-10.1%
Demand	Requests for services.	325	218	218	200	(18)	-8.3%
Expenditure Ratio	Cost per records management services provided.	\$ 108.01	\$ 253.45	\$ 246.64	\$ 272.35	\$ (18.90)	-7.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 38,885	\$ 55,252	\$ 53,768	\$ 54,470	\$ 782	1.4%
	TOTAL USES	\$ 38,885	\$ 55,252	\$ 53,768	\$ 54,470	\$ 782	1.4%

**Activity Narrative:** Demand has decreased for this activity since FY 2015. It is anticipated by the department that even though it is declining, it will not fall drastically. As new State requirements are established, the department plans on reeducating the County agencies on the changes in records management. The department expects that the demand and output will reach approximately the same numbers as what is forecasted in FY 2016.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 2,487,658</b>	<b>\$ 761,000</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 2,487,658</b>	<b>\$ 761,000</b>
Adjustments:		
<b>Reallocations</b>	<b>\$ (95,084)</b>	<b>\$ -</b>
<i>Reallocation Between Depts</i>	<i>(95,084)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ 2,392,574</b>	<b>\$ 761,000</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 34,818</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>35,431</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	<i>(783)</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>170</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 10,640</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(14,188)</i>	<i>-</i>
<i>Decrease Travel and Other Services</i>	<i>\$ (14,188)</i>	<i>-</i>
<i>Risk Management Adjustment</i>	<i>26</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>10,614</i>	<i>-</i>
<i>Personnel Savings</i>	<i>14,188</i>	<i>-</i>
<i>Decrease Vacancy Savings from 2.75% to 2.23%</i>	<i>\$ 14,188</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 2,438,032</b>	<b>\$ 761,000</b>
<i>Percent Change from Baseline Amount</i>	<i>1.9%</i>	<i>0.0%</i>

Reprographics Fund (673)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 845,217</b>	<b>\$ 845,217</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 845,217</b>	<b>\$ 845,217</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 845,217</b>	<b>\$ 845,217</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 12,380</b>	<b>\$ -</b>
Employee Health/Dental Premiums	13,329	-
Vacancy Savings Assoc with Benefit Adjustments	(986)	-
Retirement Contributions	37	-
<b>Base Adjustments</b>	<b>\$ (10,099)</b>	<b>\$ -</b>
Risk Management Adjustment	6	-
Base Telecom Adjustment	2,653	-
Central Service Cost Allocation	(10,836)	-
Personnel Savings	(1,922)	-
Increase Vacancy Savings from 7.38% to 7.50%	\$ (1,922)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (105,383)</b>
ProgRevenue Volume Inc/Dec	-	(105,383)
<b>Reallocations</b>	<b>\$ (87,450)</b>	<b>\$ -</b>
Reallocation Between Functions	(87,450)	-
<b>Structural Balance</b>	<b>\$ (20,214)</b>	<b>\$ -</b>
Structural Balance	(20,214)	-
Decrease Supplies	\$ (20,214)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 739,834</b>	<b>\$ 739,834</b>
Percent Change from Baseline Amount	-12.5%	-12.5%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Reallocations</b>	<b>\$ 87,450</b>	<b>\$ -</b>
Reallocation Between Functions	87,450	-
Use of Find Balance to Cover Operating Costs	\$ 87,450	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 87,450</b>	<b>\$ -</b>

Reprographics Fund (673) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 RECOMM
Beginning Spendable Fund Balance	\$ 222,383	\$ 199,274	\$ 199,274	\$ 160,681	\$ 87,450
Sources:					
Operating	\$ 756,621	\$ 845,217	\$ 845,217	\$ 707,214	\$ 739,834
Total Sources:	\$ 756,621	\$ 845,217	\$ 845,217	\$ 707,214	\$ 739,834
Uses:					
Operating	\$ 773,522	\$ 845,217	\$ 845,217	\$ 780,445	\$ 739,834
Non-Recurring	44,806	-	-	-	87,450
Total Uses:	\$ 818,328	\$ 845,217	\$ 845,217	\$ 780,445	\$ 827,284
Structural Balance	\$ (16,901)	\$ -	\$ -	\$ (73,231)	\$ -
Accounting Adjustments	\$ 5	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Committed	\$ 160,681	\$ 199,274	\$ 199,274	\$ 87,450	\$ -
Total Ending Spendable Fund Balance	\$ 160,681	\$ 199,274	\$ 199,274	\$ 87,450	\$ -

## Public Defense System

*Analysis by Scott Rothe, Principal Management and Budget Analyst*

### Summary

#### Mission

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

#### Vision

The vision of Public Defense Services is to Deliver America's Promise of Justice for All.

### Strategic Goals

#### Safe Communities

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

Status: The Public Defense System (PDS) forecasts that 94.4% of all capital and capital post-conviction relief cases that do not have representation conflicts will be assigned to staffed offices in FY 2016, and remain at that level in FY 2017. One case has been assigned to outside counsel in FY 2016 due to capacity limitations in the staffed offices. Though the timing of case assignments and office capacity may result in a small number of cases assigned to contract counsel, the goal remains to strive for 100% of cases assigned to staffed offices.

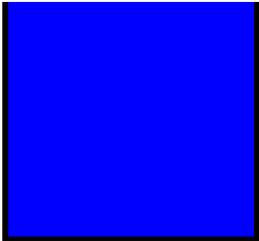
#### Safe Communities

**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: PDS projects that 82% of all non-capital and non-dependency cases assigned in areas in which the staffed offices provide services will be assigned to a staffed office in FY 2016, and 79% in FY 2017. The growth in anticipated case assignments does not always mirror the ability of PDS offices to expand staffing due to space limitations and related costs. PDS will monitor case growth and respond in the most cost-effective manner.

#### 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: Dependency representation continues to have the lowest level of staffed office representation (24% for both FY 2016 forecast and FY 2017 request). The Offices of the Legal Defender and Legal Advocate were both able to absorb 10.0 FTE dependency positions in response to the establishment of additional Dependency Courts in FY 2015. Space constraints may need to be addressed in FY 2017 if dependency demand growth exceeds 10%, as anticipated. PDS will monitor the growth, and will request changes where appropriate.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
NCFR - NON CAPITAL FELONY REP	\$ 1,187,500	\$ 1,108,785	\$ 1,108,785	\$ 1,090,174	\$ 1,063,965	\$ (44,820)	-4.0%
52CR - ADULT CRIMINAL REPRESENTATION	\$ 1,187,500	\$ 1,108,785	\$ 1,108,785	\$ 1,090,174	\$ 1,063,965	\$ (44,820)	-4.0%
HRAC - HUMAN RESOURCES	\$ 411,333	\$ 404,610	\$ 404,610	\$ 346,530	\$ 346,113	\$ (58,497)	-14.5%
ODIR - EXECUTIVE MANAGEMENT	46,336	38,332	38,332	32,385	32,385	(5,947)	-15.5%
99AS - INDIRECT SUPPORT	\$ 457,669	\$ 442,942	\$ 442,942	\$ 378,915	\$ 378,498	\$ (64,444)	-14.5%
GGOV - GENERAL GOVERNMENT	\$ (1,423)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ (1,423)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 268,936	\$ 131,495	\$ 131,495	\$ 131,495	\$ 1,046	\$ (130,449)	-99.2%
99IT - INFORMATION TECHNOLOGY	\$ 268,936	\$ 131,495	\$ 131,495	\$ 131,495	\$ 1,046	\$ (130,449)	-99.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,912,682</b>	<b>\$ 1,683,222</b>	<b>\$ 1,683,222</b>	<b>\$ 1,600,584</b>	<b>\$ 1,443,509</b>	<b>\$ (239,713)</b>	<b>-14.2%</b>
<b>USES</b>							
AGLR - ADULT GUARDIAN AD LITEM REP	\$ 1,806,715	\$ 2,194,187	\$ 2,194,187	\$ 1,916,807	\$ 2,151,197	\$ 42,990	2.0%
MENR - MENTAL HEALTH REPRESENTATION	1,665,068	1,835,443	1,779,765	1,610,341	1,623,394	156,371	8.8%
PROB - PROBATE REPRESENTATION	404,780	515,476	515,476	373,830	427,627	87,849	17.0%
SEVP - SEXUALLY VIOLENT PERSON REP	228,426	393,217	399,406	310,347	348,834	50,572	12.7%
52AC - ADULT CIVIL REPRESENTATION	\$ 4,104,989	\$ 4,938,323	\$ 4,888,834	\$ 4,211,325	\$ 4,551,052	\$ 337,782	6.9%
ADAP - APPEAL NC PCR REPRESENTATION	\$ 5,219,206	\$ 5,788,747	\$ 5,766,015	\$ 5,771,482	\$ 5,991,683	\$ (225,668)	-3.9%
CAPP - CAPITAL REPRESENTATION	19,011,662	19,829,929	19,758,569	19,211,031	20,208,498	(449,929)	-2.3%
CPCR - CAPITAL POST CONVICTION RELIEF	5,821,817	7,781,846	7,863,706	4,965,426	6,601,837	1,261,869	16.0%
MISS - MISDEMEANOR REPRESENTATION	726,594	901,572	897,159	951,653	971,168	(74,009)	-8.2%
NCFR - NON CAPITAL FELONY REP	42,028,993	43,706,727	43,575,070	42,120,339	43,564,674	10,396	0.0%
VPPR - PROBATION REPRESENTATION	1,950,853	2,205,143	2,151,609	2,106,420	2,494,297	(342,688)	-15.9%
WITR - WITNESS REPRESENTATION	36,447	30,959	30,959	32,327	35,560	(4,601)	-14.9%
52CR - ADULT CRIMINAL REPRESENTATION	\$ 74,795,572	\$ 80,244,923	\$ 80,043,087	\$ 75,158,678	\$ 79,867,717	\$ 175,370	0.2%
CDRE - CHILD DEPENDENCY REP	\$ 1,387,600	\$ 1,885,240	\$ 1,878,442	\$ 1,620,767	\$ 1,748,263	\$ 130,179	6.9%
JDIR - JUV DEL INCORR REPRESENTATION	2,525,543	2,880,954	2,848,385	2,689,510	2,598,372	250,013	8.8%
JEMR - JUVENILE EMANCIPATION REP	3,750	3,130	3,130	2,786	3,065	65	2.1%
JGAL - JUVENILE GAL REPRESENTATION	9,435,689	12,856,742	12,879,657	10,925,467	12,089,599	790,058	6.1%
JUAP - JUVENILE APPEAL REPRESENTATION	732,943	796,143	791,999	870,319	1,019,880	(227,881)	-28.8%
JUNR - JUVENILE NOTIFICATION REP	24,750	34,435	34,435	38,087	41,896	(7,461)	-21.7%
JUPR - JUVENILE PROBATION REP	667,452	382,016	376,937	337,193	298,422	78,515	20.8%
PADR - PARENTAL DEPENDENCY REP	12,286,960	15,881,574	15,978,606	14,271,387	15,877,158	101,448	0.6%
52JR - JUVENILE REPRESENTATION	\$ 27,064,687	\$ 34,720,234	\$ 34,791,591	\$ 30,755,516	\$ 33,676,655	\$ 1,114,936	3.2%
IRSS - INDIGENT REP SUPPORT SVCS	\$ 1,566,359	\$ 1,904,549	\$ 1,904,549	\$ 1,445,903	\$ 1,800,685	\$ 103,864	5.5%
52SS - INDIGENT REP SUPPORT SVCS	\$ 1,566,359	\$ 1,904,549	\$ 1,904,549	\$ 1,445,903	\$ 1,800,685	\$ 103,864	5.5%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 683,033	\$ 747,362	\$ 749,942	\$ 734,386	\$ 746,407	\$ 3,535	0.5%
FACI - FACILITIES MANAGEMENT	412,185	375,204	375,106	437,804	306,105	69,001	18.4%
HRAC - HUMAN RESOURCES	1,410,006	1,589,056	1,616,950	1,431,538	1,523,429	93,521	5.8%
ODIR - EXECUTIVE MANAGEMENT	528,472	571,755	605,589	606,688	624,161	(18,572)	-3.1%
POOL - POOLED COSTS	-	32,095	-	-	25,943	(25,943)	N/A
RECO - RECORDS MANAGEMENT	2,467,701	2,598,339	2,734,344	3,448,233	3,720,749	(986,405)	-36.1%
SPPT - OPERATIONS SUPPORT	2,263,939	2,192,526	2,201,225	2,379,164	2,501,349	(300,124)	-13.6%
99AS - INDIRECT SUPPORT	\$ 7,765,336	\$ 8,106,337	\$ 8,283,156	\$ 9,037,813	\$ 9,448,143	\$ (1,164,987)	-14.1%
INFR - INFRASTRUCTURE	\$ 486,910	\$ 512,648	\$ 512,648	\$ 500,050	\$ 818,652	\$ (306,004)	-59.7%
MPOS - ELECTED OR STATUTORY OFFICIALS	1,038,940	1,119,301	1,123,443	1,014,340	1,051,692	71,751	6.4%
RISK - RISK PREMIUMS	258,817	400,600	400,600	395,520	526,916	(126,316)	-31.5%
99GV - GENERAL OVERHEAD	\$ 1,784,667	\$ 2,032,549	\$ 2,036,691	\$ 1,909,910	\$ 2,397,260	\$ (360,569)	-17.7%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 745,932	\$ 816,008	\$ 815,015	\$ 641,165	\$ 640,574	\$ 174,441	21.4%
99IT - INFORMATION TECHNOLOGY	\$ 745,932	\$ 816,008	\$ 815,015	\$ 641,165	\$ 640,574	\$ 174,441	21.4%
<b>TOTAL PROGRAMS</b>	<b>\$ 117,827,542</b>	<b>\$ 132,762,923</b>	<b>\$ 132,762,923</b>	<b>\$ 123,160,310</b>	<b>\$ 132,382,086</b>	<b>\$ 380,837</b>	<b>0.3%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 630,315	\$ 626,913	\$ 626,913	\$ 544,624	\$ 544,624	\$ (82,289)	-13.1%
0620 - OTHER INTERGOVERNMENTAL	77,851	-	-	25,550	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 708,166</b>	<b>\$ 626,913</b>	<b>\$ 626,913</b>	<b>\$ 570,174</b>	<b>\$ 544,624</b>	<b>\$ (82,289)</b>	<b>-13.1%</b>
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 1,186,768	\$ 1,041,323	\$ 1,041,323	\$ 1,005,704	\$ 875,255	\$ (166,068)	-15.9%
<b>SUBTOTAL</b>	<b>\$ 1,186,768</b>	<b>\$ 1,041,323</b>	<b>\$ 1,041,323</b>	<b>\$ 1,005,704</b>	<b>\$ 875,255</b>	<b>\$ (166,068)</b>	<b>-15.9%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 2,352	\$ -	\$ -	\$ 1,076	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	15,396	14,986	14,986	23,630	23,630	8,644	57.7%
<b>SUBTOTAL</b>	<b>\$ 17,748</b>	<b>\$ 14,986</b>	<b>\$ 14,986</b>	<b>\$ 24,706</b>	<b>\$ 23,630</b>	<b>\$ 8,644</b>	<b>57.7%</b>
<b>ALL REVENUES</b>	<b>\$ 1,912,682</b>	<b>\$ 1,683,222</b>	<b>\$ 1,683,222</b>	<b>\$ 1,600,584</b>	<b>\$ 1,443,509</b>	<b>\$ (239,713)</b>	<b>-14.2%</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,912,682</b>	<b>\$ 1,683,222</b>	<b>\$ 1,683,222</b>	<b>\$ 1,600,584</b>	<b>\$ 1,443,509</b>	<b>\$ (239,713)</b>	<b>-14.2%</b>
CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 50,555,086	\$ 53,029,754	\$ 53,043,467	\$ 52,101,824	\$ 52,368,586	\$ 674,881	1.3%
0705 - TEMPORARY PAY	343,160	336,553	254,527	265,369	185,796	68,731	27.0%
0710 - OVERTIME	9,567	6,000	6,000	14,392	6,000	-	0.0%
0750 - FRINGE BENEFITS	16,582,904	18,228,010	18,256,077	17,948,297	19,287,106	(1,031,029)	-5.6%
0790 - OTHER PERSONNEL SERVICES	861,525	1,178,256	1,178,256	953,231	1,249,377	(71,121)	-6.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(198,225)	(239,354)	(239,354)	(173,403)	(157,353)	(82,001)	-34.3%
0796 - PERSONNEL SERVICES ALLOC-IN	190,347	223,753	223,753	165,431	149,462	74,291	33.2%
<b>SUBTOTAL</b>	<b>\$ 68,344,364</b>	<b>\$ 72,762,972</b>	<b>\$ 72,722,726</b>	<b>\$ 71,275,141</b>	<b>\$ 73,088,974</b>	<b>\$ (366,248)</b>	<b>-0.5%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 1,025,337	\$ 695,501	\$ 692,819	\$ 574,588	\$ 716,560	\$ (23,741)	-3.4%
0803 - FUEL	23,617	27,945	27,945	20,799	25,850	2,095	7.5%
0804 - NON-CAPITAL EQUIPMENT	54,426	30,000	30,000	109,022	30,000	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 1,103,380</b>	<b>\$ 753,446</b>	<b>\$ 750,764</b>	<b>\$ 704,409</b>	<b>\$ 772,410</b>	<b>\$ (21,646)</b>	<b>-2.9%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 45,551,788	\$ 56,049,102	\$ 56,049,102	\$ 47,194,449	\$ 54,936,507	\$ 1,112,595	2.0%
0812 - OTHER SERVICES	502,228	520,527	520,527	1,317,692	661,618	(141,091)	-27.1%
0820 - RENT & OPERATING LEASES	480,309	387,312	387,312	311,619	334,279	53,033	13.7%
0825 - REPAIRS AND MAINTENANCE	146,518	247,636	247,636	239,916	236,134	11,502	4.6%
0839 - INTERNAL SERVICE CHARGES	1,038,132	1,193,152	1,193,152	1,348,353	1,665,347	(472,195)	-39.6%
0841 - TRAVEL	196,151	223,280	253,565	214,014	224,051	29,514	11.6%
0842 - EDUCATION AND TRAINING	295,065	421,745	434,388	300,229	255,565	178,823	41.2%
0843 - POSTAGE/FREIGHT/SHIPPING	79,607	77,667	77,667	79,783	81,123	(3,456)	-4.4%
0873 - SERVICES-ALLOCATION IN	-	126,084	126,084	124,705	126,078	6	0.0%
<b>SUBTOTAL</b>	<b>\$ 48,289,798</b>	<b>\$ 59,246,505</b>	<b>\$ 59,289,433</b>	<b>\$ 51,130,760</b>	<b>\$ 58,520,702</b>	<b>\$ 768,731</b>	<b>1.3%</b>
<b>CAPITAL</b>							
0930 - VEHICLES & CONSTRUCTION EQUIP	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	N/A
0956 - CAPITAL-ALLOCATION IN	90,000	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 90,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ALL EXPENDITURES</b>	<b>\$ 117,827,542</b>	<b>\$ 132,762,923</b>	<b>\$ 132,762,923</b>	<b>\$ 123,160,310</b>	<b>\$ 132,382,086</b>	<b>\$ 380,837</b>	<b>0.3%</b>
<b>TOTAL USES</b>	<b>\$ 117,827,542</b>	<b>\$ 132,762,923</b>	<b>\$ 132,762,923</b>	<b>\$ 123,160,310</b>	<b>\$ 132,382,086</b>	<b>\$ 380,837</b>	<b>0.3%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 124,187	\$ 38,332	\$ 38,332	\$ 57,935	\$ 32,385	\$ (5,947)	-15.5%
<b>FUND TOTAL SOURCES</b>	\$ 124,187	\$ 38,332	\$ 38,332	\$ 57,935	\$ 32,385	\$ (5,947)	-15.5%
233 PUBLIC DEFENDER GRANTS							
OPERATING	\$ 235,639	\$ 237,289	\$ 237,289	\$ 222,141	\$ 222,141	\$ (15,148)	-6.4%
<b>FUND TOTAL SOURCES</b>	\$ 235,639	\$ 237,289	\$ 237,289	\$ 222,141	\$ 222,141	\$ (15,148)	-6.4%
209 PUBLIC DEFENDER TRAINING							
OPERATING	\$ 411,333	\$ 404,610	\$ 404,610	\$ 346,530	\$ 346,113	\$ (58,497)	-14.5%
<b>FUND TOTAL SOURCES</b>	\$ 411,333	\$ 404,610	\$ 404,610	\$ 346,530	\$ 346,113	\$ (58,497)	-14.5%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	\$ 806,146	\$ 805,134	\$ 805,134	\$ 776,121	\$ 775,462	\$ (29,672)	-3.7%
NON RECURRING NON PROJECT	268,936	131,495	131,495	131,495	1,046	(130,449)	-99.2%
<b>FUND TOTAL SOURCES</b>	\$ 1,075,082	\$ 936,629	\$ 936,629	\$ 907,616	\$ 776,508	\$ (160,121)	-17.1%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	\$ 66,441	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 66,441	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362	\$ -	0.0%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 1,643,746	\$ 1,551,727	\$ 1,551,727	\$ 1,469,089	\$ 1,442,463	\$ (109,264)	-7.0%
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	\$ 268,936	\$ 131,495	\$ 131,495	\$ 131,495	\$ 1,046	\$ (130,449)	-99.2%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 1,912,682	\$ 1,683,222	\$ 1,683,222	\$ 1,600,584	\$ 1,443,509	\$ (239,713)	-14.2%
FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 114,712,591	\$ 127,137,237	\$ 127,137,237	\$ 119,909,210	\$ 128,009,820	\$ (872,583)	-0.7%
NON RECURRING NON PROJECT	1,232,972	3,652,470	3,652,470	1,517,897	2,828,092	824,378	22.6%
<b>FUND TOTAL USES</b>	\$ 115,945,563	\$ 130,789,707	\$ 130,789,707	\$ 121,427,107	\$ 130,837,912	\$ (48,205)	0.0%
233 PUBLIC DEFENDER GRANTS							
OPERATING	\$ 236,611	\$ 237,289	\$ 237,289	\$ 222,141	\$ 222,141	\$ 15,148	6.4%
<b>FUND TOTAL USES</b>	\$ 236,611	\$ 237,289	\$ 237,289	\$ 222,141	\$ 222,141	\$ 15,148	6.4%
209 PUBLIC DEFENDER TRAINING							
OPERATING	\$ 373,103	\$ 404,610	\$ 404,610	\$ 341,004	\$ 346,113	\$ 58,497	14.5%
NON RECURRING NON PROJECT	153,053	253,560	253,560	162,206	96,088	157,472	62.1%
<b>FUND TOTAL USES</b>	\$ 526,156	\$ 658,170	\$ 658,170	\$ 503,210	\$ 442,201	\$ 215,969	32.8%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	\$ 787,298	\$ 805,134	\$ 805,134	\$ 775,462	\$ 775,462	\$ 29,672	3.7%
PDS CASE MANAGEMENT SYSTEM	265,551	206,261	206,261	166,028	38,008	168,253	81.6%
<b>FUND TOTAL USES</b>	\$ 1,052,849	\$ 1,011,395	\$ 1,011,395	\$ 941,490	\$ 813,470	\$ 197,925	19.6%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	\$ 66,363	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362	\$ -	0.0%
<b>FUND TOTAL USES</b>	\$ 66,363	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362	\$ -	0.0%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 116,175,966	\$ 128,650,632	\$ 128,650,632	\$ 121,314,179	\$ 129,419,898	\$ (769,266)	-0.6%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 1,651,576	\$ 4,112,291	\$ 4,112,291	\$ 1,846,131	\$ 2,962,188	\$ 1,150,103	28.0%
<b>DEPARTMENT TOTAL USES</b>	\$ 117,827,542	\$ 132,762,923	\$ 132,762,923	\$ 123,160,310	\$ 132,382,086	\$ 380,837	0.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
ADULT CIVIL REPRESENTATION							
MENTAL HEALTH REPRESENTATION	13.65	14.00	14.50	14.50	14.50	-	0.0%
SEXUALLY VIOLENT PERSON REP	1.50	1.90	2.60	2.60	2.60	-	0.0%
PROGRAM TOTAL	15.15	15.90	17.10	17.10	17.10	-	0.0%
ADULT CRIMINAL REPRESENTATION							
APPEAL NC PCR REPRESENTATION	32.98	35.98	36.44	34.44	34.44	(2.00)	-5.5%
CAPITAL REPRESENTATION	105.42	109.41	110.74	110.74	110.40	(0.34)	-0.3%
CAPITAL POST CONVICTION RELIEF	10.30	9.31	9.65	9.65	8.99	(0.66)	-6.8%
MISDEMEANOR REPRESENTATION	3.60	6.80	6.80	6.80	6.80	-	0.0%
NON CAPITAL FELONY REP	342.42	342.42	348.10	348.10	348.10	-	0.0%
PROBATION REPRESENTATION	16.73	17.33	17.83	17.83	18.83	1.00	5.6%
PROGRAM TOTAL	511.45	521.25	529.56	527.56	527.56	(2.00)	-0.4%
JUVENILE REPRESENTATION							
CHILD DEPENDENCY REP	3.77	4.35	3.55	3.55	3.55	-	0.0%
JUV DEL INCORR REPRESENTATION	19.75	23.02	22.28	22.28	22.28	-	0.0%
JUVENILE GAL REPRESENTATION	34.18	44.18	41.18	42.18	42.18	1.00	2.4%
JUVENILE APPEAL REPRESENTATION	0.75	2.25	2.00	2.00	2.00	-	0.0%
JUVENILE PROBATION REP	7.48	3.38	2.77	2.77	2.77	-	0.0%
PARENTAL DEPENDENCY REP	55.00	64.75	67.90	67.90	67.90	-	0.0%
PROGRAM TOTAL	120.93	141.93	139.68	140.68	140.68	1.00	0.7%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	9.75	11.75	11.55	11.55	11.55	-	0.0%
FACILITIES MANAGEMENT	0.20	0.20	0.20	0.20	0.20	-	0.0%
HUMAN RESOURCES	13.15	13.15	15.65	15.65	15.65	-	0.0%
EXECUTIVE MANAGEMENT	4.38	4.38	5.93	4.93	4.93	(1.00)	-16.9%
RECORDS MANAGEMENT	48.00	50.00	57.00	57.00	70.00	13.00	22.8%
OPERATIONS SUPPORT	38.22	39.22	41.12	41.12	41.12	-	0.0%
PROGRAM TOTAL	113.70	118.70	131.45	130.45	143.45	12.00	9.1%
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	5.00	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	5.00	5.00	5.00	5.00	5.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	4.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	4.00	4.00	4.00	4.00	4.00	-	0.0%
<b>DEPARTMENT TOTAL</b>	<b>770.22</b>	<b>806.77</b>	<b>826.78</b>	<b>824.78</b>	<b>837.78</b>	<b>11.00</b>	<b>1.3%</b>

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accounting Specialist	5.00	6.00	6.00	6.00	6.00	-	0.0%
Admin/Operations Specialist	5.00	6.00	7.00	7.00	7.00	-	0.0%
Administrative Staff Supv	1.00	-	-	-	-	-	N/A
Administrative Supervisor	5.00	3.00	3.00	3.00	3.00	-	0.0%
Administrator	2.00	2.00	1.00	1.00	1.00	-	0.0%
Attorney	371.22	390.77	399.78	398.78	398.78	(1.00)	-0.3%
Business Systems Analyst	1.00	6.00	6.00	6.00	6.00	-	0.0%
Deputy Director - Legal Defense	3.00	3.00	4.00	3.00	3.00	(1.00)	-100.0%
Director - Legal Defense	4.00	4.00	4.00	4.00	4.00	-	0.0%
Director - Public Defense Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Associate	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	3.00	3.00	3.00	-	0.0%
Investigations Supv - Defense	5.00	5.00	4.00	4.00	4.00	-	0.0%
Investigator - Defense	42.00	43.00	43.00	43.00	43.00	-	0.0%
IT Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Administrator	-	-	1.00	1.00	1.00	-	0.0%
Justice System Clerk	44.50	21.50	23.50	23.50	32.50	9.00	38.3%
Justice System Clerk Associate	-	18.00	19.00	19.00	19.00	-	0.0%
Justice System Clerk Senior	-	32.00	35.00	35.00	39.00	4.00	11.4%
Justice System Clerk Supervisor	5.00	8.00	8.00	8.00	8.00	-	0.0%
Legal Assistant	41.00	42.00	43.00	43.00	43.00	-	0.0%
Legal Assistant Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Legal Order Server	2.00	3.00	3.00	3.00	3.00	-	0.0%
Legal Services Manager	4.00	4.00	4.00	4.00	4.00	-	0.0%
Legal Support Specialist	74.00	78.00	79.00	79.00	79.00	-	0.0%
Legal Support Supervisor	12.00	13.00	14.00	14.00	14.00	-	0.0%
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Mitigation Specialist	15.00	16.00	16.00	16.00	16.00	-	0.0%
Mitigation Specialist - Capital	21.00	21.00	22.00	22.00	22.00	-	0.0%
Mitigation Specialist - Capital Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mitigation Specialist Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	40.00	23.00	22.00	22.00	22.00	-	0.0%
Office Assistant Specialized	21.50	14.50	14.50	14.50	14.50	-	0.0%
Operations Support Analyst	5.00	-	-	-	-	-	N/A
Operations/Program Manager	2.00	2.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Social Worker	16.00	18.00	17.00	17.00	17.00	-	0.0%
Social Worker Supervisor	1.00	2.00	2.00	2.00	2.00	-	0.0%
Trainer	2.00	2.00	2.00	2.00	2.00	-	0.0%
<b>DEPARTMENT TOTAL</b>	<b>770.22</b>	<b>806.77</b>	<b>826.78</b>	<b>824.78</b>	<b>837.78</b>	<b>11.00</b>	<b>1.3%</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	758.22	792.77	812.78	810.78	823.78	11.00	1.4%
209 PUBLIC DEFENDER TRAINING	3.00	3.00	3.00	3.00	3.00	-	0.0%
233 PUBLIC DEFENDER GRANTS	2.00	2.00	2.00	2.00	2.00	-	0.0%
262 PUBLIC DEFENDER FILL THE GAP	7.00	9.00	9.00	9.00	9.00	-	0.0%
<b>Department Total</b>	<b>770.22</b>	<b>806.77</b>	<b>826.78</b>	<b>824.78</b>	<b>837.78</b>	<b>11.00</b>	<b>1.3%</b>

Staffing by Department

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
520 PUBLIC DEFENDER	434.58	445.78	457.79	457.79	462.79	5.00	1.1%
540 LEGAL DEFENDER	115.49	126.49	131.49	130.49	132.49	1.00	0.8%
550 LEGAL ADVOCATE	103.50	114.50	114.50	114.50	117.50	3.00	2.6%
560 CONTRACT COUNSEL	29.00	31.00	31.00	31.00	31.00	-	0.0%
570 PUBLIC ADVOCATE	87.65	89.00	92.00	91.00	94.00	2.00	2.2%
<b>Department Total</b>	<b>770.22</b>	<b>806.77</b>	<b>826.78</b>	<b>824.78</b>	<b>837.78</b>	<b>11.00</b>	<b>1.3%</b>

## Staffing Variance Analysis

The number of full time equivalent (FTE) positions budgeted for the Public Defense System increased by 11.00 FTE (all allocated to the General Fund), to 837.78 in FY 2017. The FY 2017 budget includes 13.0 FTE new Justice System Clerks to transition to electronic record storage for closed case files in the staffed offices, including 5.0 FTE for the Public Defender, 2.0 FTE for the Legal Defender, and 3.0 FTE each for the Legal Advocate and the Public Advocate. Though it appears in the “Staffing by Market Range Title” table that an attorney position and a Public Advocate Deputy Director position are not included in the FY 2017 Adopted budget, this is simply a timing issue. Both positions are fully funded.

## General Adjustments

### **Base Adjustments:**

#### **Public Defense System General Fund (100) Operating**

- Decrease General Fund revenue by \$5,947 based on the FY 2016 forecast.
- Increase Regular Benefits by \$1,086,892 for the impact of the changes in health/dental premium rates.
- Increase Personal Benefits Savings by \$50,573 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$5,361 for the impact of changes in retirement contribution rates.
- Decrease by \$238,497 the amount set aside for Market Rate adjustments, leaving \$108,601 budgeted to address Justice System Clerk rates.
- Increase Regular Pay and Benefits by \$624,155 for 13.0 FTE Justice System Clerks to transition to electronic record storage for closed case files in the staffed offices.
- Increase Other Supplies and Services by \$234,100.
- Increase Internal Service Charges by \$126,316 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$306,004 for the impact of changes in the base telecommunication charges.
- Increase overall PDS Personnel Savings by \$1,221,175, from 3.47% to 5.11%.
- Reallocation of General Fund expenditures between the five departments of the Public Defense System results in a net system-wide change of zero. To contain growing contract counsel costs, 15.0 FTE positions were added during FY 2015 to the staffed offices while savings accrued in the Office of Contract Counsel (OCC). Within the staffed offices, changes in case assignment trends result in higher or lower appropriation needs from year to year. The reallocations “true-up” the departmental budgets. FY 2017 reallocations of budget include decreases of \$272,353 from OCC, \$72,228 from the Legal Advocate, and \$178,340 from the Public Advocate; while budget increases include \$410,571 to the Public Defender and \$112,350 to the Legal Defender.

#### **Public Defense System General Fund (100) Non Recurring Non Project**

- Carry forward \$2,134,573 from FY 2016 in Contract Counsel to address a backlog of Capital Post-Conviction Relief cases.
- Budget \$693,519 in Contract Counsel to address a backlog of Capital Post-Conviction Relief cases.

#### **Public Defense System Training Fund (209) Operating**

- Increase Regular Benefits by \$3,978 for the impact of the changes in health/dental premium rates.

- Increase Regular Benefits by \$14 for the impact of the changes in retirement contribution rates.
- Decrease training expenditures by \$62,489 due to a decline in training revenue, and to maintain structural balance.
- Decrease training revenue by \$58,497 due to a decline in time payment fee collections.

**Public Defense Training Fund (209) Non Recurring Non Project**

- Budget expenditures of \$96,088 for the Public Defender (\$66,702), the Legal Defender (\$14,999) and the Legal Advocate (\$14,387) for Continuing Legal Education.

**Public Defender Grants Fund (233)**

- Decrease revenue by \$15,148 due to a reduction in DEA grant revenue. This federal pass-through grant is the only grant in the fund.
- Increase Regular Benefits by \$2,587 for the impact of the changes in health/dental premium rates.
- Decrease Personal Benefits Savings by \$32 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$16 for the impact of the changes in retirement contribution rates.
- Increase Personnel Savings by \$2,571, from 0.00% to 2.40%.
- Decrease expenditures by \$15,148 due to a decline in DEA grant revenue, and to maintain structural balance.

**Public Defender (520) Fill the Gap Fund (262) Operating**

- Decrease revenue by \$29,672 due to a decline in the local revenue stream that comes from fines and fees collected by the court.
- Increase Regular Benefits by \$11,802 for the impact of the changes in health/dental premium rates.
- Decrease Personal Benefits Savings by \$95 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$55 for the impact of the changes in retirement contribution rates.
- Increase Personnel Savings by \$7,170, from 0.98% to 2.32%.
- Increase other services by \$7,170 to maintain structural balance.
- Decrease expenditures by \$41,434 due to a decline in Fill the Gap revenue.

**Public Defender (520) Fill the Gap Fund (262) Non Recurring Non Project**

- Increase revenue in the amount of \$1,046 due to a drawdown from fund balance held in Treasurer's Fund 713 for funding the PDS case management system project.

**Public Defender (520) Fill the Gap Fund (262) PDS Case Management System**

- Increase expenditures to \$38,008 for carry forward of funding for the PDS case management system project.

## Programs and Activities

### Adult Criminal Representation Program

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

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of Capital cases with disposition less than capital	86.2%	82.6%	88.0%	89.3%	6.7%	8.1%
Percent of Probation Violation Court representation cases with disposition other than revocation	71.9%	37.4%	76.9%	76.8%	39.4%	105.5%
Percent of Witness representation cases closed	100.9%	87.5%	113.0%	113.0%	25.5%	29.2%
Percent of Misdemeanors with disposition to lesser charges or fewer counts	90.7%	90.0%	93.0%	93.0%	3.0%	3.3%
Percent of Non-Capital Felony cases with disposition to lesser charges or fewer counts	82.7%	84.0%	79.1%	79.1%	(4.9%)	-5.8%
Percent of Non-Capital Felony complex cases resolved by the staffed offices within 365 days of assignment	50.0%	57.4%	50.5%	50.5%	(6.9%)	-12.1%
Percent of Non-Capital Felony non-complex cases resolved by the staffed offices within 180 days of assignment	87.2%	87.3%	87.8%	87.8%	0.5%	0.6%
Percent of Non-Capital Felony cases resolved to conclusion by the staffed offices in the Regional Court Centers or Early Disposition Courts	67.7%	67.1%	66.8%	66.8%	(0.3%)	-0.5%
Percent of Capital Post-Conviction Relief cases in which the outcome is other than affirmed	N/A	20.0%	33.3%	33.3%	13.3%	66.7%
Percent of Appeal and Non-Capital Trial/Post-Conviction Relief cases in which the outcome is beneficial to the client	19.0%	29.4%	9.3%	9.3%	(20.1%)	-68.4%

Activities that comprise this program include:

- Capital Representation
- Non-Capital Felony Representation
- Misdemeanor Representation
- Probation Representation
- Witness Representation
- Capital Post-Conviction Relief Representation
- Appeal and Non Capital Post-Conviction Relief Representation

**Capital Representation Activity**

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

**Mandates:** This activity supports the overall mandate of the Adult Criminal Representation Program. The United States and Arizona Constitutions as well as A.R.S. §13-4234 establish that all indigent capital defendants are entitled to court-appointed counsel.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Capital cases with disposition less than capital	86.2%	82.6%	88.0%	89.3%	6.7%	8.1%
Output	Number of Capital cases resolved to conclusion	29	23	25	28	5	21.7%
Output	Average Capital cases open monthly	94	94	117	122	28	30.1%
Demand	Net Capital cases assigned	41	31	35	34	3	9.7%
Expenditure Ratio	Expense per open Capital case	\$ 202,251.72	\$ 210,758.07	\$ 164,576.64	\$ 165,643.43	\$ 45,114.64	21.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 19,011,662	\$ 19,758,569	\$ 19,211,031	\$ 20,208,498	\$ (449,929)	-2.3%
	TOTAL USES	\$ 19,011,662	\$ 19,758,569	\$ 19,211,031	\$ 20,208,498	\$ (449,929)	-2.3%

**Activity Narrative:** “Capital Cases” are: 1) those in which a Notice of Intent to Seek the Death Penalty has been filed; 2) those in which an Extension of Time to File Notice of Intent to Seek the Death Penalty has been filed; and/or 3) those in which the time to file a Notice of Intent to Seek the Death Penalty has not expired and in which informal information indicates the case is likely to be capital. The Public Defense System has an inventory of 123 capital cases as of March 2016 (compared with 98 in March 2015). This is down from 157 cases in November 2008, but up from the low of 78 cases in October 2013. Due to slowing case resolutions, the Public Defense System anticipates the average active case inventory will remain steady at 122 cases in FY 2017.

### Capital Post-Conviction Relief Representation Activity

The purpose of the Capital Post-Conviction Relief Representation Activity is to provide effective legal representation to assigned indigent adults in capital post-conviction relief matters so they can be assured that their rights are protected as required by law.

**Mandates:** This activity supports the overall mandate of the Adult Criminal Representation Program.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Capital Post-Conviction Relief cases in which the outcome is other than affirmed	N/A	20.0%	33.3%	33.3%	13.3%	66.7%
Output	Number of Capital Post-Conviction Relief cases in which representation is terminated	3	4	6	8	4	100.0%
Output	Average Capital Post-Conviction Relief cases open monthly	47	48	43	41	(7)	-14.7%
Output	Number of Capital Post-Conviction Relief decisions received	2	5	3	3	(2)	-40.0%
Demand	Net Capital Post-Conviction Relief cases assigned	-	9	5	7	(2)	-22.2%
Expenditure Ratio	Expense per open Capital Post-Conviction Relief case	\$ 123,868.45	\$ 165,551.71	\$ 116,150.32	\$ 163,008.32	\$ 2,543.38	1.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 5,821,817	\$ 7,863,706	\$ 4,965,426	\$ 6,601,837	\$ 1,261,869	16.0%
	TOTAL USES	\$ 5,821,817	\$ 7,863,706	\$ 4,965,426	\$ 6,601,837	\$ 1,261,869	16.0%

**Activity Narrative:** Prior to FY 2011, the State Supreme Court was responsible for assigning defense attorneys to Capital Post-Conviction Relief (PCR) cases, with Maricopa County providing funding for three or four such cases at any given time. Such cases can be open for as long as four to five years before representation is terminated. Because only a small number of attorneys met the qualifications set by the Court to handle such cases, a backlog of cases ensued. In FY 2011, the Court changed the qualifications to include attorneys who were qualified to handle capital trial cases, and ended state funding. By the end of FY 2012, the Maricopa County Public Defense System was immediately responsible for more than 20 open cases and 18 backlog cases.

To address non-backlog cases in the Operating budget, the Public Defense System has employed a mix of contract and staff attorneys. A Capital PCR staff of 7.0 FTE was established in FY 2013 within the Office of the Public Advocate. The Operating budget supports a monthly average of 27 to 29 non-backlog open cases, a rate that PDS anticipates to continue over the next several years. Operating expenditures for non-backlog cases totaled \$2,855,286 in FY 2015, are forecasted at \$3,447,529 for FY 2016, and are budgeted at \$3,773,745 for FY 2017.

To address backlog cases, PDS expended \$5,362,115 entirely from the Operating budget prior to FY 2014. In FY 2014, expenditures included \$726,125 from the Operating budget and \$2,055,539 from the Non Recurring Non Project budget. In FY 2015, expenditures included \$2,030,214 from the Operating budget and \$936,317 from the Non Recurring Non Project budget. Beginning with FY 2016, backlog cases are to be supported entirely from Non Recurring Non Project budget, including \$1,517,897 forecasted for FY 2016 and \$2,828,092 budgeted for FY 2017 (including \$2,134,573 carried forward from FY 2016). PDS projects further Non Recurring Non Project costs of \$1,522,819 in FY 2018 and \$217,546 in FY 2019, after which the Operating budget should be sufficient to handle ongoing cases.

### Non-Capital Felony Representation Activity

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

**Mandates:** This activity supports the overall mandate of the Adult Criminal Representation Program.

Measure		FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
Type	Description	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of Non-Capital Felony cases with disposition to lesser charges or fewer counts	82.7%	84.0%	79.1%	79.1%	(4.9%)	-5.8%
Result	Percent of Non-Capital Felony complex cases resolved by the staffed offices within 365 days of assignment	50.0%	57.4%	50.5%	50.5%	(6.9%)	-12.1%
Result	Percent of Non-Capital Felony non-complex cases resolved by the staffed offices within 180 days of assignment	87.2%	87.3%	87.8%	87.8%	0.5%	0.6%
Result	Percent of Non-Capital Felony cases resolved to conclusion by the staffed offices in the Regional Court Centers or Early Disposition Courts	67.7%	67.1%	66.8%	66.8%	(0.3%)	-0.5%
Output	Number of Non-Capital Felony cases resolved to conclusion	26,032	26,292	24,570	24,570	(1,722)	-6.5%
Output	Number of Non-Capital Felony complex cases resolved by the staffed offices	246	230	218	218	(12)	-5.2%
Output	Number of Non-Capital Felony non-complex cases resolved by the staffed offices	18,892	19,398	16,932	16,932	(2,466)	-12.7%
Demand	Net Non-Capital Felony cases assigned	26,822	28,256	26,160	26,160	(2,096)	-7.4%
Expenditure Ratio	Expense per Non-Capital Felony case resolved to conclusion	\$ 1,614.51	\$ 1,657.35	\$ 1,714.30	\$ 1,773.08	\$ (115.73)	-7.0%
<b>Revenue</b>							
	100 - GENERAL	\$ 77,851	\$ -	\$ 25,550	\$ -	\$ -	N/A
	233 - PUBLIC DEFENDER GRANTS	237,062	237,289	222,141	222,141	(15,148)	-6.4%
	262 - PUBLIC DEFENDER FILL THE GAP	806,146	805,134	776,121	775,462	(29,672)	-3.7%
	263 - LEGAL DEFENDER FILL THE GAP	66,441	66,362	66,362	66,362	-	0.0%
	TOTAL SOURCES	\$ 1,187,500	\$ 1,108,785	\$ 1,090,174	\$ 1,063,965	\$ (44,820)	-4.0%
<b>Expenditure</b>							
	100 - GENERAL	\$ 40,995,036	\$ 42,466,285	\$ 41,056,374	\$ 42,522,489	\$ (56,204)	-0.1%
	233 - PUBLIC DEFENDER GRANTS	236,611	237,289	222,141	217,191	20,098	8.5%
	262 - PUBLIC DEFENDER FILL THE GAP	730,983	805,134	775,462	758,632	46,502	5.8%
	263 - LEGAL DEFENDER FILL THE GAP	66,363	66,362	66,362	66,362	-	0.0%
	TOTAL USES	\$ 42,028,993	\$ 43,575,070	\$ 42,120,339	\$ 43,564,674	\$ 10,396	0.0%

**Activity Narrative:** The FY 2017 budget supports demand of 26,160 net cases assigned, the same as forecasted for FY 2016. Both complex and non-complex cases resolved by the staffed offices (output) are forecasted to be lower than in FY 2015. The percent of cases resolved to conclusion in the Regional Court Centers or Early Disposition Courts declined from 70.6% in FY 2011 to 67.7% in FY 2015, and are budgeted to decline to 66.8% in FY 2017. A longer case length results in increased costs and higher expense per resolved case.

**Appeal and Non-Capital Post-Conviction Relief Representation Activity**

The purpose of the Appeal and Non-Capital Post-Conviction Relief Representation Activity is to provide effective legal representation to assigned indigent adults for appeal or post-conviction relief matters so they can be assured that their rights are protected as required by law.

**Mandates:** This activity supports the overall mandate of the Adult Criminal Representation Program.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Appeal and Non-Capital Trial/Post-Conviction Relief cases in which the outcome is beneficial to the client	19.0%	29.4%	9.3%	9.3%	(20.1%)	-68.4%
Output	Number of Appeal and Non-Capital Post-Conviction Relief cases in which representation is terminated	1,080	1,138	1,192	1,192	54	4.7%
Output	Number of Appeal and Non-Capital Trial / Post-Conviction Relief decisions received	436	354	570	570	216	61.0%
Demand	Net Appeal and Non-Capital Post-Conviction Relief cases assigned	1,313	1,244	1,192	1,192	(52)	-4.2%
Expenditure Ratio	Expense per Appeal/Non-Capital Post-Conviction Relief case in which representation is terminated	\$ 4,832.60	\$ 5,066.80	\$ 4,841.85	\$ 5,026.58	\$ 40.22	0.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 5,219,206	\$ 5,766,015	\$ 5,771,482	\$ 5,991,683	\$ (225,668)	-3.9%
	TOTAL USES	\$ 5,219,206	\$ 5,766,015	\$ 5,771,482	\$ 5,991,683	\$ (225,668)	-3.9%

**Activity Narrative:** The FY 2017 budget and the FY 2016 forecast are based on annualized actual demand and output for the first two quarters of FY 2016. Following the trend of felony cases, the net number of Non-Capital Post-Conviction Relief cases is forecasted to decrease in FY 2016. Both output measures have shown an increase in FY 2016.

**Misdemeanor Representation Activity**

The purpose of the Misdemeanor Representation Activity is to provide effective legal representation to assigned indigent adults charged with misdemeanors so they can be assured that their rights are protected as required by law.

**Mandates:** This activity supports the overall mandate of the Adult Criminal Representation Program.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Misdemeanors with disposition to lesser charges or fewer counts	90.7%	90.0%	93.0%	93.0%	3.0%	3.3%
Output	Number of Misdemeanor representation cases resolved to conclusion	1,993	1,648	1,320	1,320	(328)	-19.9%
Demand	Net Misdemeanor cases assigned	2,100	2,254	1,888	1,888	(366)	-16.2%
Expenditure Ratio	Expense per Misdemeanor case resolved to conclusion	\$ 364.57	\$ 544.39	\$ 720.95	\$ 735.73	\$ (191.34)	-35.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 726,594	\$ 897,159	\$ 951,653	\$ 971,168	\$ (74,009)	-8.2%
	TOTAL USES	\$ 726,594	\$ 897,159	\$ 951,653	\$ 971,168	\$ (74,009)	-8.2%

**Activity Narrative:** The demand for this activity has decreased from 3,203 in FY 2010 to 2,100 in FY 2015, and is forecasted to decrease by 10.1% to 1,888 in FY 2016. The output for this activity has decreased from 3,211 in FY 2010 to 1,993 in FY 2015, and is forecasted to decrease by 33.8% to 1,320 in FY 2016. The 31.0% increase in forecasted expenditures for FY 2016 was preceded by an audit of Public Defender Office staff allocations. The department found that the Misdemeanor Activity was under-allocated at 3.6 FTE positions; the allocation was corrected to 6.8 FTE positions.

### Probation Representation Activity

The purpose of the Probation Representation Activity is to provide effective legal representation to assigned indigent adults with pending probation matters, who do not have other accompanying criminal matters, so they can be assured that their rights are protected as required by law.

**Mandates:** This activity supports the overall mandate of the Adult Criminal Representation Program.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Probation Violation Court representation cases with disposition other than revocation	71.9%	37.4%	76.9%	76.8%	39.4%	105.5%
Output	Number of Probation Violation Court representation cases resolved to conclusion	8,932	8,962	9,460	10,028	1,066	11.9%
Demand	Net Probation Violation Court representation cases assigned	9,033	10,727	10,240	11,622	895	8.3%
Expenditure Ratio	Expense per Probation Violation Court representation case resolved to conclusion	\$ 218.41	\$ 240.08	\$ 222.67	\$ 248.73	\$ (8.65)	-3.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,950,853	\$ 2,151,609	\$ 2,106,420	\$ 2,494,297	\$ (342,688)	-15.9%
	TOTAL USES	\$ 1,950,853	\$ 2,151,609	\$ 2,106,420	\$ 2,494,297	\$ (342,688)	-15.9%

**Activity Narrative:** Net cases assigned (demand) has increased by 21.1% from FY 2010 to FY 2015, and is forecasted to increase by 13.4% (1,207 net cases) for FY 2016. The FY 2017 budget supports an increase in demand of 13.5% (1,382 net cases) and an increase in output of 6.0% (568 resolved cases) above the FY 2016 forecast. The Result measure was new for FY 2016, and was underestimated at the time.

### Witness Representation Activity

The purpose of the Witness Representation Activity is to provide effective legal representation to assigned indigent adult witnesses who may testify in criminal matters so they can be assured that their rights are protected as required by law.

**Mandates:** This activity supports the overall mandate of the Adult Criminal Representation Program.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Witness representation cases closed	100.9%	87.5%	113.0%	113.0%	25.5%	29.2%
Output	Witness representation cases closed	114	98	104	104	6	6.1%
Demand	Net Witness representation cases assigned	113	112	92	92	(20)	-17.9%
Expenditure Ratio	Expense per Witness representation case closed	\$ 319.71	\$ 315.91	\$ 310.84	\$ 341.92	\$ (26.01)	-8.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 36,447	\$ 30,959	\$ 32,327	\$ 35,560	\$ (4,601)	-14.9%
	TOTAL USES	\$ 36,447	\$ 30,959	\$ 32,327	\$ 35,560	\$ (4,601)	-14.9%

**Activity Narrative:** Expenditures have remained relatively steady since FY 2014, as have the number of cases assigned and closed.

### Juvenile Representation Program

The purpose of the Juvenile Representation Program is to provide effective legal representation to assigned indigent persons in juvenile court so they can be assured that their rights are protected as required by law.

### Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of Juvenile Appeal dependency cases in which the court adopts the position advocated in the appeal	0.3%	1.7%	0.8%	0.7%	(1.0%)	-58.6%
Percent of Juvenile Appeal delinquency/incorrigibility cases in which the outcome is beneficial to the client	N/A	16.7%	33.3%	33.3%	16.7%	100.0%
Percent of Child dependency matters (1 child & 1 parent) in which the court finds in conformity with client position	87.1%	61.7%	84.4%	84.4%	22.7%	36.8%
Percent of Child severance matters (1 child & 1 parent) in which the court finds in conformity with client position	N/A	86.6%	86.4%	86.4%	(0.2%)	-0.2%
Percent of Child guardianship matters (1 child & 1 parent) in which the court finds in conformity with client position	N/A	87.0%	87.0%	87.0%	0.0%	0.0%
Percent of Parental dependency matters (1 child & 1 parent) in which the court does not grant the petition	83.9%	58.1%	69.5%	69.8%	11.6%	20.0%
Percent of Parental severance matters (1 child & 1 parent) in which the court does not grant the petition/motion	N/A	49.6%	48.5%	48.5%	(1.0%)	-2.0%
Percent of Parental guardianship matters (1 child & 1 parent) in which the court does not grant the petition/motion	N/A	60.6%	57.0%	57.0%	(3.6%)	-5.9%
Percent of Juvenile Notification cases in which the court grants the petition	0.0%	50.0%	8.3%	8.3%	(41.7%)	-83.3%
Percent of Juvenile Delinquency and Incorrigibility cases with disposition to lesser charges or fewer counts	73.4%	75.1%	77.8%	77.8%	2.7%	3.6%
Percent of Juvenile Probation cases with disposition other than sentenced to Arizona Department of Juvenile Corrections	69.6%	71.2%	71.3%	71.3%	0.0%	0.1%
Percent of Juvenile Guardian ad Litem matters (1 child & 1 parent) in which the court finds in conformity with the guardian ad litem's position	97.5%	97.5%	94.7%	94.7%	(2.8%)	-2.8%
Percent of Juvenile Guardian ad Litem severance matters (1 child & 1 parent) in which the court finds in conformity with the guardian ad litem's position	N/A	95.7%	97.7%	97.7%	2.0%	2.1%
Percent of Juvenile Guardian ad Litem guardianship matters (1 child & 1 parent) in which the court finds in conformity with the guardian ad litem's position	N/A	97.1%	99.1%	99.1%	1.9%	2.0%
Percent of Juvenile Emancipation cases in which emancipation is granted	75.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Child Dependency Representation
- Juvenile Notification Representation

- Juvenile Delinquency & Incurability Representation
- Juvenile Emancipation Representation
- Juvenile Appeal Representation
- Juvenile Guardian ad Litem Representation
- Juvenile Probation Representation
- Parental Dependency Representation

### Child Dependency Representation Activity

The purpose of the Child Dependency Representation Activity is to provide legal representation, when appointed by the Court, to indigent children in Juvenile Court dependency/severance matters so they can be assured the advocacy required by law.

**Mandates:** A.R.S. §8-841 establishes that the court must appoint counsel to indigent parties in child dependency cases.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Child dependency matters (1 child & 1 parent) in which the court finds in conformity with client position	87.1%	61.7%	84.4%	84.4%	22.7%	36.8%
Result	Percent of Child severance matters (1 child & 1 parent) in which the court finds in conformity with client position	N/A	86.6%	86.4%	86.4%	(0.2%)	-0.2%
Result	Percent of Child guardianship matters (1 child & 1 parent) in which the court finds in conformity with client position	N/A	87.0%	87.0%	87.0%	0.0%	0.0%
Output	Number of Child dependency (1 child & 1 parent) resolutions	1,409	908	1,376	1,428	520	57.3%
Output	Average Child Dependency matters (1 child & 1 parent) open monthly	3,967	3,771	4,215	4,270	500	13.3%
Output	Number of Child representation (1 child & 1 parent) court severance findings	N/A	N/A	236	236	N/A	N/A
Output	Number of Child representation (1 child & 1 parent) court guardianship findings	N/A	N/A	200	200	N/A	N/A
Output	Number of Child representation (1 child & 1 parent) court dependency findings	1,255	914	1,230	1,269	355	38.8%
Demand	Net Child dependency assignments (1 child & 1 parent)	2,169	2,648	1,842	1,897	(751)	-28.4%
Demand	Net Child severance petitions/motions filed (1 child & 1 parent)	N/A	N/A	476	476	N/A	N/A
Demand	Net Child guardianship petitions/motions filed (1 child & 1 parent)	N/A	N/A	224	224	N/A	N/A
Expenditure Ratio	Expense per Child dependency resolution (1 child & 1 parent)	\$ 984.81	\$ 2,068.77	\$ 1,177.88	\$ 1,224.27	\$ 844.49	40.8%
Expenditure Ratio	Expense per open Child Dependency matter (1 child & 1 parent)	\$ 349.79	\$ 498.19	\$ 384.51	\$ 409.41	\$ 88.78	17.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,387,600	\$ 1,878,442	\$ 1,620,767	\$ 1,748,263	\$ 130,179	6.9%
	TOTAL USES	\$ 1,387,600	\$ 1,878,442	\$ 1,620,767	\$ 1,748,263	\$ 130,179	6.9%

**Activity Narrative:** Six measures were added during the summer of 2015 to track filings, findings, and effectiveness of defense in severance and guardianship matters. Net child dependency assignments are forecasted to decrease by 15.1% (327 cases) for FY 2016, while the number of dependency findings and resolutions are forecasted to decrease by 2.0% and 2.3%, respectively. The FY 2017 budget supports increases above the FY 2016 forecast of 55 net dependency assignments, 39 findings, 52 resolutions, and 55 average matters open monthly.

### Juvenile Delinquency and Incurrigibility Representation Activity

The purpose of the Juvenile Delinquency and Incurrigibility Representation Activity is to provide effective legal representation to assigned indigent juveniles charged with incurrigible or delinquent acts so they can be assured that their rights are protected as required by law.

**Mandates:** This activity supports the overall mandate of the Juvenile Representation Program.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Juvenile Delinquency and Incurrigibility cases with disposition to lesser charges or fewer counts	73.4%	75.1%	77.8%	77.8%	2.7%	3.6%
Output	Number of Juvenile Delinquency and Incurrigibility cases resolved to conclusion	5,215	4,596	4,216	4,216	(380)	-8.3%
Output	Number Juvenile Delinquency and Incurrigibility report and review cases resolved to conclusion by the staffed offices	N/A	549	518	518	(31)	-5.6%
Demand	Net Juvenile Delinquency and Incurrigibility cases assigned	5,088	5,339	4,474	4,474	(865)	-16.2%
Demand	Net Juvenile Delinquency and Incurrigibility report and review cases assigned to the staffed offices	N/A	549	440	440	(109)	-19.9%
Expenditure Ratio	Expense per Juvenile Delinquency and Incurrigibility case resolved to conclusion	\$ 484.28	\$ 619.75	\$ 637.93	\$ 616.31	\$ 3.44	0.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,525,543	\$ 2,848,385	\$ 2,689,510	\$ 2,598,372	\$ 250,013	8.8%
	TOTAL USES	\$ 2,525,543	\$ 2,848,385	\$ 2,689,510	\$ 2,598,372	\$ 250,013	8.8%

**Activity Narrative:** The net number of cases assigned for this Activity decreased from 9,085 in FY 2010 to 5,088 in FY 2015. The number of cases resolved to conclusion has seen a similar decline. New Demand and Output measures were added for FY 2017 to help the staffed offices track “Report and Review” cases. The FY 2017 budget includes an 8.8% expenditure reduction from the FY 2016 revised budget, mirroring further decreases in output and demand.

### Juvenile Emancipation Representation Activity

The purpose of the Juvenile Emancipation Representation Activity is to provide legal representation, when appointed by the court, to juveniles pursuing legal emancipation so they can obtain emancipation.

**Mandates:** This activity supports the overall mandate of the Juvenile Representation Program.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Juvenile Emancipation cases in which emancipation is granted	75.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Juvenile Emancipation cases resolved	8	2	1	1	(1)	-50.0%
Demand	Net Juvenile Emancipation cases assigned	5	12	6	6	(6)	-50.0%
Expenditure Ratio	Expense per Juvenile Emancipation case resolved	\$ 468.75	\$ 1,565.00	\$ 2,786.00	\$ 3,065.00	\$ (1,500.00)	-95.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,750	\$ 3,130	\$ 2,786	\$ 3,065	\$ 65	2.1%
	TOTAL USES	\$ 3,750	\$ 3,130	\$ 2,786	\$ 3,065	\$ 65	2.1%

**Activity Narrative:** The small number of Emancipation cases assigned from year to year can result in significant percentage variances with a change of just a few cases. All of these cases are assigned to contract counsel.

### Juvenile Guardian ad Litem Representation Activity

The purpose of the Juvenile Guardian ad Litem Representation Activity is to provide effective advocacy, when appointed by the Court, for indigent persons in Juvenile Court so they can be assured that their best interests are presented.

**Mandates:** A.R.S. §8-221 requires that a guardian ad litem be appointed to represent the child in any case involving allegations of abuse or other threats to the child’s well-being.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Juvenile Guardian ad Litem matters (1 child & 1 parent) in which the court finds in conformity with the guardian ad litem’s position	97.5%	97.5%	94.7%	94.7%	(2.8%)	-2.8%
Result	Percent of Juvenile Guardian ad Litem severance matters (1 child & 1 parent) in which the court finds in conformity with the guardian ad litem’s position	N/A	95.7%	97.7%	97.7%	2.0%	2.1%
Result	Percent of Juvenile Guardian ad Litem guardianship matters (1 child & 1 parent) in which the court finds in conformity with the guardian ad litem’s position	N/A	97.1%	99.1%	99.1%	1.9%	2.0%
Output	Number of Juvenile Guardian ad Litem (1 child & 1 parent) resolutions	16,869	14,120	14,872	15,317	1,197	8.5%
Output	Average Juvenile Guardian ad Litem matters (1 child & 1 parent) open monthly	29,126	28,829	29,293	29,821	992	3.4%
Output	Number of Juvenile Guardian ad Litem representation (1 child & 1 parent) court findings	13,667	10,588	12,764	13,148	2,560	24.2%
Output	Number of Juvenile Guardian ad Litem representation (1 child & 1 parent) court severance findings	N/A	N/A	5,364	5,364	N/A	N/A
Output	Number of Juvenile Guardian ad Litem representation (1 child & 1 parent) court guardianship findings	N/A	N/A	2,540	2,540	N/A	N/A
Demand	Net Juvenile Guardian ad Litem assignments (1 child & 1 parent)	17,134	20,705	17,588	18,116	(2,589)	-12.5%
Demand	Net Juvenile Guardian ad Litem severance petitions/motions filed (1 child & 1 parent)	N/A	N/A	5,308	5,308	N/A	N/A
Demand	Net Juvenile Guardian ad Litem guardianship petitions/motions filed (1 child & 1 parent)	N/A	N/A	2,920	2,920	N/A	N/A
Expenditure Ratio	Expense per Juvenile Guardian ad Litem resolution (1 child & 1 parent)	\$ 559.35	\$ 912.16	\$ 734.63	\$ 789.29	\$ 122.86	13.5%
Expenditure Ratio	Expense per open Juvenile Guardian ad Litem matter (1 child & 1 parent)	\$ 323.96	\$ 446.76	\$ 372.97	\$ 405.40	\$ 41.36	9.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 9,435,689	\$ 12,879,657	\$ 10,925,467	\$ 12,089,599	\$ 790,058	6.1%
	TOTAL USES	\$ 9,435,689	\$ 12,879,657	\$ 10,925,467	\$ 12,089,599	\$ 790,058	6.1%

**Activity Narrative:** Six measures were added during the summer of 2015 to track filings, findings, and effectiveness of defense in severance and guardianship matters. Net juvenile guardian ad litem assignments are forecasted to increase by 2.6% (454 cases) for FY 2016, while the number of dependency findings are forecasted to decrease by 6.6% (903 findings) and resolutions are forecasted to decrease by 11.8% (1,997 resolutions). The FY 2017 budget supports increases of 528 net assignments, 384 findings and 445 resolutions above the FY 2016 forecast. The workload is continually increasing as more cases are added than closed, leading to increased expenditures.

### Juvenile Appeal Representation Activity

The purpose of the Juvenile Appeal Representation Activity is to provide effective legal representation to assigned indigent persons appealing their Juvenile Court matters so they can be assured that their legal rights are protected as required by law.

**Mandates:** A.R.S. §8-221 establishes that a juvenile, parent, or guardian who is indigent is entitled to counsel appointed by the juvenile court. A.R.S. §8-235 establishes that the court must appoint an attorney to any indigent party appealing a decision in juvenile court.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Juvenile Appeal dependency cases in which the court adopts the position advocated in the appeal	0.3%	1.7%	0.8%	0.7%	(1.0%)	-58.6%
Result	Percent of Juvenile Appeal delinquency/incorrigibility cases in which the outcome is beneficial to the client	N/A	16.7%	33.3%	33.3%	16.7%	100.0%
Output	Number of Juvenile Appeal cases in which representation is terminated	333	122	137	149	27	22.1%
Demand	Net Juvenile Appeal cases assigned	350	318	406	455	137	43.1%
Expenditure Ratio	Expense per Juvenile Appeal case in which representation is terminated	\$ 2,201.03	\$ 6,491.80	\$ 6,352.69	\$ 6,844.83	\$ (353.04)	-5.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 732,943	\$ 791,999	\$ 870,319	\$ 1,019,880	\$ (227,881)	-28.8%
	TOTAL USES	\$ 732,943	\$ 791,999	\$ 870,319	\$ 1,019,880	\$ (227,881)	-28.8%

**Activity Narrative:** Demand (cases assigned) has increased steadily from 228 in FY 2011 to 350 in FY 2015, and is forecasted to increase by 56 cases (16.0%) in FY 2016. The Public Defense System anticipates a 12.1% increase in demand above the FY 2016 forecast (49 cases) for FY 2017. Regarding output data (cases terminated), sharp increases and decreases have been reported nearly every year since FY 2010. The Public Defense System is struggling with incentivizing outside counsel to report the termination of cases.

### Juvenile Notification Representation Activity

The purpose of the Juvenile Notification Representation Activity is to provide legal representation, when appointed by the court, to juveniles with pregnancy issues so they can be assured that their legal rights are protected as required by law.

**Mandates:** A.R.S. §36-2152 establishes that a pregnant unemancipated minor has a right to court-appointed legal counsel if she is not otherwise represented or waives that right.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Juvenile Notification cases in which the court grants the petition	0.0%	50.0%	8.3%	8.3%	(41.7%)	-83.3%
Output	Number of Juvenile Notification cases resolved to conclusion	59	6	24	24	18	300.0%
Demand	Net Juvenile Notification cases assigned	32	44	44	44	-	0.0%
Expenditure Ratio	Expense per Juvenile Notification case resolved to conclusion	\$ 419.49	\$ 5,739.17	\$ 1,586.96	\$ 1,745.67	\$ 3,993.50	69.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 24,750	\$ 34,435	\$ 38,087	\$ 41,896	\$ (7,461)	-21.7%
	TOTAL USES	\$ 24,750	\$ 34,435	\$ 38,087	\$ 41,896	\$ (7,461)	-21.7%

**Activity Narrative:** The relatively small number of cases assigned and resolved can yield substantial year-to-year variances with just a few cases.

### Juvenile Probation Representation Activity

The purpose of the Juvenile Probation Representation Activity is to provide effective legal representation to assigned indigent juveniles with pending probation matters so they can be assured that their rights are protected as required by law.

**Mandates:** This activity supports the overall mandate of the Juvenile Representation Program.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of Juvenile Probation cases with disposition other than sentenced to Arizona Department of Juvenile Corrections	69.6%	71.2%	71.3%	71.3%	0.0%	0.1%
Output	Number of Juvenile Probation cases resolved to conclusion	1,285	1,216	1,016	1,016	(200)	-16.4%
Demand	Net Juvenile Probation cases assigned	1,232	1,236	1,100	1,100	(136)	-11.0%
Expenditure Ratio	Expense per Juvenile Probation case resolved to conclusion	\$ 519.42	\$ 309.98	\$ 331.88	\$ 293.72	\$ 16.26	5.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 667,452	\$ 376,937	\$ 337,193	\$ 298,422	\$ 78,515	20.8%
	TOTAL USES	\$ 667,452	\$ 376,937	\$ 337,193	\$ 298,422	\$ 78,515	20.8%

**Activity Narrative:** Output and demand, both of which exceeded 2,000 in FY 2010, are trending downwards. The Public Defense System re-allocated nearly half of the budgeted expenditures from Juvenile Probation to the Child Dependency and Juvenile Delinquency/Incorrigibility Activities for FY 2016, and reduced expenditures further for FY 2017.

**Parental Dependency Representation Activity**

The purpose of the Parental Dependency Representation Activity is to provide legal representation, when appointed by the court, to indigent parents in juvenile court dependency/severance matters involving their parental rights so they can be assured that their legal rights are protected as required by law.

**Mandates:** A.R.S. §8-843 establishes that the court must appoint counsel to indigent parents in child dependency cases.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Parental dependency matters (1 child & 1 parent) in which the court does not grant the petition	83.9%	58.1%	69.5%	69.8%	11.6%	20.0%
Result	Percent of Parental severance matters (1 child & 1 parent) in which the court does not grant the petition/motion	N/A	49.6%	48.5%	48.5%	(1.0%)	-2.0%
Result	Percent of Parental guardianship matters (1 child & 1 parent) in which the court does not grant the petition/motion	N/A	60.6%	57.0%	57.0%	(3.6%)	-5.9%
Output	Number of Parental dependency (1 child & 1 parent) resolutions	8,927	9,112	12,588	12,925	3,813	41.8%
Output	Average Parental Dependency matters (1 child & 1 parent) open monthly	17,789	27,161	21,233	21,704	(5,457)	-20.1%
Output	Number of Parental representation (1 child & 1 parent) court dependency findings and dismissals	8,811	8,900	12,356	12,687	3,787	42.6%
Output	Number of Parental representation (1 child & 1 parent) court severance findings	N/A	N/A	3,366	3,366	N/A	N/A
Output	Number of Parental representation (1 child & 1 parent) court guardianship findings	N/A	N/A	540	540	N/A	N/A
Demand	Net Parental dependency assignments (1 child & 1 parent)	15,288	19,930	15,280	15,751	(4,179)	-21.0%
Demand	Net Parental severance petitions/motions filed (1 child & 1 parent)	N/A	N/A	3,736	3,736	N/A	N/A
Demand	Net Parental guardianship petitions/motions filed (1 child & 1 parent)	N/A	N/A	692	692	N/A	N/A
Expenditure Ratio	Expense per Parental dependency resolution (1 child & 1 parent)	\$ 1,376.38	\$ 1,753.58	\$ 1,133.73	\$ 1,228.41	\$ 525.17	29.9%
Expenditure Ratio	Expense per open Parental Dependency matter (1 child & 1 parent)	\$ 690.71	\$ 588.30	\$ 672.12	\$ 731.52	\$ (143.23)	-24.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 12,286,960	\$ 15,978,606	\$ 14,271,387	\$ 15,877,158	\$ 101,448	0.6%
	TOTAL USES	\$ 12,286,960	\$ 15,978,606	\$ 14,271,387	\$ 15,877,158	\$ 101,448	0.6%

**Activity Narrative:** Six measures were added during the summer of 2015 to track filings, findings, and effectiveness of defense in severance and guardianship matters. Net parental dependency assignments are forecasted to decrease by 8 cases for FY 2016. The number of dependency findings and dismissals is forecasted to increase by 40.2% (3,545 findings and dismissals), and the number of dependency resolutions are forecasted to increase by 41.0% (3,661 resolutions) for FY 2016. The FY 2017 budget supports increases above the FY 2016 forecast of 3.1% (471) for net dependency assignments, 2.7% (331) dependency findings and dismissals, 2.7% (337) dependency resolutions, and 2.2% (471) average dependency matters open monthly. Parental Dependency cases can continue for many years, in some cases even until the child turns eighteen. The departments' workload is continually increasing as more cases are added than closed, leading to increased expenditures.

### Adult Civil Representation Program

The purpose of the Adult Civil Representation Program is to provide effective legal representation to assigned indigent persons in the adult division of the Superior Court for certain civil matters so they can be assured that their rights are protected as required by law.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of Adult Guardian Ad Litem cases in which court rules in conformity with position advocated	97.2%	99.3%	98.9%	98.9%	(0.4%)	-0.4%
Percent of Probate cases in which a determination is made as to guardianship	79.1%	67.8%	96.5%	96.5%	28.7%	42.4%
Percent of Mental Health cases in which a determination is made as to commitment within 30 days	99.6%	99.6%	99.9%	99.9%	0.3%	0.3%
Percent of Sexually Violent Person initial petitions resulting in dispositions less than total confinement	N/A	N/A	80.0%	80.0%	N/A	N/A
Percent of Sexually Violent Person annual reviews and petitions for absolute discharge with outcomes resulting in conditions of confinement that are less restrictive	N/A	N/A	100.0%	100.0%	N/A	N/A

Activities that comprise this program include:

- Adult Guardian ad Litem Representation
- Mentally Health Representation
- Sexually Violent Person Representation
- Probate Representation

#### Adult Guardian ad Litem Representation Activity

The purpose of the Adult Guardian ad Litem Representation Activity is to provide effective legal advocacy to assigned indigent persons in adult court so they can be assured that their best interests are presented.

**Mandates:** A.R.S. §11-584(j) states that the Public Defender shall perform the following duties:...“as attorneys (pursuant to A.R.S. §14-5401) of adults who are unable to effectively manage their affairs or preserve their estates if the court appoints the public defender and the board of supervisors has advised the presiding judge of the county that the public defender is authorized to accept the appointment.” A.R.S. §14-5401 also provides for the appointment of a “conservator or other protective order” for children (subsection 1) and for incapacitated adults (subsection 2).

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Adult Guardian Ad Litem cases in which court rules in conformity with position advocated	97.2%	99.3%	98.9%	98.9%	(0.4%)	-0.4%
Output	Number of Adult Guardian Ad Litem cases resolved to conclusion	1,860	2,086	1,744	1,779	(307)	-14.7%
Demand	Number of Adult Guardian Ad Litem cases assigned	1,847	2,048	1,876	1,914	(134)	-6.5%
Expenditure Ratio	Expense per Adult Guardian Ad Litem case resolved to conclusion	\$ 971.35	\$ 1,051.86	\$ 1,099.09	\$ 1,209.22	\$ (157.35)	-15.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,806,715	\$ 2,194,187	\$ 1,916,807	\$ 2,151,197	\$ 42,990	2.0%
	TOTAL USES	\$ 1,806,715	\$ 2,194,187	\$ 1,916,807	\$ 2,151,197	\$ 42,990	2.0%

**Activity Narrative:** Adult Guardian ad Litem cases stay open for multiple years and continue to generate costs. The duration and complexity of these cases result in higher costs per case. Demand increased from 708 in FY 2010 to 1,847 in FY 2015, but is forecasted to increase by only 1.6% (29 assignments) in FY 2016. The FY 2017 budget supports an increase in demand of 2.0% (38 cases assigned) above the FY 2016 Forecast.

### Mental Health Representation Activity

The purpose of Mental Health Representation Activity is to provide effective legal representation to assigned indigent persons who are at risk of loss of liberty in civil mental health matters so that their rights are protected.

**Mandates:** A.R.S. §31-502 establishes that any indigent defendant in a mental competency hearing is entitled to court-appointed representation.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Mental Health cases in which a determination is made as to commitment within 30 days	99.6%	99.6%	99.9%	99.9%	0.3%	0.3%
Output	Number of Mental Health cases in which a determination is made as to commitment	2,386	2,346	2,335	2,335	(11)	-0.5%
Output	Average Mental Health representation cases open monthly	228	260	260	260	0	0.1%
Demand	Net Mental Health cases assigned	4,387	4,476	4,364	4,367	(109)	-2.4%
Expenditure Ratio	Expense per Mental Health case in which a determination is made as to commitment	\$ 697.85	\$ 758.64	\$ 689.65	\$ 695.24	\$ 63.39	8.4%
Expenditure Ratio	Expense per open Mental Health representation case	\$ 7,296.21	\$ 6,856.59	\$ 6,197.43	\$ 6,247.67	\$ 608.92	8.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,665,068	\$ 1,779,765	\$ 1,610,341	\$ 1,623,394	\$ 156,371	8.8%
	TOTAL USES	\$ 1,665,068	\$ 1,779,765	\$ 1,610,341	\$ 1,623,394	\$ 156,371	8.8%

**Activity Narrative:** Demand increased from 3,578 in FY 2010 to 4,387 in FY 2015, but is forecasted to decrease by 0.5% (23 assignments) in FY 2016. The FY 2017 budget supports a level demand of 4,367 net cases assigned.

### Probate Representation Activity

The purpose of the Probate Representation Activity is to provide effective legal representation to assigned indigent adults in probate matters so that their rights are protected.

**Mandates:** A.R.S. §14-5401 establishes that the court shall appoint legal representation to juveniles and those adults determined to be unable to manage their estates due to physical illness, mental disorders, substance abuse, confinement, etc.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Probate cases in which a determination is made as to guardianship	79.1%	67.8%	96.5%	96.5%	28.7%	42.4%
Output	Number of Probate cases in which a determination is made as to guardianship	1,087	1,008	1,378	1,433	425	42.2%
Demand	Net Probate cases assigned	1,374	1,487	1,428	1,485	(2)	-0.1%
Expenditure Ratio	Expense per Probate case in which a determination is made as to guardianship	\$ 372.38	\$ 511.38	\$ 271.28	\$ 298.41	\$ 212.97	41.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 404,780	\$ 515,476	\$ 373,830	\$ 427,627	\$ 87,849	17.0%
	TOTAL USES	\$ 404,780	\$ 515,476	\$ 373,830	\$ 427,627	\$ 87,849	17.0%

**Activity Narrative:** Demand increased by 17.7% (181 assignments) from FY 2013 to FY 2014, and by 14.7% (176 assignments) from FY 2014 to FY 2015. Demand is forecasted to increase by 3.9% (54 assignments) in FY 2016. Due to the length that these cases can be open, sometimes for a person's lifetime, costs continue to accumulate. The FY 2017 budget supports an increase in demand of 4.0% (57 cases assigned) above the FY 2016 forecast.

**Sexually Violent Person Representation Activity**

The purpose of the Sexually Violent Person Representation Activity is to provide effective legal representation to assigned indigent persons who are at risk of loss of liberty in sexually violent person matters so they can be assured that their rights are protected as required by law.

**Mandates:** A.R.S. §36-3704 establishes that any indigent defendant named in a sexually violent person petition is entitled to court-appointed representation.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Sexually Violent Person initial petitions resulting in dispositions less than total confinement	N/A	N/A	80.0%	80.0%	N/A	N/A
Result	Percent of Sexually Violent Person annual reviews and petitions for absolute discharge with outcomes resulting in conditions of confinement that are less restrictive	N/A	N/A	100.0%	100.0%	N/A	N/A
Output	Number of Sexually Violent Person initial petition resolutions	N/A	N/A	5	5	N/A	N/A
Output	Average Sexually Violent Person cases subject to commitment order open monthly	N/A	N/A	62	62	N/A	N/A
Output	Average Sexually Violent Person initial petition cases open/active monthly	N/A	N/A	6	6	N/A	N/A
Output	Number of Sexually Violent Person annual reviews and petitions for absolute discharge with resolutions	N/A	N/A	1	2	N/A	N/A
Output	Number of Sexually Violent Person initial petition, annual review, and petition for absolute discharge resolutions	N/A	N/A	6	7	N/A	N/A
Demand	Net Sexually Violent Person initial petition cases assigned	N/A	N/A	12	12	N/A	N/A
Demand	Net Sexually Violent Person cases assigned for annual review and petitions for absolute discharge filed	N/A	N/A	8	8	N/A	N/A
Expenditure Ratio	Expense per Sexually Violent Person initial petition, annual review, and petition for absolute discharge resolution	N/A	N/A	\$ 51,724.50	\$ 49,833.43	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 228,426	\$ 399,406	\$ 310,347	\$ 348,834	\$ 50,572	12.7%
	TOTAL USES	\$ 228,426	\$ 399,406	\$ 310,347	\$ 348,834	\$ 50,572	12.7%

**Activity Narrative:** Extensive revisions to this Activity during the summer of 2015 resulted in all new measures for FY 2017. The Public Defense System was able to begin using the measures as soon as they were adopted (reflected in the FY 2016 Forecast). Where the prior set of measures were broadly focused (“cases opened” and “petitions resolved”, for example), the revised plan allows PDS to measure the time-intensive processes involved in minimizing the defendant’s lifetime-loss of civil rights. With less restrictive alternatives to incarceration being used less frequently by the Court, the number of hearings and the expense per open case will continue to increase.

**Support Services Program**

The purpose of the Support Services Program is to provide legally required litigation support to indigent persons who represent themselves or who are represented by private counsel so they can be assured that their rights are protected as required by law.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED	
					VAR	%
Percent of litigation Support Services payments processed within 30 days of receipt	90.8%	89.0%	93.0%	93.0%	4.0%	4.5%

Activities that comprise this program include:

- Support Services

**Indigent Representation Support Services Activity**

The purpose of the Support Services Activity is to provide legally required litigation support to indigent persons who represent themselves or who are represented by private counsel so they can be assured that their rights are protected as required by law.

**Mandates:** Mandates for the Support Services Activity are derived from the other Public Defense System activities set out above.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED	
						VAR	%
Result	Percent of litigation Support Services payments processed within 30 days of receipt	90.8%	89.0%	93.0%	93.0%	4.0%	4.5%
Output	Number of litigation Support Services payments processed for privately represented and pro per cases	883	836	1,172	1,453	617	73.8%
Demand	Number of litigation Support Services payments requested on privately represented and pro per cases	883	1,045	1,172	1,453	408	39.0%
Expenditure Ratio	Expense per litigation Support Services payment for privately represented and pro per cases	\$ 1,773.91	\$ 2,278.17	\$ 1,233.71	\$ 1,239.29	\$ 1,038.88	45.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,566,359	\$ 1,904,549	\$ 1,445,903	\$ 1,800,685	\$ 103,864	5.5%
	TOTAL USES	\$ 1,566,359	\$ 1,904,549	\$ 1,445,903	\$ 1,800,685	\$ 103,864	5.5%

**Activity Narrative:** Indigent defendants represented by private counsel, or who represent themselves, are entitled to support services at County expense. Service examples may include investigators, expert witnesses, and, in Capital cases, mitigation specialists. The demand for this activity has increased from 328 in FY 2010 to 883 in FY 2015, and is forecast to increase by 32.7% to 1,172 in FY 2016. The FY 2017 budget supports an increase in demand of 24.0% (281 payment requests) above the FY 2016 forecast.

## Appropriated Budget Reconciliations

### Public Defense System Summary General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 127,137,237</b>	<b>\$ 38,332</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 127,137,237</b>	<b>\$ 38,332</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 127,137,237</b>	<b>\$ 38,332</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 1,041,680</b>	<b>\$ -</b>
Employee Health/Dental Premiums	1,086,892	-
Vacancy Savings Assoc with Benefit Adjustments	(50,573)	-
Retirement Contributions	5,361	-
<b>Base Adjustments</b>	<b>\$ (169,097)</b>	<b>\$ -</b>
Other Base Adjustments	619,758	-
Decrease the amount set aside for Market Rate Adjustments, leaving \$108,601 budgeted to address Justice System (JS) Clerk rates	\$ (238,497)	-
Increase Regular Pay and Benefits for 13.0 FTE eRecords JS Clerks	624,155	-
Increase Other Supplies and Services	234,100	-
Risk Management Adjustment	126,316	-
Base Telecom Adjustment	306,004	-
Personnel Savings	(1,221,175)	-
Increase overall PDS Personnel Savings from 3.47% to 5.11%	\$ (1,221,175)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (5,947)</b>
ProgRevenue Volume Inc/Dec	-	(5,947)
Decrease revenue in line with the FY 2016 forecast	\$ (5,947)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 128,009,820</b>	<b>\$ 32,385</b>
Percent Change from Baseline Amount	0.7%	-15.5%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 3,652,470</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 3,652,470</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (3,652,470)</b>	<b>\$ -</b>
Other Non Recurring	(3,652,470)	-
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 2,828,092</b>	<b>\$ -</b>
Non Recurring Carry Forward	2,134,573	-
Capital Post Conviction Relief - Backlog costs carried forward from FY 2016	\$ 2,134,573	-
Other Non Recurring	693,519	-
Capital Post Conviction Relief - Backlog costs	\$ 693,519	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 2,828,092</b>	<b>\$ -</b>

Public Defender (520) General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 40,490,466</b>	<b>\$ 38,332</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 40,490,466</b>	<b>\$ 38,332</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 40,490,466</b>	<b>\$ 38,332</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 562,950</b>	<b>\$ -</b>
Employee Health/Dental Premiums	594,183	-
Vacancy Savings Assoc with Benefit Adjustments	(34,028)	-
Retirement Contributions	2,795	-
<b>Base Adjustments</b>	<b>\$ 106,131</b>	<b>\$ -</b>
Other Base Adjustments	221,593	-
Decrease the amount set aside for Market Rate adjustments, leaving \$73,578 budgeted to address Justice System (JS) Clerk rates	\$ (159,745)	-
Increase Regular Pay and Benefits for 5.0 FTE eRecords JS Clerks	237,888	-
Increase Other Supplies and Services	143,450	-
Risk Management Adjustment	54,133	-
Base Telecom Adjustment	211,743	-
Personnel Savings	(381,338)	-
Increase Personnel Savings from 4.79% to 5.74%	\$ (381,338)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (5,947)</b>
ProgRevenue Volume Inc/Dec	-	(5,947)
Decrease revenue in line with the FY 2016 forecast	\$ (5,947)	-
<b>Reallocations</b>	<b>\$ 410,571</b>	<b>\$ -</b>
Reallocation Between Depts	410,571	-
Reallocate savings from other PDS departments for the cost of adding 11.0 FTE positions in FY 2016	\$ 410,571	-
	<i>Total FY 2017</i>	
<b><u>PUBLIC DEFENDER ACTIVITIES</u></b>	<b><u>Base Expenditures</u></b>	
Appeal and Non-Capital Post Conviction Relief	\$ 3,451,156	
Capital Trial	5,521,838	
Capital Post Conviction Relief	183,642	
Misdemeanor	780,091	
Non-Capital Felony	24,119,880	
Probation Violation	2,136,951	
Sexually Violent Person	40,265	
Indirect Support and General Overhead	5,336,295	
FY 2017 Expenditures by Activity - Total	<u>\$ 41,570,118</u>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 41,570,118</b>	<b>\$ 32,385</b>
<b>Percent Change from Baseline Amount</b>	<b>2.7%</b>	<b>-15.5%</b>

Legal Defender (540) General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 13,258,636</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 13,258,636</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 13,258,636</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 169,738</b>	<b>\$ -</b>
Employee Health/Dental Premiums	174,894	-
Vacancy Savings Assoc with Benefit Adjustments	(6,083)	-
Retirement Contributions	927	-
<b>Base Adjustments</b>	<b>\$ (104,402)</b>	<b>\$ -</b>
Other Base Adjustments	139,712	-
Decrease the amount set aside for Market Rate adjustments, leaving \$1,418 budgeted to address Justice System (JS) Clerk rates	\$ (29,752)	-
Increase Regular Pay and Benefits for 2.0 FTE eRecords JS Clerks	97,575	-
Increase Other Supplies and Services	71,889	-
Risk Management Adjustment		71,148
Base Telecom Adjustment		44,196
Personnel Savings		(359,458)
Increase Personnel Savings from 2.17% to 4.99%	\$ (359,458)	-
<b>Reallocations</b>	<b>\$ 112,350</b>	<b>\$ -</b>
Reallocation Between Depts		112,350
Reallocate savings from other PDS departments for the cost of adding 3.0 FTE positions to address workload withdrawals in FY 2016	\$ 112,350	-
Total FY 2017		
<b>LEGAL DEFENDER ACTIVITIES</b>	<b>Base Expenditures</b>	
Appeal and Non-Capital Post Conviction Relief	\$ 354,714	
Capital Trial	3,675,485	
Capital Post Conviction Relief	422	
Non-Capital Felony	4,264,000	
Parental Dependency	3,524,062	
Indirect Support and General Overhead	1,617,639	
FY 2017 Expenditures by Activity - Total	<u>\$ 13,436,322</u>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 13,436,322</b>	<b>\$ -</b>
Percent Change from Baseline Amount		1.3%

Legal Advocate (550) General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 12,055,425</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 12,055,425</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 12,055,425</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 149,380</b>	<b>\$ -</b>
Employee Health/Dental Premiums	153,906	-
Vacancy Savings Assoc with Benefit Adjustments	(5,354)	-
Retirement Contributions	828	-
<b>Base Adjustments</b>	<b>\$ (85,689)</b>	<b>\$ -</b>
Other Base Adjustments	135,452	-
Decrease the amount set aside for Market Rate Adjustments, leaving \$2,711 budgeted to address Justice System (JS) Clerk rates	\$ (22,666)	-
Increase Regular Pay and Benefits for 3.0 FTE eRecords Clerks	144,346	-
Increase Other Supplies and Services	13,772	-
Risk Management Adjustment	(2,115)	-
Base Telecom Adjustment	23,734	-
Personnel Savings	(242,760)	-
Increase Personnel Savings from 2.07% to 4.24%	\$ (242,760)	-
<b>Reallocations</b>	<b>\$ (72,228)</b>	<b>\$ -</b>
Reallocation Between Depts	(72,228)	-
Reallocate Personal Services savings to other PDS departments	\$ (72,228)	-
	Total FY 2017	
<b>LEGAL ADVOCATE ACTIVITIES</b>	Base Expenditures	
Appeal and Non-Capital Post Conviction Relief	\$ 995,246	
Capital Trial	3,057,109	
Non-Capital Felony	2,385,674	
Juvenile Guardian ad Litem	3,895,141	
Sexually Violent Person	308,569	
Indirect Support and General Overhead	1,405,149	
FY 2017 Expenditures by Activity - Total	<u>\$ 12,046,888</u>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 12,046,888</b>	<b>\$ -</b>
Percent Change from Baseline Amount		-0.1%

Office of Contract Counsel (560) General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 51,891,419</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 51,891,419</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 51,891,419</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 40,545</b>	<b>\$ -</b>
Employee Health/Dental Premiums	41,187	-
Vacancy Savings Assoc with Benefit Adjustments	(815)	-
Retirement Contributions	173	-
<b>Base Adjustments</b>	<b>\$ (696)</b>	<b>\$ -</b>
Other Base Adjustments	23,171	-
Decrease the amount set aside for Market Rate adjustments, leaving \$21,491 budgeted to address Justice System Clerk rates	\$ (12,000)	-
Increase Other Services	35,171	-
Risk Management Adjustment	3,005	-
Base Telecom Adjustment	8,299	-
Personnel Savings	(35,171)	-
Increase Personnel Savings from 0.52% to 1.99%	\$ (35,171)	-
<b>Reallocations</b>	<b>\$ (272,353)</b>	<b>\$ -</b>
Reallocation Between Depts	(272,353)	-
Reallocate savings from contracted legal services to the Offices of the Public Defender and Legal Defender	\$ (272,353)	-
	<i>Total FY 2017</i>	
<b>CONTRACT COUNSEL ACTIVITIES</b>	<b>Base Expenditures</b>	
Appeal and Non-Capital Post Conviction Relief	\$ 1,190,567	
Capital Trial	7,954,066	
Capital Post Conviction Relief	2,560,131	
Misdemeanor	191,077	
Non-Capital Felony	11,752,935	
Probation Violation	357,346	
Witness	35,560	
Child Dependency	1,372,899	
Juvenile Delinquency and Incurigibility	391,632	
Juvenile Emancipation	3,065	
Juvenile Guardian ad Litem	8,194,458	
Juvenile Appeal	808,208	
Juvenile Notification	41,896	
Juvenile Probation	16,245	
Parental Dependency	9,810,374	
Adult Guardian ad Litem	2,151,197	
Mental Health	2,145	
Probate	427,627	
Indigent Representation Support Services Activity	1,800,685	
Indirect Support, IT, and General Overhead	2,596,802	
FY 2017 Expenditures by Activity - Total	<u>\$ 51,658,915</u>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 51,658,915</b>	<b>\$ -</b>
Percent Change from Baseline Amount		-0.4%

Office of Contract Counsel (560) General Fund (100) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 3,652,470</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 3,652,470</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (3,652,470)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(3,652,470)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 2,828,092</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>2,134,573</i>	<i>-</i>
<i>Capital Post Conviction Relief - Backlog costs carried forward from FY 2016</i>	<i>\$ 2,134,573</i>	<i>-</i>
<i>Other Non Recurring</i>	<i>693,519</i>	<i>-</i>
<i>Capital Post Conviction Relief - Backlog costs</i>	<i>\$ 693,519</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 2,828,092</b>	<b>\$ -</b>

Public Advocate (570) General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 9,441,291</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 9,441,291</b>	<b>\$ -</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 9,441,291</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 119,067</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>122,722</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	<i>(4,293)</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>638</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (84,441)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>99,830</i>	<i>-</i>
<i>Decrease the amount set aside for Market Rate adjustments, leaving \$9,403 budgeted to address Justice System (JS) Clerk rates</i>	<i>\$ (14,334)</i>	<i>-</i>
<i>Increase Regular Pay and Benefits for 3.0 FTE eRecords JS Clerks</i>	<i>144,346</i>	<i>-</i>
<i>Decrease Other Supplies and Services</i>	<i>(30,182)</i>	<i>-</i>
<i>Risk Management Adjustment</i>	<i>145</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>18,032</i>	<i>-</i>
<i>Personnel Savings</i>	<i>(202,448)</i>	<i>-</i>
<i>Increase Personnel Savings from 2.19% to 4.49%</i>	<i>\$ (202,448)</i>	<i>-</i>
<b>Reallocations</b>	<b>\$ (178,340)</b>	<b>\$ -</b>
<i>Reallocation Between Depts</i>	<i>(178,340)</i>	<i>-</i>
<i>Reallocate savings to the Offices of the Public and Legal Defender</i>	<i>\$ (178,340)</i>	<i>-</i>
	<i>Total FY 2017</i>	
	<i>Base Expenditures</i>	
<b>PUBLIC ADVOCATE ACTIVITIES</b>	<b>\$ 1,029,550</b>	
<i>Capital Post Conviction Relief</i>	<i>375,364</i>	
<i>Child Dependency</i>	<i>211,672</i>	
<i>Juvenile Appeal</i>	<i>2,206,740</i>	
<i>Juvenile Delinquency and Incorrigibility</i>	<i>282,177</i>	
<i>Juvenile Probation</i>	<i>1,621,249</i>	
<i>Mental Health</i>	<i>2,542,722</i>	
<i>Parental Dependency</i>	<i>1,028,103</i>	
<i>Indirect Support and General Overhead</i>	<i>\$ 9,297,577</i>	
<b>FY 2017 Expenditures by Activity - Total</b>	<b>\$ 9,297,577</b>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 9,297,577</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		<i>-1.5%</i>

Public Defense Summary Training Fund (209)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 404,610</b>	<b>\$ 404,610</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 404,610</b>	<b>\$ 404,610</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 404,610</b>	<b>\$ 404,610</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 3,992</b>	<b>\$ -</b>
Employee Health/Dental Premiums	3,978	-
Retirement Contributions	14	-
<b>Base Adjustments</b>	<b>\$ (62,489)</b>	<b>\$ -</b>
Other Base Adjustments	(62,489)	-
Decrease training expenditures due to decline in training revenue and to maintain structural balance	\$ (62,489)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (58,497)</b>
ProgRevenue Volume Inc/Dec	-	(58,497)
<b>FY 2017 Adopted Budget</b>	<b>\$ 346,113</b>	<b>\$ 346,113</b>
Percent Change from Baseline Amount	-14.5%	-14.5%
	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 253,560</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 253,560</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (253,560)</b>	<b>\$ -</b>
Other Non Recurring	(253,560)	-
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 96,088</b>	<b>\$ -</b>
Non Recurring Carry Forward	96,088	-
One-Time Training Costs	\$ 96,088	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 96,088</b>	<b>\$ -</b>

Public Defender (520) Training Fund (209)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 330,198</b>	<b>\$ 330,198</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 330,198</b>	<b>\$ 330,198</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 330,198</b>	<b>\$ 330,198</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 3,992</b>	<b>\$ -</b>
Employee Health/Dental Premiums	3,978	-
Retirement Contributions	14	-
<b>Base Adjustments</b>	<b>\$ (63,082)</b>	<b>\$ -</b>
Other Base Adjustments	(63,082)	-
Decrease training expenditures due to a decline in training revenue	\$ (63,082)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (59,090)</b>
ProgRevenue Volume Inc/Dec	-	(59,090)
<b>FY 2017 Adopted Budget</b>	<b>\$ 271,108</b>	<b>\$ 271,108</b>
Percent Change from Baseline Amount	-17.9%	-17.9%
	<b>Expenditures</b>	<b>Revenue</b>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 185,932</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 185,932</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (185,932)</b>	<b>\$ -</b>
Other Non Recurring	(185,932)	-
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 66,702</b>	<b>\$ -</b>
Non Recurring Carry Forward	66,702	-
One-Time Training Costs	\$ 66,702	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 66,702</b>	<b>\$ -</b>

Legal Defender (540) Training Fund (209)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 57,244</b>	<b>\$ 57,244</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 57,244</b>	<b>\$ 57,244</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 57,244</b>	<b>\$ 57,244</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ (2,866)</b>	<b>\$ -</b>
Other Base Adjustments	(2,866)	-
Decrease training expenditures due to a decline in training revenue	\$ (2,866)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (2,866)</b>
ProgRevenue Volume Inc/Dec	-	(2,866)
<b>FY 2017 Adopted Budget</b>	<b>\$ 54,378</b>	<b>\$ 54,378</b>
Percent Change from Baseline Amount	-5.0%	-5.0%

Legal Defender (540) Training Fund (209) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	\$ 58,828	\$ -
<b>FY 2016 Revised Budget</b>	\$ 58,828	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (58,828)	\$ -
<i>Other Non Recurring</i>	(58,828)	-
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 14,999	\$ -
<i>Non Recurring Carry Forward</i>		14,999
<i>One-Time Training Costs</i>	\$ 14,999	-
<b>FY 2017 Adopted Budget</b>	\$ 14,999	\$ -

Legal Advocate (550) Training Fund (209)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 17,168	\$ 17,168
<b>FY 2016 Revised Budget</b>	\$ 17,168	\$ 17,168
<b>FY 2017 Baseline Budget</b>	\$ 17,168	\$ 17,168
Adjustments:		
<b>Base Adjustments</b>	\$ 3,459	\$ -
<i>Other Base Adjustments</i>		3,459
<i>Increase Training Expenditures</i>	\$ 3,459	-
<b>Fees and Other Revenues</b>	\$ -	\$ 3,459
<i>ProgRevenue Volume Inc/Dec</i>		3,459
<b>FY 2017 Adopted Budget</b>	\$ 20,627	\$ 20,627
<i>Percent Change from Baseline Amount</i>	20.1%	20.1%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	\$ 8,800	\$ -
<b>FY 2016 Revised Budget</b>	\$ 8,800	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (8,800)	\$ -
<i>Other Non Recurring</i>		(8,800)
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 14,387	\$ -
<i>Non Recurring Carry Forward</i>		14,387
<i>One-Time Training Costs</i>	\$ 14,387	-
<b>FY 2017 Adopted Budget</b>	\$ 14,387	\$ -

Public Defense Training Fund (209) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 367,590	\$ 269,259	\$ 269,259	\$ 252,768	\$ 96,088
Sources:					
Operating	\$ 411,333	\$ 404,610	\$ 404,610	\$ 346,530	\$ 346,113
Total Sources:	\$ 411,333	\$ 404,610	\$ 404,610	\$ 346,530	\$ 346,113
Uses:					
Operating	\$ 373,103	\$ 404,610	\$ 404,610	\$ 341,004	\$ 346,113
Non-Recurring	153,053	253,560	253,560	162,206	96,088
Total Uses:	\$ 526,156	\$ 658,170	\$ 658,170	\$ 503,210	\$ 442,201
Structural Balance	\$ 38,230	\$ -	\$ -	\$ 5,526	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 252,768	\$ 15,699	\$ 15,699	\$ 96,088	\$ -
Total Ending Spendable Fund Balance	\$ 252,768	\$ 15,699	\$ 15,699	\$ 96,088	\$ -

Public Defender (520) Grants Fund (233)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 237,289	\$ 237,289
<b>FY 2016 Revised Budget</b>	\$ 237,289	\$ 237,289
<b>FY 2017 Baseline Budget</b>	\$ 237,289	\$ 237,289
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 2,571	\$ -
Employee Health/Dental Premiums	2,587	-
Vacancy Savings Assoc with Benefit Adjustments	(32)	-
Retirement Contributions	16	-
<b>Base Adjustments</b>	\$ (2,571)	\$ -
Personnel Savings	(2,571)	-
Increase Personnel Savings from 0.00% to 2.40%	\$ (2,571)	-
<b>Fees and Other Revenues</b>	\$ -	\$ (15,148)
ProgRevenue Volume Inc/Dec	-	(15,148)
<b>Grants</b>	\$ (15,148)	\$ -
Grant Reconciliation	(15,148)	-
Decrease expenditures due to decline in DEA Grant Revenue	\$ (15,148)	-
<b>FY 2017 Adopted Budget</b>	\$ 222,141	\$ 222,141
<i>Percent Change from Baseline Amount</i>	-6.4%	-6.4%

Public Defense Grants Fund (233) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ (5,010)	\$ (5,010)	\$ (5,010)	\$ (5,979)	\$ (5,979)
Sources:					
Operating	\$ 235,639	\$ 237,289	\$ 237,289	\$ 222,141	\$ 222,141
Total Sources:	\$ 235,639	\$ 237,289	\$ 237,289	\$ 222,141	\$ 222,141
Uses:					
Operating	\$ 236,611	\$ 237,289	\$ 237,289	\$ 222,141	\$ 222,141
Total Uses:	\$ 236,611	\$ 237,289	\$ 237,289	\$ 222,141	\$ 222,141
Structural Balance	\$ (972)	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(5,979)	(5,010)	(5,010)	(5,979)	(5,979)
Total Ending Spendable Fund Balance	\$ (5,979)	\$ (5,010)	\$ (5,010)	\$ (5,979)	\$ (5,979)

Public Defender (520) Fill the Gap Fund (262)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 805,134	\$ 805,134
<b>FY 2016 Revised Budget</b>	\$ 805,134	\$ 805,134
<b>FY 2017 Baseline Budget</b>	\$ 805,134	\$ 805,134
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 11,762	\$ -
Employee Health/Dental Premiums	11,802	-
Vacancy Savings Assoc with Benefit Adjustments	(95)	-
Retirement Contributions	55	-
<b>Base Adjustments</b>	\$ (41,434)	\$ -
Other Base Adjustments	(41,434)	-
Increase Personnel Savings from 0.98% to 2.32%	\$ (7,170)	
Increase Other Services	7,170	
Decrease expenditures due to decline in Fill the Gap Revenue and to maintain structural balance	(41,434)	
<b>Fees and Other Revenues</b>	\$ -	\$ (29,672)
ProgRevenue Volume Inc/Dec	-	(29,672)
<b>FY 2017 Adopted Budget</b>	\$ 775,462	\$ 775,462
<i>Percent Change from Baseline Amount</i>	-3.7%	-3.7%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	\$ -	\$ 131,495
<b>FY 2016 Revised Budget</b>	\$ -	\$ 131,495
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ (131,495)
ProgRevenue Volume Inc/Dec	-	(131,495)
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ 1,046
ProgRevenue Volume Inc/Dec	-	1,046
<b>FY 2017 Adopted Budget</b>	\$ -	\$ 1,046

Public Defender (520) Fill the Gap Fund (262) (continued)

	Expenditures	Revenue
<b>PDS CASE MANAGEMENT SYSTEM</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 206,261</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 206,261</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ 206,261</b>	<b>\$ -</b>
<i>Other IT Non Recurring</i>	<i>(206,261)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 38,008</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>38,008</i>	<i>-</i>
<i>Public Defense Services Case Management System</i>	<i>\$ 38,008</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 38,008</b>	<b>\$ -</b>

Public Defender Fill the Gap Fund (262) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 48,603	\$ 74,768	\$ 74,768	\$ 70,839	\$ 36,965
Sources:					
Operating	\$ 806,146	\$ 805,134	\$ 805,134	\$ 776,121	\$ 775,462
Non-Recurring	268,936	131,495	131,495	131,495	1,046
Total Sources:	\$ 1,075,082	\$ 936,629	\$ 936,629	\$ 907,616	\$ 776,508
Uses:					
Operating	\$ 787,298	\$ 805,134	\$ 805,134	\$ 775,462	\$ 775,462
Non-Recurring	265,551	206,261	206,261	166,028	38,008
Total Uses:	\$ 1,052,849	\$ 1,011,395	\$ 1,011,395	\$ 941,490	\$ 813,470
Structural Balance	\$ 18,848	\$ -	\$ -	\$ 659	\$ -
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 70,839	\$ 2	\$ 2	\$ 36,965	\$ 3
Total Ending Spendable Fund Balance	\$ 70,839	\$ 2	\$ 2	\$ 36,965	\$ 3

Legal Defender (540) Fill the Gap Fund (263)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 66,362</b>	<b>\$ 66,362</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 66,362</b>	<b>\$ 66,362</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 66,362</b>	<b>\$ 66,362</b>
<b>FY 2017 Adopted Budget</b>	<b>\$ 66,362</b>	<b>\$ 66,362</b>
<i>Percent Change from Baseline Amount</i>	<i>0.0%</i>	<i>0.0%</i>

**Legal Defender Fill the Gap Fund (263) Fund Balance Summary**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ADOPTED</b>	<b>FY 2016 REVISED</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 ADOPTED</b>
Beginning Spendable Fund Balance	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,479	\$ 2,479
Sources:					
Operating	\$ 66,441	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362
Total Sources:	\$ 66,441	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362
Uses:					
Operating	\$ 66,363	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362
Total Uses:	\$ 66,363	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362
Structural Balance	\$ 78	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 2,479	\$ 2,400	\$ 2,400	\$ 2,479	\$ 2,479
Total Ending Spendable Fund Balance	\$ 2,479	\$ 2,400	\$ 2,400	\$ 2,479	\$ 2,479

## Public Fiduciary

*Analysis by Scott Rothe, Principal Management Budget Analyst*

### Summary

#### Mission

The Mission of the Maricopa County Public Fiduciary is to provide guardianship, conservatorship, decedent services and court-ordered investigations for vulnerable persons so their estates and well-being are protected.

#### Vision

To be a recognized leader in providing professional, efficient and compassionate fiduciary services.

### Strategic Goals

#### Department Specific

**By July 2019, 80% of appointed estate administration and guardianship administration cases will be stabilized within 18 months to ensure vulnerable persons' estates and well-beings are protected.**

Status: Though no historical data existed for this measure before FY 2016, progress is being made with estate administration cases where 82.4% of cases are forecasted to be stabilized or closed within 18 months. It has, however, become apparent that guardianship administration cases cannot realistically be linked to this goal, which may be amended for FY 2018.

#### Department Specific

**By July 2019, 90% of guardianship intake referral investigations will be completed within 90 days of written referral to ensure vulnerable persons' estates and well beings are protected.**

Status: Due to system issues there is no historical data on this goal prior to FY 2016. Though high Fiduciary turnover was addressed with market rate salary increases effective February 1, 2016, excessive caseloads result in a flat completion rate of 82.5% forecasted for FY 2016 and projected for FY 2017. Demand for investigations is anticipated to increase by 13.1% in FY 2017.

#### Fiscal Strength and Responsibility

**By July 2015, the fiscal year average cost per burial will decrease by 10% from FY 2009 actuals in order to meet demand without increasing budget.**

Status: The Department met this goal early (by the end of FY 2012). A modification or replacement of this goal in a formal strategic plan review will be requested by the department for FY 2018.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
BURY - INDIGENT BURIAL/CREMATION SERV	\$ 57,656	\$ -	\$ 47,000	\$ 61,001	\$ 61,816	\$ 14,816	31.5%
34BS - COUNTY INDIGENT DECEDENT SERV	\$ 57,656	\$ -	\$ 47,000	\$ 61,001	\$ 61,816	\$ 14,816	31.5%
EADM - ESTATE ADMINISTRATION	\$ 1,168,236	\$ 1,000,000	\$ 953,000	\$ 999,870	\$ 1,139,055	\$ 186,055	19.5%
34FS - FIDUCIARY SERVICES	\$ 1,168,236	\$ 1,000,000	\$ 953,000	\$ 999,870	\$ 1,139,055	\$ 186,055	19.5%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,225,892</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,060,871</b>	<b>\$ 1,200,871</b>	<b>\$ 200,871</b>	<b>20.1%</b>
<b>USES</b>							
BURY - INDIGENT BURIAL/CREMATION SERV	\$ 291,721	\$ 273,184	\$ 272,376	\$ 250,558	\$ 301,555	\$ (29,179)	-10.7%
34BS - COUNTY INDIGENT DECEDENT SERV	\$ 291,721	\$ 273,184	\$ 272,376	\$ 250,558	\$ 301,555	\$ (29,179)	-10.7%
EADM - ESTATE ADMINISTRATION	\$ 1,091,867	\$ 1,079,555	\$ 1,142,675	\$ 847,954	\$ 727,112	\$ 415,563	36.4%
GARD - GUARDIANSHIP ADMINISTRATION	\$ 1,078,245	\$ 1,228,981	\$ 1,274,893	\$ 1,427,709	\$ 2,205,417	\$ (930,524)	-73.0%
34FS - FIDUCIARY SERVICES	\$ 2,170,112	\$ 2,308,536	\$ 2,417,568	\$ 2,275,663	\$ 2,932,529	\$ (514,961)	-21.3%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 9,340	\$ 8,756	\$ 12,186	\$ 6,650	\$ 13,747	\$ (1,561)	-12.8%
FACI - FACILITIES MANAGEMENT	\$ 41,426	\$ 42,133	\$ 42,133	\$ 38,755	\$ 41,580	\$ 553	1.3%
HRAC - HUMAN RESOURCES	\$ 48,367	\$ 37,810	\$ 34,147	\$ 34,402	\$ 50,262	\$ (16,115)	-47.2%
ODIR - EXECUTIVE MANAGEMENT	\$ (4,927)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
SPPT - OPERATIONS SUPPORT	\$ 266,223	\$ 322,857	\$ 315,933	\$ 312,457	\$ 294,613	\$ 21,320	6.7%
99AS - INDIRECT SUPPORT	\$ 360,429	\$ 411,566	\$ 404,399	\$ 392,264	\$ 400,202	\$ 4,197	1.0%
INFR - INFRASTRUCTURE	\$ 26,259	\$ 23,310	\$ 23,310	\$ 23,310	\$ 39,383	\$ (16,073)	-69.0%
MPOS - ELECTED OR STATUTORY OFFICIALS	\$ 164,919	\$ 157,217	\$ 157,585	\$ 158,917	\$ 156,892	\$ 693	0.4%
RISK - RISK PREMIUMS	\$ 19,163	\$ 27,545	\$ 27,545	\$ 27,545	\$ 27,080	\$ 465	1.7%
99GV - GENERAL OVERHEAD	\$ 210,341	\$ 208,072	\$ 208,440	\$ 209,772	\$ 223,355	\$ (14,915)	-7.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 3,032,603</b>	<b>\$ 3,201,348</b>	<b>\$ 3,302,783</b>	<b>\$ 3,128,257</b>	<b>\$ 3,857,641</b>	<b>\$ (554,858)</b>	<b>-16.8%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 1,225,892	\$ 1,000,000	\$ 1,000,000	\$ 1,060,871	\$ 1,200,871	\$ 200,871	20.1%
<b>SUBTOTAL</b>	<b>\$ 1,225,892</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,060,871</b>	<b>\$ 1,200,871</b>	<b>\$ 200,871</b>	<b>20.1%</b>
<b>ALL REVENUES</b>	<b>\$ 1,225,892</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,060,871</b>	<b>\$ 1,200,871</b>	<b>\$ 200,871</b>	<b>20.1%</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,225,892</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,060,871</b>	<b>\$ 1,200,871</b>	<b>\$ 200,871</b>	<b>20.1%</b>
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,749,142	\$ 1,903,318	\$ 2,002,471	\$ 1,892,449	\$ 2,341,725	\$ (339,254)	-16.9%
0705 - TEMPORARY PAY	\$ 25,648	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0710 - OVERTIME	\$ 33,004	\$ 22,697	\$ 22,697	\$ 8,329	\$ 8,416	\$ 14,281	62.9%
0750 - FRINGE BENEFITS	\$ 707,896	\$ 816,586	\$ 818,914	\$ 771,079	\$ 991,695	\$ (172,781)	-21.1%
0790 - OTHER PERSONNEL SERVICES	\$ 9,106	\$ 9,398	\$ 9,352	\$ 9,272	\$ 10,000	\$ (648)	-6.9%
0796 - PERSONNEL SERVICES ALLOC-IN	\$ 7,678	\$ 15,601	\$ 15,601	\$ 8,964	\$ 7,891	\$ 7,710	49.4%
<b>SUBTOTAL</b>	<b>\$ 2,532,474</b>	<b>\$ 2,767,600</b>	<b>\$ 2,869,035</b>	<b>\$ 2,690,093</b>	<b>\$ 3,359,727</b>	<b>\$ (490,692)</b>	<b>-17.1%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 38,031	\$ 18,719	\$ 18,719	\$ 11,203	\$ 19,706	\$ (987)	-5.3%
0803 - FUEL	\$ 3,580	\$ 5,000	\$ 5,000	\$ 1,787	\$ 3,500	\$ 1,500	30.0%
0804 - NON-CAPITAL EQUIPMENT	\$ 33,580	\$ 9,000	\$ 4,000	\$ 4,000	\$ 13,963	\$ (9,963)	-249.1%
<b>SUBTOTAL</b>	<b>\$ 75,191</b>	<b>\$ 32,719</b>	<b>\$ 27,719</b>	<b>\$ 16,990</b>	<b>\$ 37,169</b>	<b>\$ (9,450)</b>	<b>-34.1%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 2,535	\$ 4,334	\$ 4,334	\$ 5,447	\$ 6,000	\$ (1,666)	-38.4%
0812 - OTHER SERVICES	\$ 20,760	\$ 14,500	\$ 20,500	\$ 47,477	\$ 14,350	\$ 6,150	30.0%
0820 - RENT & OPERATING LEASES	\$ 46,895	\$ 47,711	\$ 47,711	\$ 44,333	\$ 47,158	\$ 553	1.2%
0825 - REPAIRS AND MAINTENANCE	\$ 17,891	\$ 19,570	\$ 24,570	\$ 24,327	\$ 26,796	\$ (2,226)	-9.1%
0839 - INTERNAL SERVICE CHARGES	\$ 100,544	\$ 90,236	\$ 90,236	\$ 93,098	\$ 115,681	\$ (25,445)	-28.2%
0841 - TRAVEL	\$ 22,845	\$ 32,000	\$ 32,000	\$ 23,404	\$ 24,000	\$ 8,000	25.0%
0842 - EDUCATION AND TRAINING	\$ 22,780	\$ 15,000	\$ 9,000	\$ 9,000	\$ 23,000	\$ (14,000)	-155.6%
0843 - POSTAGE/FREIGHT/SHIPPING	\$ 14,709	\$ 15,500	\$ 15,500	\$ 13,942	\$ 14,000	\$ 1,500	9.7%
0845 - SUPPORT AND CARE OF PERSONS	\$ 175,979	\$ 162,178	\$ 162,178	\$ 160,146	\$ 189,760	\$ (27,582)	-17.0%
<b>SUBTOTAL</b>	<b>\$ 424,938</b>	<b>\$ 401,029</b>	<b>\$ 406,029</b>	<b>\$ 421,174</b>	<b>\$ 460,745</b>	<b>\$ (54,716)</b>	<b>-13.5%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 3,032,603</b>	<b>\$ 3,201,348</b>	<b>\$ 3,302,783</b>	<b>\$ 3,128,257</b>	<b>\$ 3,857,641</b>	<b>\$ (554,858)</b>	<b>-16.8%</b>
<b>TOTAL USES</b>	<b>\$ 3,032,603</b>	<b>\$ 3,201,348</b>	<b>\$ 3,302,783</b>	<b>\$ 3,128,257</b>	<b>\$ 3,857,641</b>	<b>\$ (554,858)</b>	<b>-16.8%</b>

### Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED	
						VAR	%
100 GENERAL OPERATING							
FUND TOTAL SOURCES	\$ 1,225,892	\$ 1,000,000	\$ 1,000,000	\$ 1,060,871	\$ 1,200,871	\$ 200,871	20.1%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 1,225,892	\$ 1,000,000	\$ 1,000,000	\$ 1,060,871	\$ 1,200,871	\$ 200,871	20.1%
DEPARTMENT TOTAL SOURCES	\$ 1,225,892	\$ 1,000,000	\$ 1,000,000	\$ 1,060,871	\$ 1,200,871	\$ 200,871	20.1%

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED	
						VAR	%
100 GENERAL OPERATING							
FUND TOTAL USES	\$ 3,032,603	\$ 3,201,348	\$ 3,302,783	\$ 3,128,257	\$ 3,857,641	\$ (554,858)	-16.8%
DEPARTMENT OPERATING TOTAL USES	\$ 3,032,603	\$ 3,201,348	\$ 3,302,783	\$ 3,128,257	\$ 3,857,641	\$ (554,858)	-16.8%
DEPARTMENT TOTAL USES	\$ 3,032,603	\$ 3,201,348	\$ 3,302,783	\$ 3,128,257	\$ 3,857,641	\$ (554,858)	-16.8%

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED	
						VARIANCE	VAR %
COUNTY INDIGENT DECEDENT SERV							
INDIGENT BURIAL/CREMATION SERV	2.30	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	2.30	2.00	2.00	2.00	2.00	-	0.0%
FIDUCIARY SERVICES							
ESTATE ADMINISTRATION	17.20	16.14	8.32	8.32	9.77	1.45	17.4%
GUARDIANSHIP ADMINISTRATION	17.20	19.06	27.28	27.28	30.83	3.55	13.0%
PROGRAM TOTAL	34.40	35.20	35.60	35.60	40.60	5.00	14.0%
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	.15	.15	.15	.15	.15	-	0.0%
HUMAN RESOURCES	.35	.35	.25	.25	.25	-	0.0%
OPERATIONS SUPPORT	3.60	5.10	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	4.10	5.60	4.40	4.40	4.40	-	0.0%
DEPARTMENT TOTAL	41.80	43.80	43.00	43.00	48.00	5.00	11.6%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED	
						VARIANCE	VAR %
Accounting Specialist	2.00	2.00	3.00	3.00	3.00	-	0.0%
Admin/Operations Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Manager	-	-	1.00	1.00	1.00	-	0.0%
Director - Public Fiduciary	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	-	-	-	-	N/A
Fiduciary	23.80	23.80	20.00	20.00	24.00	4.00	20.0%
Fiduciary Benefits Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Fiduciary Senior	-	-	3.00	3.00	3.00	-	0.0%
Fiduciary Supervisor	4.00	5.00	5.00	5.00	5.00	-	0.0%
Legal Support Specialist	2.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	2.00	2.00	1.00	1.00	2.00	1.00	100.0%
<b>Department Total</b>	<b>41.80</b>	<b>43.80</b>	<b>43.00</b>	<b>43.00</b>	<b>48.00</b>	<b>5.00</b>	<b>11.6%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED	
						VARIANCE	VAR %
100 GENERAL	41.80	43.80	43.00	43.00	48.00	5.00	11.6%
<b>Department Total</b>	<b>41.80</b>	<b>43.80</b>	<b>43.00</b>	<b>43.00</b>	<b>48.00</b>	<b>5.00</b>	<b>11.6%</b>

### General Adjustments

**Personnel:** FY 2016 and FY 2017 personnel expenditures have increased due to new market rates implemented on February 1, 2016 for Fiduciary, Fiduciary Senior, and Fiduciary Supervisor market

range titles. The Board of Supervisors approved appropriation adjustments of \$101,435 for FY 2016 and an additional \$141,450 for FY 2017 to fund the increased pay rates. The FY 2017 Recommendation includes \$342,423 for the Salaries/Benefits and Supplies for 4.0 FTE new Fiduciaries and 1.0 FTE new Office Assistant Specialized.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase budgeted revenue from \$1,000,000 in FY 2016 to \$1,200,871 in FY 2017. A one-time true-up of fiduciary fee revenue in FY 2015 resulted in reduced revenue for FY 2016, forecasted to total \$1,060,871. However, an anticipated decline in Fiduciary vacancies due to market rate increases, along with the addition of five positions, should bring about increased revenue for FY 2017.
- Increase Regular Benefits by \$56,868 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$1,713 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$222 for the impact of changes in retirement contribution rates.
- Decrease Other Supplies and Services by \$13,254.
- Decrease Internal Services Charges by \$465 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$16,073 for the impact of changes in the base telecommunication charges.
- Increase FY 2017 Salaries/Benefits and Supplies by \$342,423 for the addition of 4.0 FTE Fiduciaries and 1.0 FTE Office Assistant Specialized to reduce staff caseloads and better meet the needs of their clients.
- Decrease overall Personnel Savings from 3.89% to 2.99%, resulting in increased expenditures of \$13,254 based on the February 2016 implementation of a Market Pay Rate increase for Fiduciaries.

**Programs and Activities**

**County Indigent Decedent Services Program**

The purpose of the County Indigent Decedent Services Program is to provide cost-effective burials or cremations to qualified indigent decedents so they can receive proper interment/cremation in a timely manner.

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percentage of determinations for Indigent Burial/Cremation Service eligibility completed within five business days of the referral application submission	N/A	95.0%	80.7%	80.5%	(14.5%)	-15.3%
Percentage of referral application persons determined to be eligible for Indigent Burial/Cremation Services	N/A	69.9%	70.0%	71.3%	1.4%	2.0%

Activities that comprise this program include:

- Indigent Burial/Cremation Services

### Indigent Burial/Cremation Services Activity

The purpose of the Indigent Burial/Cremation Services Activity is to provide cost-effective burials or cremations to qualified indigent decedents so they can receive proper interment/cremation in a timely manner.

**Mandates:** A.R.S. §36-831 Section C establishes the responsibility of the County in which death of an indigent person occurs to “bury or place in a permanent care crypt the dead body or cremated remains of a dead body”, including honorably discharged veterans or their spouses. A.R.S. §11-311 mandates that the County appoint an honorably discharged veteran to oversee the final disposition of indigent veterans and their spouses, in a location and manner that conform to the proper practices for veterans.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of determinations for Indigent Burial/Cremation Service eligibility completed within five business days of the referral application submission	N/A	95.0%	80.7%	80.5%	(14.5%)	-15.3%
Result	Percentage of referral application persons determined to be eligible for Indigent Burial/Cremation Services	N/A	69.9%	70.0%	71.3%	1.4%	2.0%
Output	Number of determinations for eligibility completed during the time period	N/A	545	580	627	82	15.0%
Output	Number of decedents determined to be eligible for Burial/Cremation Services during the time period	N/A	381	406	447	66	17.3%
Demand	Number of Indigent Burial/Cremation referral applications received	N/A	547	594	641	94	17.2%
Expenditure Ratio	Expense per Indigent Burial/Cremation completed	N/A	\$ 714.90	\$ 617.14	\$ 674.62	\$ 40.28	5.6%
<i>Revenue</i>							
	100 - GENERAL	\$ 57,656	\$ 47,000	\$ 61,001	\$ 61,816	\$ 14,816	31.5%
	TOTAL SOURCES	\$ 57,656	\$ 47,000	\$ 61,001	\$ 61,816	\$ 14,816	31.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 291,721	\$ 272,376	\$ 250,558	\$ 301,555	\$ (29,179)	-10.7%
	TOTAL USES	\$ 291,721	\$ 272,376	\$ 250,558	\$ 301,555	\$ (29,179)	-10.7%

**Activity Narrative:** A forecasted increase in demand has led to increased outputs for FY 2016. With just one of two Burial Coordinator positions filled during much of FY 2016, the timeliness of completing eligibility determinations within five business days has been lower than budgeted. Continued increases in demand and output will result in higher expenditures for burial and cremation services in FY 2017. An improved revenue allocation process for the Activity during FY 2016 is repeated in FY 2017.

### Fiduciary Services Program

The purpose of the Fiduciary Services Program is to provide timely guardianship, investigation, conservatorship, and probate services to persons or estates, when no other person or corporation is qualified and willing to serve, so they can have their well-being, property, and other interests protected.

**Mandates:** A.R.S. §14-5602 mandates that the County provide a public fiduciary for those persons or decedents' estates in need of guardianship, conservatorship or administration and for whom there is no person or corporation qualified and willing to act in that capacity. A.R.S. §14-5603 establishes the Public Fiduciary as custodian of estate funds. A.R.S. §14-5604 establishes that the Public Fiduciary has a claim against the estate of the ward, protected person, or decedent, for reasonable expenses incurred in the execution of guardianship, conservatorship, or public administration of the estate.

### Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percentage of Estate Administration cases stabilized or closed within 18 months of referral	N/A	82.4%	82.4%	88.2%	5.9%	7.1%
Percentage of Guardianship referrals and investigations in which an alternative to Guardianship by the Public Fiduciary was determined	N/A	50.2%	56.1%	56.1%	6.0%	11.9%
Percentage of referrals and investigations completed within 90 days of referral	N/A	71.9%	82.5%	82.5%	10.6%	14.7%

Activities that comprise this program include:

- Estate Administration
- Guardianship Administration

### Estate Administration Activity

The purpose of the Estate Administration Activity is to provide effective conservatorship and probate services to protected persons and decedents' estates so they can have their financial resources and property preserved and protected in a timely manner.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percentage of Estate Administration cases stabilized or closed within 18 months of referral	N/A	82.4%	82.4%	88.2%	5.9%	7.1%
Output	Number of Estate Administration cases stabilized or closed	N/A	170	204	204	34	20.0%
Output	Average number of Estate Administration cases open/active monthly	N/A	240	141	141	(99)	-41.3%
Demand	Number of conservatorship and probate cases referred for administration	N/A	269	300	306	37	13.8%
Expenditure Ratio	Expense per Estate Administration case open/active	N/A	\$ 4,761.15	\$ 6,013.86	\$ 5,156.82	\$ (395.68)	-8.3%
<i>Revenue</i>							
	100 - GENERAL	\$ 1,168,236	\$ 953,000	\$ 999,870	\$ 1,139,055	\$ 186,055	19.5%
	TOTAL SOURCES	\$ 1,168,236	\$ 953,000	\$ 999,870	\$ 1,139,055	\$ 186,055	19.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,091,867	\$ 1,142,675	\$ 847,954	\$ 727,112	\$ 415,563	36.4%
	TOTAL USES	\$ 1,091,867	\$ 1,142,675	\$ 847,954	\$ 727,112	\$ 415,563	36.4%

**Activity Narrative:** This activity no longer provides strategic data. The conversion to a new case management system has made historical data unusable. In February, 2016, the department re-allocated 11.78 FTE positions from the Estate Administration Activity to the Guardianship Administration Activity. Until this past year, when Burial revenue was broken out, all departmental revenue was allocated to this activity regardless of where the revenue was generated. The Department has expressed the need for a new strategic plan. The Office of Management and Budget has recommended that the Department work with the Public Defense Services Department to develop and submit an updated strategic plan.

### Guardianship Administration Activity

The purpose of the Guardianship Administration Activity is to provide oversight and coordination of financial, medical, and legal services for persons under the care of the Public Fiduciary so they can have their well-being protected in a timely manner.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of Guardianship referrals and investigations in which an alternative to Guardianship by the Public Fiduciary was determined	N/A	50.2%	56.1%	56.1%	6.0%	11.9%
Result	Percentage of referrals and investigations completed within 90 days of referral	N/A	71.9%	82.5%	82.5%	10.6%	14.7%
Output	Number of Guardianship referrals and investigations completed	N/A	281	456	456	175	62.3%
Output	Average number of Guardianship Administration cases open/active monthly	N/A	856	856	856	-	0.0%
Demand	Number of Guardianship referrals and investigations requested	N/A	402	504	570	168	41.8%
Demand	Number of new wards for assigned Guardianship Administration	N/A	356	248	273	(83)	-23.3%
Expenditure Ratio	Expense per Guardianship Administration case open/active	N/A	\$ 1,489.36	\$ 1,667.88	\$ 2,576.42	\$ (1,087.06)	-73.0%
<b>Expenditure</b>							
	100 - GENERAL	\$ 1,078,245	\$ 1,274,893	\$ 1,427,709	\$ 2,205,417	\$ (930,524)	-73.0%
	TOTAL USES	\$ 1,078,245	\$ 1,274,893	\$ 1,427,709	\$ 2,205,417	\$ (930,524)	-73.0%

**Activity Narrative:** Historical data for this activity no longer exists following the conversion to a new case management system. FY 2016 forecasted demand and output for Guardianship referrals and investigations are 25% to 62%, respectively, above budgeted data. The demand is budgeted to increase to 570 cases in FY 2017; but without additional staff, the Department contends that output will remain at 456 cases completed. The assignment of new wards is budgeted to increase by 30 cases in FY 2017 over the FY 2016 Forecast, but those 273 cases are 23.3% below the 356 cases budgeted for FY 2016. For FY 2017, both result measures are budgeted to attain 12% to 15% growth compared to data budgeted for FY 2016. In February, 2016, the Department re-allocated 11.78 FTE positions (and associated budget) from the Estate Administration Activity to the Guardianship Administration Activity.

The Department added 2.0 FTE Fiduciaries in February 2015. However, turnover rates in excess of 10% (including two to five fiduciaries vacant at any given time) for several years have resulted in high caseloads for the remaining staff, and limited growth in output. The Department compares its staff-to-case ratio of 1:77 with six other Arizona counties where rates varied from 1:30 to 1:53. To attain an optimal ratio of 1:50, the Department contends it would need to add 8.0 FTE Fiduciaries. The Public Fiduciary has managed its caseload over the past three years by transferring 66 existing guardianship and/or conservatorship cases with estate solvency to private sector fiduciaries; reducing clients' assets and funds under management of the Public Fiduciary by \$9.3 million (from \$11.3 million to \$2.0 million); and educating the Probate Court and community to utilize the least restrictive orders for wards, alternatives to guardianship, appointment other than the Public Fiduciary whenever possible, and the requirement that the need for the services of the Public Fiduciary be demonstrated before appointment of the Office.

Effective February 1, 2016, the Board of Supervisors adopted significant market rate increases for the 20 Fiduciaries (averaging 17.59%), the three Fiduciary Senior positions (averaging 11.6%) and the five Fiduciary Supervisors (averaging 3.9%). The Department is expected to be able to hire and retain a professional staff that can take on more cases and increase output.

Following implementation of the market rate increases, the Department reduced its staffing request to 4.0 FTE Fiduciaries and 1.0 FTE support staff. Though not included in the FY 2017 Baseline Budget Request, funding of \$342,423 and the 5.0 FTE requested positions are included in the FY 2017 Adopted Budget. Also included is an increase of \$200,871 in General Fund revenue associated with an increase in the number of billable hours for the more fully staffed department.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERP - OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 3,201,348</b>	<b>\$ 1,000,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 101,435</b>	<b>\$ -</b>
<i>FY 16 Market Study Adjustments</i>	<i>101,435</i>	<i>-</i>
Agenda Item:		
<i>C-49-16-019-2-00</i>		
<b>FY 2016 Revised Budget</b>	<b>\$ 3,302,783</b>	<b>\$ 1,000,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 141,450</b>	<b>\$ -</b>
<i>FY 16 Market Study Adjustments</i>	<i>141,450</i>	<i>-</i>
<i>Market Rate increases effective February 1, 2016 for Fiduciary,</i>	<i>\$ 141,450</i>	<i>-</i>
<i>Fiduciary Senior, and Fiduciary Supervisor Market Range Titles</i>		
Agenda Item:		
<i>C-49-16-019-2-00</i>		
<b>FY 2017 Baseline Budget</b>	<b>\$ 3,444,233</b>	<b>\$ 1,000,000</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 55,377</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>56,868</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	<i>(1,713)</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>222</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 358,031</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(13,254)</i>	<i>-</i>
<i>Risk Management Adjustment</i>	<i>(465)</i>	<i>-</i>
<i>Base Telecom Adjustment</i>	<i>16,073</i>	<i>-</i>
<i>Personnel Additions and Related Costs</i>	<i>342,423</i>	<i>-</i>
<i>Add 4.0 FTE Fiduciaries and 1.0 FTE Office Assistant Specialized to</i>	<i>\$ 342,423</i>	<i>-</i>
<i>reduce staff caseloads and better meet the needs of their clients</i>		
<i>Personnel Savings</i>	<i>13,254</i>	<i>-</i>
<i>Decrease overall Personnel Savings from 3.89% to 2.99%</i>	<i>\$ 13,254</i>	<i>-</i>
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 200,871</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>200,871</i>
<i>Increase General Fund Revenue based on the addition of four Fiduciaries</i>	<i>\$ 200,871</i>	<i>-</i>
<i>and the projected decline in the number of Fiduciary vacancies</i>		
<b>FY 2017 Adopted Budget</b>	<b>\$ 3,857,641</b>	<b>\$ 1,200,871</b>
<i>Percent Change from Baseline Amount</i>	<i>12.0%</i>	<i>20.1%</i>

## Public Health

*Analysis by Lauren M. Cochran, Management and Budget Supervisor*

### Summary

#### Mission

The mission of the Department of Public Health is to provide leadership, resources, and services to Maricopa County residents and visitors so they can enjoy protection and promotion of their health.

#### Vision

A healthy and safe community.

### Strategic Goals

#### **Regional Services**

**By June 2018, obtain accreditation from the Public Health Accreditation Board.**

Status: The Public Health Accreditation Board performed a site visit in Spring 2015. The Public Health Department was provided with five measures that needed to be resubmitted to the accreditation board. The department received accreditation in June 2016.

#### **Regional Services**

**By June 2018, develop and implement a community health improvement plan that includes affecting policies across a broad range of sectors to impact five (5) public health priority issues as defined by the community.**

Status: Currently 75 organizations are participating in the Health Improvement Partnerships of Maricopa County in an action plan of over 100 objectives. The plan includes work through June 2017.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
PHPM - PUBLIC HEALTH PHARMACY	\$ 39,963	\$ 13,000	\$ 13,000	\$ 6,039	\$ 13,000	\$ -	0.0%
86CS - CLINIC SUPPORT SERVICES	\$ 39,963	\$ 13,000	\$ 13,000	\$ 6,039	\$ 13,000	\$ -	0.0%
EPIR - EPIDEMIOLOGICAL REPORTING	\$ 19,076	\$ 556,931	\$ 556,914	\$ 713,765	\$ 916,174	\$ 359,260	64.5%
SCII - SINGLE CASE INV INTERVENTIONS	169,267	392,574	475,526	445,497	-	(475,526)	-100.0%
86EG - EPI AND GEN DISEASE SURVEILL	\$ 188,343	\$ 949,505	\$ 1,032,440	\$ 1,159,262	\$ 916,174	\$ (116,266)	-11.3%
EMRT - PUB HLTH PREPAREDNESS RESPONSE	\$ 2,449,656	\$ 1,613,775	\$ 1,868,668	\$ 2,336,373	\$ 1,645,555	\$ (223,113)	-11.9%
86EM - PUB HLTH PREPAREDNESS RESPONSE	\$ 2,449,656	\$ 1,613,775	\$ 1,868,668	\$ 2,336,373	\$ 1,645,555	\$ (223,113)	-11.9%
CCHC - CHILD CARE HLTH CONSULTATIONS	\$ 1,271,621	\$ 1,058,114	\$ 997,569	\$ 1,121,714	\$ 1,073,816	\$ 76,247	7.6%
DTSL - DENTAL SEALANTS	1,458,844	1,501,780	1,931,808	2,230,372	2,225,211	293,403	15.2%
FHPT - COMMUNITY EMPOWERMENT	605,406	576,039	510,945	412,467	463,674	(47,271)	-9.3%
HEED - HEALTHY START	1,196,959	1,768,699	1,816,419	2,255,204	1,717,466	(98,953)	-5.4%
LHZR - LEAD HAZARD REDUCTION	88,463	98,615	98,615	102,918	97,764	(851)	-0.9%
NEWB - NEWBORN INTENSIVE CARE	360,111	437,201	431,794	402,591	402,609	(29,185)	-6.8%
NFAM - NURSE-FAMILY PARTNERSHIPS	2,085,210	2,973,219	2,655,176	2,505,571	2,223,000	(432,176)	-16.3%
TNPP - TEEN PREGNANCY PREVENTION	1,029,316	990,400	1,005,182	1,080,804	870,065	(135,117)	-13.4%
86FH - FAMILY HEALTH	\$ 8,095,930	\$ 9,404,067	\$ 9,447,508	\$ 10,111,641	\$ 9,073,605	\$ (373,903)	-4.0%
HCHL - HEALTHCARE FOR THE HOMELESS	\$ 2,819,454	\$ 2,821,345	\$ 2,887,173	\$ 3,073,309	\$ 2,906,535	\$ 19,362	0.7%
86HI - HEALTHCARE FOR HOMELESS	\$ 2,819,454	\$ 2,821,345	\$ 2,887,173	\$ 3,073,309	\$ 2,906,535	\$ 19,362	0.7%
CCSS - CHILD PASSENGER SAFETY	\$ 788,686	\$ 926,939	\$ 193,042	\$ 196,688	\$ -	\$ (193,042)	-100.0%
PHPD - PUBLIC HEALTH POLICY DEVELOP	875,701	976,275	1,006,882	1,222,747	999,402	(7,480)	-0.7%
SCNT - NUTRITION PHYSICAL ACTIVITY	2,184,590	2,980,923	3,142,781	3,346,965	2,402,920	(739,861)	-23.5%
WICC - WOMEN INFANTS AND CHILDREN	8,819,052	9,391,615	9,391,615	9,838,689	9,507,531	115,916	1.2%
86HL - PROMOTING HEALTHY LIFESTYLES	\$ 12,668,029	\$ 14,275,752	\$ 13,734,320	\$ 14,605,089	\$ 12,909,853	\$ (824,467)	-6.0%
HANS - HANSENS DISEASE TREATMENT	\$ 40,380	\$ 34,954	\$ 34,954	\$ 34,154	\$ 35,182	\$ 228	0.7%
HERF - PHYS HEALTH SCREENING REFUGEES	1,376,589	1,348,746	1,348,746	1,679,303	1,348,956	210	0.0%
STEX - STD SURV INVT EXAM TRTMNT	1,635,233	1,465,949	1,465,949	1,512,981	1,449,184	(16,765)	-1.1%
TBTE - TB SURV INVT TEST TRTMNT	1,054,839	943,225	943,225	966,128	944,352	1,127	0.1%
86ID - INFECTIOUS DISEASE CONTROL	\$ 4,107,041	\$ 3,792,874	\$ 3,792,874	\$ 4,192,566	\$ 3,777,674	\$ (15,200)	-0.4%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	\$ 119,126	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
CHIM - CHILDHOOD IMMUNIZATIONS	3,205,724	3,107,497	3,101,889	3,373,847	3,008,466	(93,423)	-3.0%
86IS - CHILDHOOD IMMUNIZATIONS	\$ 3,324,850	\$ 3,107,497	\$ 3,101,889	\$ 3,373,847	\$ 3,008,466	\$ (93,423)	-3.0%
OPIP - PERFORMANCE IMPROVEMENT	\$ 169,627	\$ 62,079	\$ 291,163	\$ 398,759	\$ 239,268	\$ (51,895)	-17.8%
86PI - PERFORMANCE IMPROVEMENT	\$ 169,627	\$ 62,079	\$ 291,163	\$ 398,759	\$ 239,268	\$ (51,895)	-17.8%
DTIS - RYAN WHITE DENTAL INSURANCE	\$ 1,371,097	\$ 1,358,437	\$ 1,358,437	\$ 1,251,081	\$ 1,241,859	\$ (116,578)	-8.6%
86RW - RYAN WHITE PART A SERVICES	\$ 1,371,097	\$ 1,358,437	\$ 1,358,437	\$ 1,251,081	\$ 1,241,859	\$ (116,578)	-8.6%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	\$ 788,289	\$ 781,051	\$ 781,051	\$ 781,186	\$ 781,185	\$ 134	0.0%
TUPV - TOBACCO USE PREVENTION	2,606,474	2,598,201	2,598,201	2,824,004	2,830,830	232,629	9.0%
TUTR - TOB USE PREV TRNG DENTAL PROS	(10,890)	76,868	76,868	76,351	76,226	(642)	-0.8%
86TP - TOBACCO USE PREVENTION	\$ 3,383,873	\$ 3,456,120	\$ 3,456,120	\$ 3,681,541	\$ 3,688,241	\$ 232,121	6.7%
BDCT - BIRTH AND DEATH CERTIFICATES	\$ 3,909,683	\$ 4,700,000	\$ 4,700,000	\$ 4,490,234	\$ 4,700,000	\$ -	0.0%
86VR - VITAL REGISTRATION	\$ 3,909,683	\$ 4,700,000	\$ 4,700,000	\$ 4,490,234	\$ 4,700,000	\$ -	0.0%
POOL - POOLED COSTS	\$ 4,566,445	\$ 5,175,073	\$ 5,045,932	\$ 5,674,342	\$ 5,372,564	\$ 326,632	6.5%
99AS - INDIRECT SUPPORT	\$ 4,566,445	\$ 5,175,073	\$ 5,045,932	\$ 5,674,342	\$ 5,372,564	\$ 326,632	6.5%
GGOV - GENERAL GOVERNMENT	\$ (837,342)	\$ 30,000	\$ 30,000	\$ 28,115	\$ 30,000	\$ -	0.0%
99GV - GENERAL OVERHEAD	\$ (837,342)	\$ 30,000	\$ 30,000	\$ 28,115	\$ 30,000	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 46,256,649</b>	<b>\$ 50,759,524</b>	<b>\$ 50,759,524</b>	<b>\$ 54,382,198</b>	<b>\$ 49,522,794</b>	<b>\$ (1,236,730)</b>	<b>-2.4%</b>

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY USES	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
BHCC - BEHAV HEALTH CARE CONTINUITY	\$ -	\$ 89,529	\$ 116,939	\$ 81,571	\$ 87,858	\$ 29,081	24.9%
86BH - BEHAV HEALTH CARE CONTINUITY	\$ -	\$ 89,529	\$ 116,939	\$ 81,571	\$ 87,858	\$ 29,081	24.9%
MDRC - MEDICAL RECORDS	\$ 209,881	\$ 247,718	\$ 242,274	\$ 225,926	\$ 221,464	\$ 20,810	8.6%
PHLB - PUBLIC HEALTH LABORATORY	602,760	583,972	667,983	678,153	885,809	(217,826)	-32.6%
PHPM - PUBLIC HEALTH PHARMACY	384,352	398,430	400,511	520,182	387,068	13,443	3.4%
86CS - CLINIC SUPPORT SERVICES	\$ 1,196,993	\$ 1,230,120	\$ 1,310,768	\$ 1,424,261	\$ 1,494,341	\$ (183,573)	-14.0%
EPIR - EPIDEMIOLOGICAL REPORTING	\$ 1,405,896	\$ 1,706,289	\$ 1,763,268	\$ 1,747,007	\$ 3,786,316	\$ (2,023,048)	-114.7%
SCII - SINGLE CASE INV INTERVENTIONS	1,922,096	2,086,982	2,078,849	2,077,476	-	2,078,849	100.0%
86EG - EPI AND GEN DISEASE SURVEILL	\$ 3,327,992	\$ 3,793,271	\$ 3,842,117	\$ 3,824,483	\$ 3,786,316	\$ 55,801	1.5%
EMRT - PUB HLTH PREPAREDNESS RESPONSE	\$ 1,720,202	\$ 1,631,823	\$ 1,868,668	\$ 2,336,373	\$ 1,645,555	\$ 223,113	11.9%
86EM - PUB HLTH PREPAREDNESS RESPONSE	\$ 1,720,202	\$ 1,631,823	\$ 1,868,668	\$ 2,336,373	\$ 1,645,555	\$ 223,113	11.9%
CCHC - CHILD CARE HLTH CONSULTATIONS	\$ 1,015,347	\$ 1,070,522	\$ 997,569	\$ 1,121,714	\$ 1,073,816	\$ (76,247)	-7.6%
DTSL - DENTAL SEALANTS	1,394,384	1,598,683	2,019,078	2,310,516	2,302,977	(283,899)	-14.1%
FHPT - COMMUNITY EMPOWERMENT	897,803	1,272,513	1,199,305	1,086,311	1,230,099	(30,794)	-2.6%
HEED - HEALTHY START	1,388,565	1,791,823	1,816,419	2,255,204	1,717,466	98,953	5.4%
LHZR - LEAD HAZARD REDUCTION	110,003	99,743	98,615	102,918	97,764	851	0.9%
NEWB - NEWBORN INTENSIVE CARE	282,605	442,841	431,794	402,591	402,609	29,185	6.8%
NFAM - NURSE-FAMILY PARTNERSHIPS	2,279,511	2,995,215	2,655,176	2,505,571	2,223,000	432,176	16.3%
TNPP - TEEN PREGNANCY PREVENTION	1,005,696	1,001,680	1,005,182	1,080,804	870,065	135,117	13.4%
86FH - FAMILY HEALTH	\$ 8,373,914	\$ 10,273,020	\$ 10,223,138	\$ 10,865,629	\$ 9,917,796	\$ 305,342	3.0%
HCHL - HEALTHCARE FOR THE HOMELESS	\$ 2,721,824	\$ 2,851,801	\$ 2,887,173	\$ 3,073,309	\$ 2,906,535	\$ (19,362)	-0.7%
86HI - HEALTHCARE FOR HOMELESS	\$ 2,721,824	\$ 2,851,801	\$ 2,887,173	\$ 3,073,309	\$ 2,906,535	\$ (19,362)	-0.7%
CCSS - CHILD PASSENGER SAFETY	\$ 1,032,506	\$ 1,063,659	\$ 315,098	\$ 299,381	\$ -	\$ 315,098	100.0%
PHPD - PUBLIC HEALTH POLICY DEVELOP	1,528,542	1,590,506	1,534,062	1,690,527	1,477,177	56,885	3.7%
SCNT - NUTRITION PHYSICAL ACTIVITY	2,787,560	3,286,267	3,434,465	3,580,263	2,496,036	938,429	27.3%
WICC - WOMEN INFANTS AND CHILDREN	9,578,527	9,573,223	9,391,615	9,838,689	9,507,531	(115,916)	-1.2%
86HL - PROMOTING HEALTHY LIFESTYLES	\$ 14,927,135	\$ 15,513,655	\$ 14,675,240	\$ 15,408,860	\$ 13,480,744	\$ 1,194,496	8.1%
HANS - HANSENS DISEASE TREATMENT	\$ 25,267	\$ 34,954	\$ 34,954	\$ 34,154	\$ 35,182	\$ (228)	-0.7%
HERF - PHYS HEALTH SCREENING REFUGEES	1,656,007	1,475,054	1,462,994	1,719,640	1,458,724	4,270	0.3%
STEX - STD SURV INVT EXAM TRT MINT	3,359,974	3,479,287	3,477,874	3,420,424	3,454,751	23,123	0.7%
TBTE - TB SURV INVT TEST TRT MINT	2,888,967	2,728,957	2,696,636	2,767,221	2,660,067	36,569	1.4%
86ID - INFECTIOUS DISEASE CONTROL	\$ 7,930,215	\$ 7,718,252	\$ 7,672,458	\$ 7,941,439	\$ 7,608,724	\$ 63,734	0.8%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	\$ 163,071	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
CHIM - CHILDHOOD IMMUNIZATIONS	3,390,763	4,123,253	4,095,798	4,096,544	3,958,654	137,144	3.3%
86IS - CHILDHOOD IMMUNIZATIONS	\$ 3,553,834	\$ 4,123,253	\$ 4,095,798	\$ 4,096,544	\$ 3,958,654	\$ 137,144	3.3%
OPIP - PERFORMANCE IMPROVEMENT	\$ 309,328	\$ 162,847	\$ 425,557	\$ 520,388	\$ 413,450	\$ 12,107	2.8%
86PI - PERFORMANCE IMPROVEMENT	\$ 309,328	\$ 162,847	\$ 425,557	\$ 520,388	\$ 413,450	\$ 12,107	2.8%
DTIS - RYAN WHITE DENTAL INSURANCE	\$ 1,556,667	\$ 1,359,565	\$ 1,358,437	\$ 1,251,081	\$ 1,241,859	\$ 116,578	8.6%
86RW - RYAN WHITE PART A SERVICES	\$ 1,556,667	\$ 1,359,565	\$ 1,358,437	\$ 1,251,081	\$ 1,241,859	\$ 116,578	8.6%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	\$ 747,570	\$ 793,459	\$ 781,051	\$ 781,186	\$ 781,185	\$ (134)	0.0%
TUPV - TOBACCO USE PREVENTION	2,475,126	2,620,761	2,598,201	2,824,004	2,830,830	(232,629)	-9.0%
TUTR - TOB USE PREV TRNG DENTAL PROS	78,180	77,996	76,868	76,351	76,226	642	0.8%
86TP - TOBACCO USE PREVENTION	\$ 3,300,876	\$ 3,492,216	\$ 3,456,120	\$ 3,681,541	\$ 3,688,241	\$ (232,121)	-6.7%
BDCT - BIRTH AND DEATH CERTIFICATES	\$ 3,911,804	\$ 4,756,400	\$ 5,351,162	\$ 4,408,235	\$ 5,123,100	\$ 228,062	4.3%
86VR - VITAL REGISTRATION	\$ 3,911,804	\$ 4,756,400	\$ 5,351,162	\$ 4,408,235	\$ 5,123,100	\$ 228,062	4.3%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 92,083	\$ 99,467	\$ 91,116	\$ 65,641	\$ 74,003	\$ 17,113	18.8%
FACI - FACILITIES MANAGEMENT	69,398	66,104	66,104	101,357	123,575	(57,471)	-86.9%
HRAC - HUMAN RESOURCES	72,196	69,677	77,045	72,560	65,592	11,453	14.9%
ODIR - EXECUTIVE MANAGEMENT	29,668	32,533	31,805	29,419	32,913	(1,108)	-3.5%
POOL - POOLED COSTS	2,729,584	2,487,836	2,930,596	3,495,279	3,119,899	(189,303)	-6.5%
PROC - PROCUREMENT	59,065	70,231	48,730	20,385	75,251	(26,521)	-54.4%
SPPT - OPERATIONS SUPPORT	89,629	102,929	114,879	90,769	186,802	(71,923)	-62.6%
99AS - INDIRECT SUPPORT	\$ 3,141,623	\$ 2,928,777	\$ 3,360,275	\$ 3,875,410	\$ 3,678,035	\$ (317,760)	-9.5%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 1,856,340	\$ 2,111,477	\$ 2,111,477	\$ 2,110,196	\$ 2,247,998	\$ (136,521)	-6.5%
GGOV - GENERAL GOVERNMENT	2,158	30,000	30,000	15,621	30,000	-	0.0%
INFR - INFRASTRUCTURE	93,532	105,144	105,144	176,931	156,738	(51,594)	-49.1%
MPOS - ELECTED OR STATUTORY OFFICIALS	258,404	261,229	261,229	256,791	264,855	(3,626)	-1.4%
RISK - RISK PREMIUMS	62,174	44,435	44,435	44,521	45,267	(832)	-1.9%
99GV - GENERAL OVERHEAD	\$ 2,272,608	\$ 2,552,285	\$ 2,552,285	\$ 2,604,060	\$ 2,744,858	\$ (192,573)	-7.5%
TSPT - TECHNOLOGY SUPPORT	\$ 92,976	\$ 126,891	\$ 122,780	\$ 109,094	\$ 136,165	\$ (13,385)	-10.9%
99IT - INFORMATION TECHNOLOGY	\$ 92,976	\$ 126,891	\$ 122,780	\$ 109,094	\$ 136,165	\$ (13,385)	-10.9%
<b>TOTAL PROGRAMS</b>	<b>\$ 58,337,991</b>	<b>\$ 62,603,705</b>	<b>\$ 63,318,915</b>	<b>\$ 65,502,278</b>	<b>\$ 61,912,231</b>	<b>\$ 1,406,684</b>	<b>2.2%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 39,613,566	\$ 43,671,225	\$ 43,671,225	\$ 47,192,340	\$ 42,481,495	\$ (1,189,730)	-2.7%
<b>SUBTOTAL</b>	\$ 39,613,566	\$ 43,671,225	\$ 43,671,225	\$ 47,192,340	\$ 42,481,495	\$ (1,189,730)	-2.7%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 4,047,085	\$ 4,887,492	\$ 4,887,492	\$ 4,826,783	\$ 4,887,492	\$ -	0.0%
0638 - PATIENT SERVICES REVENUE	2,527,589	1,990,807	1,990,807	2,297,812	2,090,807	100,000	5.0%
<b>SUBTOTAL</b>	\$ 6,574,674	\$ 6,878,299	\$ 6,878,299	\$ 7,124,595	\$ 6,978,299	\$ 100,000	1.5%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 31,207	\$ 30,000	\$ 30,000	\$ 28,115	\$ 30,000	\$ -	0.0%
0650 - MISCELLANEOUS REVENUE	5,500	150,000	150,000	-	3,000	(147,000)	-98.0%
<b>SUBTOTAL</b>	\$ 36,707	\$ 180,000	\$ 180,000	\$ 28,115	\$ 33,000	\$ (147,000)	-81.7%
<b>ALL REVENUES</b>	\$ 46,224,947	\$ 50,729,524	\$ 50,729,524	\$ 54,345,050	\$ 49,492,794	\$ (1,236,730)	-2.4%
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 31,702	\$ 30,000	\$ 30,000	\$ 37,148	\$ 30,000	\$ -	0.0%
<b>ALL OTHER FINANCING SOURCES</b>	\$ 31,702	\$ 30,000	\$ 30,000	\$ 37,148	\$ 30,000	\$ -	0.0%
<b>TOTAL SOURCES</b>	\$ 46,256,649	\$ 50,759,524	\$ 50,759,524	\$ 54,382,198	\$ 49,522,794	\$ (1,236,730)	-2.4%
CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 26,691,998	\$ 30,223,142	\$ 29,882,044	\$ 28,421,509	\$ 25,299,202	\$ 4,582,842	15.3%
0705 - TEMPORARY PAY	529,429	573,046	580,176	788,141	910,993	(330,817)	-57.0%
0710 - OVERTIME	189,305	71,340	71,340	117,216	83,760	(12,420)	-17.4%
0750 - FRINGE BENEFITS	10,404,177	12,482,041	12,234,938	11,506,639	11,461,278	773,660	6.3%
0790 - OTHER PERSONNEL SERVICES	23,525	26,806	31,803	28,529	4,262,457	(4,230,654)	-13302.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(8,177,614)	(8,207,916)	(8,165,098)	(8,545,187)	(7,808,438)	(356,660)	-4.4%
0796 - PERSONNEL SERVICES ALLOC-IN	8,767,830	8,937,257	8,940,710	9,215,948	8,563,054	377,656	4.2%
<b>SUBTOTAL</b>	\$ 38,428,650	\$ 44,105,716	\$ 43,575,913	\$ 41,532,795	\$ 42,772,306	\$ 803,607	1.8%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 2,238,391	\$ 1,354,332	\$ 1,424,348	\$ 2,029,248	\$ 1,158,942	\$ 265,406	18.6%
0802 - MEDICAL SUPPLIES	2,472,987	2,438,461	2,365,055	2,824,883	2,639,243	(274,188)	-11.6%
0803 - FUEL	15,300	31,341	31,341	20,264	36,176	(4,835)	-15.4%
0804 - NON-CAPITAL EQUIPMENT	291,271	122,900	229,829	268,604	182,978	46,851	20.4%
0805 - SUPPLIES-ALLOCATION OUT	(1,948,034)	(1,869,956)	(1,869,956)	(1,978,049)	(1,934,907)	64,951	3.5%
0806 - SUPPLIES-ALLOCATION IN	1,887,607	1,879,036	1,879,036	1,866,347	1,946,183	(67,147)	-3.6%
<b>SUBTOTAL</b>	\$ 4,957,522	\$ 3,956,114	\$ 4,059,653	\$ 5,031,297	\$ 4,028,615	\$ 31,038	0.8%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 1,635	\$ 100	\$ 100	\$ 44	\$ -	\$ 100	100.0%
0811 - HEALTH CARE SERVICES	1,713,948	1,711,024	1,802,615	2,509,350	2,790,776	(988,161)	-54.8%
0812 - OTHER SERVICES	6,343,695	6,023,553	6,920,600	9,156,920	5,051,897	1,868,703	27.0%
0820 - RENT & OPERATING LEASES	2,154,110	2,044,501	2,031,639	2,342,560	1,994,656	36,983	1.8%
0825 - REPAIRS AND MAINTENANCE	527,764	387,751	387,751	399,661	388,074	(323)	-0.1%
0830 - INTERGOVERNMENTAL PAYMENTS	695	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	2,939,345	3,099,556	3,209,556	3,151,444	3,655,974	(446,418)	-13.9%
0841 - TRAVEL	470,060	437,674	442,781	522,980	443,345	(564)	-0.1%
0842 - EDUCATION AND TRAINING	234,914	286,327	292,827	345,302	241,091	51,736	17.7%
0843 - POSTAGE/FREIGHT/SHIPPING	80,866	76,350	76,350	65,185	79,800	(3,450)	-4.5%
0845 - SUPPORT AND CARE OF PERSONS	-	10,000	10,000	4,169	-	10,000	100.0%
0850 - UTILITIES	328,726	328,010	319,102	297,206	331,258	(12,156)	-3.8%
0872 - SERVICES-ALLOCATION OUT	(1,322,217)	(1,296,028)	(1,296,028)	(1,315,696)	(1,560,808)	264,780	20.4%
0873 - SERVICES-ALLOCATION IN	1,345,804	1,373,572	1,373,572	1,341,003	1,633,763	(260,191)	-18.9%
<b>SUBTOTAL</b>	\$ 14,819,345	\$ 14,482,390	\$ 15,570,865	\$ 18,820,128	\$ 15,049,826	\$ 521,039	3.3%
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ -	\$ -	\$ -	\$ 9,500	\$ -	\$ -	N/A
0920 - CAPITAL EQUIPMENT	44,636	10,000	15,999	22,560	11,999	4,000	25.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	47,136	19,485	66,485	48,850	19,485	47,000	70.7%
0956 - CAPITAL-ALLOCATION IN	9,000	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	\$ 100,772	\$ 29,485	\$ 82,484	\$ 80,910	\$ 31,484	\$ 51,000	61.8%
<b>ALL EXPENDITURES</b>	\$ 58,306,289	\$ 62,573,705	\$ 63,288,915	\$ 65,465,130	\$ 61,882,231	\$ 1,406,684	2.2%
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 31,702	\$ 30,000	\$ 30,000	\$ 37,148	\$ 30,000	\$ -	0.0%
<b>ALL OTHER FINANCING USES</b>	\$ 31,702	\$ 30,000	\$ 30,000	\$ 37,148	\$ 30,000	\$ -	0.0%
<b>TOTAL USES</b>	\$ 58,337,991	\$ 62,603,705	\$ 63,318,915	\$ 65,502,278	\$ 61,912,231	\$ 1,406,684	2.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED	
						VAR	%
532 PUBLIC HEALTH GRANTS							
OPERATING	\$ 40,032,007	\$ 44,121,225	\$ 44,121,225	\$ 47,567,141	\$ 42,884,495	\$ (1,236,730)	-2.8%
<b>FUND TOTAL SOURCES</b>	\$ 40,032,007	\$ 44,121,225	\$ 44,121,225	\$ 47,567,141	\$ 42,884,495	\$ (1,236,730)	-2.8%
265 PUBLIC HEALTH FEES							
OPERATING	\$ 6,224,642	\$ 6,638,299	\$ 6,638,299	\$ 6,815,057	\$ 6,638,299	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 6,224,642	\$ 6,638,299	\$ 6,638,299	\$ 6,815,057	\$ 6,638,299	\$ -	0.0%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 46,256,649	\$ 50,759,524	\$ 50,759,524	\$ 54,382,198	\$ 49,522,794	\$ (1,236,730)	-2.4%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 46,256,649	\$ 50,759,524	\$ 50,759,524	\$ 54,382,198	\$ 49,522,794	\$ (1,236,730)	-2.4%
FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED	
						VAR	%
100 GENERAL							
OPERATING	\$ 11,253,958	\$ 11,844,181	\$ 11,844,181	\$ 11,603,582	\$ 11,878,845	\$ (34,664)	-0.3%
<b>FUND TOTAL USES</b>	\$ 11,253,958	\$ 11,844,181	\$ 11,844,181	\$ 11,603,582	\$ 11,878,845	\$ (34,664)	-0.3%
532 PUBLIC HEALTH GRANTS							
OPERATING	\$ 41,491,708	\$ 44,121,225	\$ 44,121,225	\$ 47,567,141	\$ 42,884,495	\$ 1,236,730	2.8%
<b>FUND TOTAL USES</b>	\$ 41,491,708	\$ 44,121,225	\$ 44,121,225	\$ 47,567,141	\$ 42,884,495	\$ 1,236,730	2.8%
265 PUBLIC HEALTH FEES							
OPERATING	\$ 5,196,041	\$ 6,638,299	\$ 6,638,299	\$ 6,120,241	\$ 6,638,299	\$ -	0.0%
NON RECURRING NON PROJECT	396,284	-	715,210	211,314	510,592	204,618	28.6%
<b>FUND TOTAL USES</b>	\$ 5,592,325	\$ 6,638,299	\$ 7,353,509	\$ 6,331,555	\$ 7,148,891	\$ 204,618	2.8%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 57,941,707	\$ 62,603,705	\$ 62,603,705	\$ 65,290,964	\$ 61,401,639	\$ 1,202,066	1.9%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 396,284	\$ -	\$ 715,210	\$ 211,314	\$ 510,592	\$ 204,618	28.6%
<b>DEPARTMENT TOTAL USES</b>	\$ 58,337,991	\$ 62,603,705	\$ 63,318,915	\$ 65,502,278	\$ 61,912,231	\$ 1,406,684	2.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
BEHAV HEALTH CARE CONTINUITY							
BEHAV HEALTH CARE CONTINUITY	-	-	2.00	1.00	1.00	(1.00)	(50.0%)
PROGRAM TOTAL	-	-	2.00	1.00	1.00	(1.00)	(50.0%)
CHILDHOOD IMMUNIZATIONS							
ADULT IMMUN FOREIGN TRVL SVCS	2.00	-	.00	-	-	-	N/A
CHILDHOOD IMMUNIZATIONS	29.00	30.00	31.00	31.00	31.00	-	0.0%
IMMUNIZATION EDUCATION	1.00	1.00	.00	-	-	-	N/A
PROGRAM TOTAL	32.00	31.00	31.00	31.00	31.00	-	0.0%
CLINIC SUPPORT SERVICES							
MEDICAL RECORDS	5.00	5.00	5.00	5.00	5.00	-	0.0%
PUBLIC HEALTH LABORATORY	7.25	7.25	7.25	7.25	7.25	-	0.0%
PUBLIC HEALTH PHARMACY	4.50	4.50	4.50	4.50	4.50	-	0.0%
PROGRAM TOTAL	16.75	16.75	16.75	16.75	16.75	-	0.0%
EPI AND GEN DISEASE SURVEILL							
COMM HEALTH ASSESSMENT CENTER	-	1.00	.00	-	-	-	N/A
EPIDEMIOLOGICAL REPORTING	8.50	13.50	15.50	15.50	40.00	24.50	158.1%
SINGLE CASE INV INTERVENTIONS	16.50	23.50	23.50	23.50	-	(23.50)	(100.0%)
PROGRAM TOTAL	25.00	38.00	39.00	39.00	40.00	1.00	2.6%
FAMILY HEALTH							
CHILD CARE HLTH CONSULTATIONS	10.00	10.50	9.80	9.80	9.80	-	0.0%
COMMUNITY EMPOWERMENT	10.00	12.00	11.00	11.00	12.00	1.00	9.1%
DENTAL SEALANTS	10.35	10.00	10.00	10.00	10.00	-	0.0%
HEALTHY START	17.00	20.50	21.50	21.50	21.50	-	0.0%
LEAD HAZARD REDUCTION	1.00	1.00	1.00	1.00	1.00	-	0.0%
NEWBORN INTENSIVE CARE	4.40	4.40	4.00	4.00	4.00	-	0.0%
NURSE-FAMILY PARTNERSHIPS	16.00	19.50	15.50	15.50	15.50	-	0.0%
TEEN PREGNANCY PREVENTION	9.25	10.00	9.00	9.00	9.00	-	0.0%
PROGRAM TOTAL	78.00	87.90	81.80	81.80	82.80	1.00	1.2%
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
HEALTHCARE FOR HOMELESS							
HEALTHCARE FOR THE HOMELESS	28.10	26.10	28.00	29.00	28.00	-	0.0%
PROGRAM TOTAL	28.10	26.10	28.00	29.00	28.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	6.00	6.00	5.00	5.00	5.00	-	0.0%
EXECUTIVE MANAGEMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
FACILITIES MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	6.00	6.00	6.00	6.00	6.00	-	0.0%
OPERATIONS SUPPORT	4.00	7.00	7.00	7.00	7.00	-	0.0%
PROCUREMENT	6.00	6.00	6.00	5.00	6.00	-	0.0%
PROGRAM TOTAL	25.00	28.00	27.00	26.00	27.00	-	0.0%
INFECTIOUS DISEASE CONTROL							
PHYS HEALTH SCREENING REFUGEES	11.50	11.50	10.50	10.50	10.50	-	0.0%
STD CASE SURV INVESTIGATION	22.75	22.75	.00	-	-	-	N/A
STD SURV INVT EXAM TRTMNT	24.25	23.25	45.00	45.00	45.00	-	0.0%
TB SURV INVT TEST TRTMNT	22.50	22.50	30.00	29.00	29.00	(1.00)	(3.3%)
TB SURVEILLANCE AMD INVEST	7.50	7.50	.00	-	-	-	N/A
PROGRAM TOTAL	88.50	87.50	85.50	84.50	84.50	(1.00)	(1.2%)
PERFORMANCE IMPROVEMENT							
PERFORMANCE IMPROVEMENT	4.00	4.00	5.00	6.00	5.00	-	0.0%
PROGRAM TOTAL	4.00	4.00	5.00	6.00	5.00	-	0.0%
PROMOTING HEALTHY LIFESTYLES							
CHILD PASSENGER SAFETY	15.00	14.00	5.00	5.00	-	(5.00)	(100.0%)
DIETETIC INTERNSHIP	1.00	1.00	.00	-	-	-	N/A
NUTRITION PHYSICAL ACTIVITY	19.75	22.75	25.75	25.75	24.25	(1.50)	(5.8%)
PUBLIC HEALTH POLICY DEVELOP	15.00	15.00	16.00	16.00	17.00	1.00	6.3%
WOMEN INFANTS AND CHILDREN	169.30	160.50	158.50	159.50	159.50	1.00	0.6%
PROGRAM TOTAL	220.05	213.25	205.25	206.25	200.75	(4.50)	(2.2%)
PUB HLTH PREPAREDNESS RESPONSE							
PUB HLTH PREPAREDNESS RESPONSE	27.00	15.50	19.50	19.50	16.50	(3.00)	(15.4%)
PROGRAM TOTAL	27.00	15.50	19.50	19.50	16.50	(3.00)	(15.4%)
RYAN WHITE PART A SERVICES							
RYAN WHITE DENTAL INSURANCE	2.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	2.00	1.00	1.00	1.00	1.00	-	0.0%

Staffing by Program and Activity (continued)

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
TOBACCO USE PREVENTION							
SMOKE FREE ARIZONA INSPECTIONS	10.00	11.00	11.00	11.00	11.00	-	0.0%
TOB USE PREV TRNG DENTAL PROS	.65	1.00	1.00	1.00	1.00	-	0.0%
TOBACCO USE PREVENTION	19.00	20.00	21.00	23.00	22.00	1.00	4.8%
PROGRAM TOTAL	29.65	32.00	33.00	35.00	34.00	1.00	3.0%
VITAL REGISTRATION							
BIRTH AND DEATH CERTIFICATES	48.00	51.00	53.00	53.00	53.00	-	0.0%
PROGRAM TOTAL	48.00	51.00	53.00	53.00	53.00	-	0.0%
DEPARTMENT TOTAL	625.05	633.00	628.80	630.80	622.30	(6.50)	(1.0%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	8.00	10.00	11.00	10.00	10.00	(1.00)	(9.1%)
Accounting Specialist	6.50	6.00	6.00	6.00	6.00	-	0.0%
Admin/Operations Specialist	13.00	13.00	18.00	17.00	14.00	(4.00)	(22.2%)
Administrative Assistant	-	-	-	-	1.00	1.00	N/A
Administrative Manager	2.00	2.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	11.00	10.00	4.00	4.00	3.00	(1.00)	(25.0%)
Administrative Supervisor	23.00	17.00	20.00	20.00	21.00	1.00	5.0%
Communicatn Ofcr/Govt Liaison	3.00	4.00	4.00	4.00	4.00	-	0.0%
Communicatn Officer Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Counselor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dental Hygienist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Facilities Planner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dietetic Technician	-	-	21.00	19.00	19.00	(2.00)	(9.5%)
Dietitian	37.35	34.35	34.25	36.25	34.25	-	0.0%
Dietitian Lead	-	-	2.00	2.00	2.00	-	0.0%
Dietitian Principal	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dietitian Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Director - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Emergency Services Planner	4.00	3.00	4.00	4.00	4.00	-	0.0%
Epidemiologist	15.00	14.00	16.00	16.00	15.00	(1.00)	(6.3%)
Epidemiologist Principal	1.00	1.00	1.00	1.00	1.00	-	0.0%
Epidemiologist Senior	1.00	5.00	6.00	6.00	6.00	-	0.0%
Epidemiology Analyst	3.00	4.00	4.00	4.00	4.00	-	0.0%
Epidemiology Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Epidemiology Supervisor	3.00	2.00	2.00	2.00	2.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Grant/Contract Admin Supervisor	1.00	1.00	-	-	-	-	N/A
Grant-Contract Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Health Educator	47.75	46.00	41.00	42.00	40.00	(1.00)	(2.4%)
Health Educator Supervisor	10.00	12.00	10.00	10.00	9.00	(1.00)	(10.0%)
Health Services Aide	106.80	104.00	80.00	83.00	83.00	3.00	3.8%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Manager - Large	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Infection Control Specialist	31.00	28.00	19.00	25.00	26.00	7.00	36.8%
Infection Control Supervisor	-	6.00	4.00	4.00	4.00	-	0.0%
Intern	-	-	4.00	4.00	4.00	-	0.0%
Laboratory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Technologist	6.25	6.25	6.25	6.25	6.25	-	0.0%
Licensed Practical Nurse	13.00	11.00	11.00	11.00	11.00	-	0.0%
Management Analyst	11.00	13.00	18.00	17.00	17.00	(1.00)	(5.6%)
Management Assistant	-	-	-	-	1.00	1.00	N/A
Media Specialist	3.00	2.00	1.00	2.00	2.00	1.00	100.0%
Medical Assistant	8.00	10.00	17.00	11.00	11.00	(6.00)	(35.3%)
Medical Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Medical Records Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nurse - Public Health	50.80	52.30	49.20	49.20	49.20	-	0.0%
Nurse Practitioner	9.00	-	-	-	-	-	N/A
Nurse Practitioner - Public Health	-	5.00	4.00	4.00	4.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Nursing Administrator	2.00	-	-	-	-	-	N/A
Nursing Manager	11.00	2.00	2.00	2.00	2.00	-	0.0%
Nursing Supervisor - Public Health	-	11.00	10.00	10.00	10.00	-	0.0%
Office Assistant	33.60	28.60	21.60	20.60	20.60	(1.00)	(4.6%)
Office Assistant Specialized	55.00	55.00	24.00	26.00	24.00	-	0.0%
Operations/Program Manager	1.00	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Supervisor	15.00	14.00	15.00	15.00	14.00	(1.00)	(6.7%)
Pharmacist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Pharmacy Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Physician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Physician Assistant - Public Health	-	5.50	5.50	5.50	5.50	-	0.0%
Procurement Officer – County	-	-	1.00	-	1.00	-	0.0%
Procurement Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	15.00	22.00	22.00	21.00	21.50	(.50)	(2.3%)
Public Health OPR Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Public Health Policy Consultnt	1.00	1.00	-	-	-	-	N/A
Public Health Program Admin	3.00	4.00	4.00	4.00	4.00	-	0.0%
Radiologic Technologist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Social Worker	12.00	12.00	11.00	11.00	10.00	(1.00)	(9.1%)
Social Worker Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	2.00	3.00	3.00	4.00	4.00	1.00	33.3%
Trades Generalist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	5.00	5.00	5.00	5.00	5.00	-	0.0%
Training Officer	2.00	2.00	4.00	4.00	4.00	-	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 Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer	-	-	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>625.05</b>	<b>633.00</b>	<b>628.80</b>	<b>630.80</b>	<b>622.30</b>	<b>(6.50)</b>	<b>(1.0%)</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	137.25	145.25	145.25	143.25	144.25	(1.00)	(0.7%)
265 PUBLIC HEALTH FEES	59.00	60.00	63.00	63.00	63.00	-	0.0%
532 PUBLIC HEALTH GRANTS	428.80	427.75	420.55	424.55	415.05	(5.50)	(1.3%)
<b>Department Total</b>	<b>625.05</b>	<b>633.00</b>	<b>628.80</b>	<b>630.80</b>	<b>622.30</b>	<b>(6.50)</b>	<b>(1.0%)</b>

Significant Variance Analysis

The Department decreased staff by 5.50 FTE due to the loss of Grant Funds. 1.0 FTE was removed from the General Fund in order to fund non personnel programming.

General Adjustments

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Regular Benefits by \$190,813 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$1,150 for the vacancy savings facts applied to the impact of changes in health/dental and Retirement rates.
- Increase Regular Benefits by \$828 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$43 for the impact of the changes in the radio charges.
- Increase Internal Service Charges by \$832 for the impact of the changes in the risk management charges.

- Increase Internal Service Charges by \$51,456 for the impact of the changes in the base level telecommunications charges.
- Increase Medical Supplies by \$263,361 due to increased laboratory costs.
- Decrease Other Services by \$41,480 due to shift in resources to Medical Services.
- Increase Medical Services by \$37,414 due to a shift from Other Services and adjustment based on historical trends.
- Decrease General Supplies by \$23,603 due to an adjustment based on historical trends.
- Decrease Other Personnel Services by \$16,803 due to an adjustment based on historical trends.
- Decrease Support and Care of Persons by \$10,000 due to an adjustment based on historical trends.
- Decrease Other Personnel, Supplies and Services by \$23,027 due to the net change in pay rates and adjustments due to historical trends.
- Increase Personnel Savings by \$512,497 from 2.71% to 7.00%.

**Public Health Fee Fund (265) Operating**

- Increase Regular Benefits by \$82,622 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$4,533 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$250 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$42,648 for the increase in Central Service Cost Allocation charges.
- Increase Internal Service Charges by \$91 for the impact of the changes in radio charges.
- Increase Internal Service Charges by \$489 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$921 for the impact of the changes in baseline telecommunications charges.
- Increase Personnel Savings by \$137,978 from 3.79% to 7.81%.
- Increase Overtime and Overtime Benefits by \$14,236 due to decreased reliance on Temporary Positions.
- Increase Rent and Operating Leases by \$2,450 due to increased space costs.
- Decrease expenditures by \$1,196 due to the net change in other supplies and services.

**Public Health Grant Fund (532) Operating**

- Increase Regular Benefits by \$556,169 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$8,705 for the vacancy savings factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$1,863 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$733 for the impact of the changes in the radio charges.
- Increase Internal Service Charges by 3,881 for the impact of the changes in the risk management charges.
- Increase Internal Service Charges by \$240,427 for the impact of the changes in the baseline telecommunication charges.
- Increase Personnel Savings by \$4,286,268 from 1.67% to 17.53%.

- Increase Internal Service Charges by \$93,873 for the increase in Central Service Cost Allocation charges.
- Decrease revenues by \$1,236,730 and increase expenditures by \$2,161,297 to reflect expected changes in grant awards for FY 2017.

## Programs and Activities

### Behavioral Health Care Continuity Program

The purpose of the Behavioral Health Care Continuity Program is to provide pharmaceutical and other referrals to community members with behavioral health problems who have recently been released from incarceration so they can have timely access to medications and other basic services, and avoid recidivism.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of community members picking up medications who return to incarceration within 60 days	N/A	100.0%	100.0%	N/A	N/A	N/A
Percent of community members not picking up medications who return to incarceration within 60 days	N/A	100.0%	100.0%	N/A	N/A	N/A

Activities that comprise this program include:

- Behavioral Health Care Continuity

### Behavioral Health Care Continuity Activity

The purpose of the Behavioral Health Care Continuity Activity is to provide pharmaceutical and other referrals to community members with behavioral health problems who have recently been released from incarceration so they can have timely access to medications and other basic services, and avoid recidivism.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of community members picking up medications who return to incarceration within 60 days	N/A	100.0%	100.0%	N/A	N/A	N/A
Result	Percent of community members not picking up medications who return to incarceration within 60 days	N/A	100.0%	100.0%	N/A	N/A	N/A
Output	Number of community members with behavioral health problems who have been released from incarceration within the last month and pick up their medications	N/A	8	7	N/A	N/A	N/A
Demand	Number of community members with behavioral health problems who have been released from incarceration within the last month and have medications transferred in to the MCDPH Pharmacy	N/A	1,800	1,650	N/A	N/A	N/A
Expenditure Ratio	Expenditure per individual picking up medications	N/A	\$ 14,617.38	\$ 11,653.00	N/A	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ 116,939	\$ 81,571	\$ 87,858	\$ 29,081	24.9%
	TOTAL USES	\$ -	\$ 116,939	\$ 81,571	\$ 87,858	\$ 29,081	24.9%

**Activity Narrative:** FY 2016 measures for this activity were not useful to the department. It was agreed upon by OMB and the Department that new measures would be developed during the FY 2018 Strategic Business Planning process.

### Clinic Support Services Program

The purpose of the Clinic Support Services Program is to provide professional and cost-effective ancillary health services to healthcare providers and patients so they can better manage patient care and treatment.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of registrations provided with a wait time of 10 minutes or less	N/A	N/A	N/A	85.0%	N/A	N/A
Average savings realized by utilizing the Public Health Lab for all STD lab tests ordered	N/A	N/A	N/A	86.8%	N/A	N/A
Percent of savings realized by utilizing the Public Health Pharmacy for all Tuberculosis program prescriptions	N/A	N/A	N/A	84.1%	N/A	N/A

Activities that comprise this program include:

- Medical Records
- Public Health Pharmacy
- Public Health Laboratory

### Medical Records Activity

The purpose of the Medical Records Activity is to provide registration and records services in a timely manner to individuals seeking care so they can access a public health clinic.

**Mandates:** Mandated. AZ Admin Code R9-10-115 mandates that an administrator for a health care institution not otherwise classified in statute must establish and maintain a record of each inpatient and outpatient that documents the assessment of the patient’s medical services the patient receives. ARS §12-2297 mandates a healthcare provider must retain medical records for a set amount of time depending on whether it is an adult or child that received service. Furthermore, ARS §36-107 mandates the Director of the County Department of Public Health to protect confidential information, such as medical records.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of registrations provided with a wait time of 10 minutes or less	N/A	N/A	N/A	85.0%	N/A	N/A
Output	Number of registrations provided	25,337	26,830	24,494	25,600	(1,230)	-4.6%
Demand	Number of registrations requested	25,337	26,830	24,494	25,600	(1,230)	-4.6%
Expenditure Ratio	Cost per registration provided	\$ 8.28	\$ 9.03	\$ 9.22	\$ 8.65	\$ 0.38	4.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 209,881	\$ 242,274	\$ 225,926	\$ 221,464	\$ 20,810	8.6%
	TOTAL USES	\$ 209,881	\$ 242,274	\$ 225,926	\$ 221,464	\$ 20,810	8.6%

**Activity Narrative:** The percent of registrations provided with a wait time of 10 minutes or less was changed in FY 2017 from a wait time of 15 minutes or less.

### Public Health Pharmacy Activity

The purpose of the Public Health Pharmacy Activity is to provide discounted medications to MCDPH clients so they can reduce their expenses related to treating their health conditions.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of savings realized by utilizing the Public Health Pharmacy for all Tuberculosis program prescriptions	N/A	N/A	N/A	84.1%	N/A	N/A
Output	Number of prescriptions filled for the Tuberculosis program	N/A	N/A	N/A	8,400	N/A	N/A
Demand	Number of prescriptions requested by the Tuberculosis program	N/A	N/A	N/A	8,400	N/A	N/A
Expenditure Ratio	Cost per prescription filled for the Tuberculosis program	N/A	N/A	N/A	\$ 46.08	N/A	N/A
<i>Revenue</i>							
	265 - PUBLIC HEALTH FEES	\$ 39,963	\$ 13,000	\$ 6,039	\$ 13,000	\$ -	0.0%
	TOTAL SOURCES	\$ 39,963	\$ 13,000	\$ 6,039	\$ 13,000	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 360,207	\$ 387,511	\$ 377,763	\$ 374,068	\$ 13,443	3.5%
	265 - PUBLIC HEALTH FEES	24,145	13,000	142,419	13,000	-	0.0%
	TOTAL USES	\$ 384,352	\$ 400,511	\$ 520,182	\$ 387,068	\$ 13,443	3.4%

**Activity Narrative:** New measures were developed during the FY 2017 Strategic Business Plan update and therefore comparison to previous years is unavailable.

### Public Health Laboratory Activity

The purpose of the Public Health Laboratory Activity is to provide specific lab results to select healthcare providers so they can make a definitive diagnosis and treat patient health conditions.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Average savings realized by utilizing the Public Health Lab for all STD lab tests ordered	N/A	N/A	N/A	86.8%	N/A	N/A
Output	Number of STD lab tests completed	N/A	N/A	N/A	103,210	N/A	N/A
Demand	Number of STD lab tests requested	N/A	N/A	N/A	103,210	N/A	N/A
Expenditure Ratio	Cost per STD lab test completed	N/A	N/A	N/A	\$ 8.58	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 602,760	\$ 667,983	\$ 678,153	\$ 885,809	\$ (217,826)	-32.6%
	TOTAL USES	\$ 602,760	\$ 667,983	\$ 678,153	\$ 885,809	\$ (217,826)	-32.6%

**Activity Narrative:** New measures were developed during the FY 2017 Strategic Business Plan update and therefore comparison to previous years is unavailable. Costs are increasing due to increases in the cost of medical supplies.

### Epidemiology and General Disease Surveillance Program

The purpose of the Epidemiology and General Disease Surveillance Program is to provide timely data and reporting to County residents and interested stakeholders so they can halt the spread of disease and increase the overall health of Maricopa County residents.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of disease reports completed within the appropriate time frame	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of required reports provided	96.3%	94.8%	92.6%	93.3%	(1.5%)	-1.6%
Percent of Community Health Assessment measures completed	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of reports triaged within one working day	N/A	N/A	N/A	96.2%	N/A	N/A
Percent of cases requiring investigation completed	N/A	N/A	N/A	21.7%	N/A	N/A
Percent of investigations completed in the required time	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Epidemiological Reporting

**Epidemiological Reporting Activity**

The purpose of the Epidemiological Reporting Activity is to provide data and information to MCDPH programs, interested stakeholders and the general public regarding disease trends in Maricopa County so they can halt the spread of disease in the community.

**Mandates:** ARS §36-186 mandates the powers and duties of the Director of the County Department of Public Health including a requirement that the Public Health submit an annual report of all activities, diseases reported, expenditures of the department, condition of the public health in the county, and recommendations for the protection of the public health to the State, Board of Supervisors, each city in the county, and the local board of health. Additionally, reporting of suspected or confirmed communicable disease is mandated under the Arizona Administrative Code R9-6-202, as an Administrator of a Health Care Institution. ARS §36-186 mandates the powers and duties of the Director of the County Department of Public Health including a requirement that the Public Health submit an annual report of all activities, diseases reported, expenditures of the department, condition of the public health in the county, and recommendations for the protection of the public health to the State, Board of Supervisors, each city in the county, and the local board of health. Additionally, reporting of suspected or confirmed communicable disease is mandated under the Arizona Administrative Code R9-6-202, as an Administrator of a Health Care Institution.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of disease reports completed within the appropriate time frame	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of required reports provided	96.3%	94.8%	92.6%	93.3%	(1.5%)	-1.6%
Result	Percent of Community Health Assessment measures completed	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of reports triaged within one working day	N/A	N/A	N/A	96.2%	N/A	N/A
Result	Percent of cases requiring investigation completed	N/A	N/A	N/A	21.7%	N/A	N/A
Result	Percent of investigations completed in the required time	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of reports provided	1,736	1,629	1,767	1,667	38	2.3%
Output	Number of reports triaged with appropriate intervention per protocol	N/A	N/A	N/A	39,100	N/A	N/A
Demand	Number of reports requested	1,803	1,718	1,932	1,787	69	4.0%
Demand	Number of disease reports received for investigation	47,620	41,000	43,710	39,100	(1,900)	-4.6%
Expenditure Ratio	Cost per report provided	\$ 809.85	\$ 1,082.42	\$ 907.06	\$ 2,271.34	\$ (1,188.91)	-109.8%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 19,076	\$ 356,914	\$ 356,731	\$ 716,174	\$ 359,260	100.7%
	265 - PUBLIC HEALTH FEES	-	200,000	357,034	200,000	-	0.0%
	TOTAL SOURCES	\$ 19,076	\$ 556,914	\$ 713,765	\$ 916,174	\$ 359,260	64.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,078,161	\$ 1,144,307	\$ 1,155,119	\$ 2,782,650	\$ (1,638,343)	-143.2%
	532 - PUBLIC HEALTH GRANTS	327,735	356,914	356,731	716,174	(359,260)	-100.7%
	265 - PUBLIC HEALTH FEES	-	262,047	235,157	287,492	(25,445)	-9.7%
	TOTAL USES	\$ 1,405,896	\$ 1,763,268	\$ 1,747,007	\$ 3,786,316	\$ (2,023,048)	-114.7%

**Activity Narrative:** The increase in costs is due to the Epidemiological Reporting Activity and Single Case Investigations and Interventions Activity being combined.

**Base Adjustments:**

**Public Health Fee Fund (265) Non Recurring**

- Increase Personnel by \$86,175 for a Contract Management Analyst to perform Community Health Assessments.
- Increase Regular Benefits by \$1,311 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$6 for the impact of the changes in retirement contribution rates.

**Family Health Program**

The purpose of the Family Health Program is to provide assessment, education and services to women, children and their families and community organizations so they can be healthy and so that health disparities among women and children may be reduced.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of coalition members who report that there is progress towards implementation of plan goals	85.9%	94.4%	94.4%	94.4%	0.0%	0.0%
Rate of infant mortality in areas served	N/A	N/A	N/A	0.7%	N/A	N/A
Percent of children needing sealants who receive them	60.9%	56.9%	62.3%	57.9%	1.0%	1.8%
Percent of families who have increased knowledge of lead hazards	97.8%	85.5%	82.0%	86.8%	1.3%	1.6%
Percent of families who take at least one new lead hazard reduction action	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of new families contacted within 7 days of referral being received	68.5%	100.0%	92.9%	95.7%	(4.3%)	-4.3%
Percent of children with suspicious developmental screenings referred to early intervention services	81.1%	100.0%	99.4%	99.5%	(0.5%)	-0.5%
Percent of youth who report an increased ability to make healthy decisions as measured by the pre- and post-Youth Development Inventory	83.5%	82.5%	82.4%	85.9%	3.4%	4.2%
Percent of child care providers in case management who make progress toward pathway goals	95.5%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of clients initiating breastfeeding at birth	86.2%	86.4%	85.5%	87.5%	1.1%	1.3%

Activities that comprise this program include:

- Child Care Health Consultations
- Community Empowerment Coalitions
- Dental Sealants
- Newborn Intensive Care
- Lead Hazard Reduction
- Nurse-Family Partnerships
- Teen Pregnancy Prevention
- Healthy Start

**Child Care Health Consultations Activity**

The purpose of the Child Care Health Consultations Activity is to provide nurse consultation services to licensed child care providers so they can promote healthy and safe child care environments for infants and children as evidenced by meeting quality improvement goals.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of child care providers in case management who make progress toward pathway goals	95.5%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of nurse consultation service contacts provided	2,058	1,900	1,945	1,978	78	4.1%
Demand	Number of nurse consultation service contacts requested	2,058	1,900	1,945	1,978	78	4.1%
Expenditure Ratio	Expenditure per nurse consultation service contact provided	\$ 493.37	\$ 525.04	\$ 604.05	\$ 542.88	\$ (17.84)	-3.4%
<b>Revenue</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,271,621	\$ 997,569	\$ 1,121,714	\$ 1,073,816	\$ 76,247	7.6%
	TOTAL SOURCES	\$ 1,271,621	\$ 997,569	\$ 1,121,714	\$ 1,073,816	\$ 76,247	7.6%
<b>Expenditure</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,015,347	\$ 997,569	\$ 1,121,714	\$ 1,073,816	\$ (76,247)	-7.6%
	TOTAL USES	\$ 1,015,347	\$ 997,569	\$ 1,121,714	\$ 1,073,816	\$ (76,247)	-7.6%

### Community Empowerment Coalitions Activity

The purpose of the Community Empowerment Coalitions Activity is to provide technical assistance to local programs so they can expand their capacities to improve maternal/child health outcomes.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of coalition members who report that there is progress towards implementation of plan goals	85.9%	94.4%	94.4%	94.4%	0.0%	0.0%
Output	Number of partnerships developed or retained	58	74	69	56	(18)	-24.3%
Demand	Number of partnerships to be developed or retained	58	74	69	56	(18)	-24.3%
Expenditure Ratio	Cost per partnership developed	\$ 15,479.36	\$ 16,206.82	\$ 15,743.64	\$ 21,966.05	\$ (5,759.23)	-35.5%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 605,406	\$ 510,945	\$ 412,467	\$ 463,674	\$ (47,271)	-9.3%
	TOTAL SOURCES	\$ 605,406	\$ 510,945	\$ 412,467	\$ 463,674	\$ (47,271)	-9.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 646,016	\$ 688,360	\$ 673,844	\$ 766,425	\$ (78,065)	-11.3%
	532 - PUBLIC HEALTH GRANTS	251,787	510,945	412,467	463,674	47,271	9.3%
	TOTAL USES	\$ 897,803	\$ 1,199,305	\$ 1,086,311	\$ 1,230,099	\$ (30,794)	-2.6%

### Dental Sealants Activity

The purpose of the Dental Sealants Activity is to provide dental sealants to eligible children in Maricopa County so they can avoid tooth decay.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of children needing sealants who receive them	60.9%	56.9%	62.3%	57.9%	1.0%	1.8%
Output	Number of eligible children receiving sealants	3,190	3,471	4,016	4,020	549	15.8%
Demand	Number of children eligible to receive sealants	5,238	6,101	6,444	6,492	391	6.4%
Expenditure Ratio	Cost per eligible child receiving sealants	\$ 437.11	\$ 581.70	\$ 575.33	\$ 572.88	\$ 8.82	1.5%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,458,844	\$ 1,931,808	\$ 2,230,372	\$ 2,225,211	\$ 293,403	15.2%
	TOTAL SOURCES	\$ 1,458,844	\$ 1,931,808	\$ 2,230,372	\$ 2,225,211	\$ 293,403	15.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 92,116	\$ 87,270	\$ 80,144	\$ 77,766	\$ 9,504	10.9%
	532 - PUBLIC HEALTH GRANTS	1,302,268	1,931,808	2,230,372	2,225,211	(293,403)	-15.2%
	TOTAL USES	\$ 1,394,384	\$ 2,019,078	\$ 2,310,516	\$ 2,302,977	\$ (283,899)	-14.1%

### Healthy Start Activity

The purpose of the Healthy Start Activity is to provide case management and education to women and their families and community members so they can make healthy choices that reduce infant mortality.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Rate of infant mortality in areas served	N/A	N/A	N/A	0.7%	N/A	N/A
Output	Number of cases managed	N/A	N/A	N/A	756	N/A	N/A
Output	Number of participants in educational sessions	N/A	N/A	N/A	1,248	N/A	N/A
Demand	Number of people referred for case management services	N/A	N/A	N/A	1,068	N/A	N/A
Expenditure Ratio	Cost per participant in educational sessions	N/A	N/A	N/A	\$ 1,376.17	N/A	N/A
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,196,959	\$ 1,816,419	\$ 2,255,204	\$ 1,717,466	\$ (98,953)	-5.4%
	TOTAL SOURCES	\$ 1,196,959	\$ 1,816,419	\$ 2,255,204	\$ 1,717,466	\$ (98,953)	-5.4%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,388,565	\$ 1,816,419	\$ 2,255,204	\$ 1,717,466	\$ 98,953	5.4%
	TOTAL USES	\$ 1,388,565	\$ 1,816,419	\$ 2,255,204	\$ 1,717,466	\$ 98,953	5.4%

**Activity Narrative:** New measures were developed during the FY 2017 Strategic Business Plan update and therefore comparison to previous years is unavailable.

### Lead Hazard Reduction Activity

The purpose of the Lead Hazard Reduction Activity is to provide in-home lead testing and educational services to families residing in City of Phoenix Lead Hazard Control Program (LHCP) homes which test positive for lead so they can reduce or eliminate their children's risk for exposure to lead.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of families who have increased knowledge of lead hazards	97.8%	85.5%	82.0%	86.8%	1.3%	1.6%
Result	Percent of families who take at least one new lead hazard reduction action	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of educational home visits received	46	55	61	53	(2)	-3.6%
Demand	Number of educational home visits requested	46	55	61	53	(2)	-3.6%
Expenditure Ratio	Cost per educational home visit	\$ 2,391.37	\$ 1,793.00	\$ 1,687.18	\$ 1,844.60	\$ (51.60)	-2.9%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 88,463	\$ 98,615	\$ 102,918	\$ 97,764	\$ (851)	-0.9%
	TOTAL SOURCES	\$ 88,463	\$ 98,615	\$ 102,918	\$ 97,764	\$ (851)	-0.9%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 110,003	\$ 98,615	\$ 102,918	\$ 97,764	\$ 851	0.9%
	TOTAL USES	\$ 110,003	\$ 98,615	\$ 102,918	\$ 97,764	\$ 851	0.9%

**Activity Narrative:** Referrals for this activity are generated by the City of Phoenix. This is the final year of the grant funding for this activity; historically, referrals, visits and actions taken decline in the first and final years of a grant.

### Newborn Intensive Care Activity

The purpose of the Newborn Intensive Care Activity is to provide education, developmental screening and early intervention referrals to families of at-risk infants and children so they can be empowered to function at their highest level through timely identification of issues and access to community resources.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of new families contacted within 7 days of referral being received	68.5%	100.0%	92.9%	95.7%	(4.3%)	-4.3%
Result	Percent of children with suspicious developmental screenings referred to early intervention services	81.1%	100.0%	99.4%	99.5%	(0.5%)	-0.5%
Output	Number of home visits provided	1,500	1,750	1,777	1,786	36	2.1%
Demand	Number of home visits requested	1,500	1,750	1,777	1,786	36	2.1%
Expenditure Ratio	Cost per home visit	\$ 188.40	\$ 246.74	\$ 226.56	\$ 225.42	\$ 21.31	8.6%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 360,111	\$ 431,794	\$ 402,591	\$ 402,609	\$ (29,185)	-6.8%
	TOTAL SOURCES	\$ 360,111	\$ 431,794	\$ 402,591	\$ 402,609	\$ (29,185)	-6.8%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 282,605	\$ 431,794	\$ 402,591	\$ 402,609	\$ 29,185	6.8%
	TOTAL USES	\$ 282,605	\$ 431,794	\$ 402,591	\$ 402,609	\$ 29,185	6.8%

### Nurse-Family Partnerships Activity

The purpose of the Nurse-Family Partnerships Activity is to provide nurse home visits to low income, first-time pregnant women in South & Central Phoenix so they can successfully initiate breastfeeding at birth.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of clients initiating breastfeeding at birth	86.2%	86.4%	85.5%	87.5%	1.1%	1.3%
Output	Number of home visits received	4,615	3,500	3,518	3,900	400	11.4%
Demand	Number of home visits requested	4,615	3,500	3,518	3,900	400	11.4%
Expenditure Ratio	Cost per home visit received	\$ 493.94	\$ 758.62	\$ 712.21	\$ 570.00	\$ 188.62	24.9%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 2,085,210	\$ 2,655,176	\$ 2,505,571	\$ 2,223,000	\$ (432,176)	-16.3%
	TOTAL SOURCES	\$ 2,085,210	\$ 2,655,176	\$ 2,505,571	\$ 2,223,000	\$ (432,176)	-16.3%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 2,279,511	\$ 2,655,176	\$ 2,505,571	\$ 2,223,000	\$ 432,176	16.3%
	TOTAL USES	\$ 2,279,511	\$ 2,655,176	\$ 2,505,571	\$ 2,223,000	\$ 432,176	16.3%

**Activity Narrative:** The First Things First Grant has been terminated and this activity is now funded solely by a state pass through grant resulting in reduced revenues and expenditures.

### Teen Pregnancy Prevention Activity

The purpose of the Teen Pregnancy Prevention Activity is to provide education and service learning opportunities to youth so they can improve their ability to make healthy decisions.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of youth who report an increased ability to make healthy decisions as measured by the pre- and post-Youth Development Inventory	83.5%	82.5%	82.4%	85.9%	3.4%	4.2%
Output	Number of youth educated	230	200	182	320	120	60.0%
Demand	Number of youth to be educated	230	200	182	320	120	60.0%
Expenditure Ratio	Cost per youth educated	\$ 4,372.59	\$ 5,025.91	\$ 5,938.48	\$ 2,718.95	\$ 2,306.96	45.9%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,029,316	\$ 1,005,182	\$ 1,080,804	\$ 870,065	\$ (135,117)	-13.4%
	TOTAL SOURCES	\$ 1,029,316	\$ 1,005,182	\$ 1,080,804	\$ 870,065	\$ (135,117)	-13.4%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,005,696	\$ 1,005,182	\$ 1,080,804	\$ 870,065	\$ 135,117	13.4%
	TOTAL USES	\$ 1,005,696	\$ 1,005,182	\$ 1,080,804	\$ 870,065	\$ 135,117	13.4%

**Activity Narrative:** In FY 2017, the number of youth educated is tied to the State TPP Grant which services 320 youth per year. In previous years, the number educated was tied to those served by the federal grant which is decreasing in award amount in FY 2017.

### Healthcare for the Homeless Program

The purpose of the Healthcare for the Homeless Program is to provide integrated medical and behavioral health services, in a holistic manner, to homeless individuals in Maricopa County so they can receive primary care in order to achieve an optimal level of health.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of patients with symptoms of a STD who received treatment for the STD	N/A	N/A	N/A	17.0%	N/A	N/A

Activities that comprise this program include:

- Healthcare for the Homeless

### Healthcare for the Homeless Activity

The purpose of the Healthcare for the Homeless Activity is to provide integrated medical and behavioral health services, in a holistic manner, to homeless individuals in Maricopa County so they can receive primary care in order to achieve an optimal level of health.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of patients with symptoms of a STD who received treatment for the STD	N/A	N/A	N/A	17.0%	N/A	N/A
Output	Number of clinic encounters	N/A	N/A	N/A	11,695	N/A	N/A
Demand	Number of clinic encounters requested	N/A	N/A	N/A	15,372	N/A	N/A
Expenditure Ratio	Cost per clinic encounter	N/A	N/A	N/A	\$ 248.53	N/A	N/A
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 2,819,454	\$ 2,887,173	\$ 3,073,309	\$ 2,906,535	\$ 19,362	0.7%
	TOTAL SOURCES	\$ 2,819,454	\$ 2,887,173	\$ 3,073,309	\$ 2,906,535	\$ 19,362	0.7%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 2,721,824	\$ 2,887,173	\$ 3,073,309	\$ 2,906,535	\$ (19,362)	-0.7%
	TOTAL USES	\$ 2,721,824	\$ 2,887,173	\$ 3,073,309	\$ 2,906,535	\$ (19,362)	-0.7%

**Activity Narrative:** New measures were developed during the FY 2017 Strategic Business Plan update and therefore comparison to previous years is unavailable.

### Childhood Immunizations Program

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.

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of children 0-2 years old receiving full complement of immunizations	52.5%	50.0%	50.0%	50.0%	0.0%	0.0%
Percent of children 2-5 in child care who are up to date with immunizations	N/A	N/A	N/A	90.0%	N/A	N/A
Percent of children >5 in schools who are up to date with immunizations	N/A	N/A	N/A	95.0%	N/A	N/A

Activities that comprise this program include:

- Childhood Immunizations

### Childhood Immunizations Activity

The purpose of the Childhood Immunizations Activity 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 of their clients.

**Mandates:** ARS §36-673-674 mandates that the county health department shall provide the required child immunizations and the documentation of such administered immunizations. AZ Admin Code R9-6-703 requires the county health department to immunize any child for the diseases listed and upon request of the parent or guardian.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of children 0-2 years old receiving full complement of immunizations	52.5%	50.0%	50.0%	50.0%	0.0%	0.0%
Result	Percent of children 2-5 in child care who are up to date with immunizations	N/A	N/A	N/A	90.0%	N/A	N/A
Result	Percent of children >5 in schools who are up to date with immunizations	N/A	N/A	N/A	95.0%	N/A	N/A
Output	Number of immunizations provided	123,400	120,000	120,000	120,400	400	0.3%
Output	Number of individuals educated	N/A	N/A	N/A	2,916	N/A	N/A
Demand	Number of immunizations requested	123,400	120,000	120,000	120,400	400	0.3%
Demand	Number of individuals to be educated	N/A	N/A	N/A	2,916	N/A	N/A
Expenditure Ratio	Cost per immunization provided	\$ 27.48	\$ 34.13	\$ 34.14	\$ 32.88	\$ 1.25	3.7%
<b>Revenue</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,907,086	\$ 1,924,591	\$ 2,010,652	\$ 1,831,165	\$ (93,426)	-4.9%
	265 - PUBLIC HEALTH FEES	1,298,638	1,177,298	1,363,195	1,177,301	3	0.0%
	TOTAL SOURCES	\$ 3,205,724	\$ 3,101,889	\$ 3,373,847	\$ 3,008,466	\$ (93,423)	-3.0%
<b>Expenditure</b>							
	100 - GENERAL	\$ 1,012,204	\$ 993,909	\$ 983,434	\$ 950,188	\$ 43,721	4.4%
	532 - PUBLIC HEALTH GRANTS	1,568,338	1,924,591	2,010,652	1,831,165	93,426	4.9%
	265 - PUBLIC HEALTH FEES	810,221	1,177,298	1,102,458	1,177,301	(3)	-0.0%
	TOTAL USES	\$ 3,390,763	\$ 4,095,798	\$ 4,096,544	\$ 3,958,654	\$ 137,144	3.3%

**Activity Narrative:** New measures were developed during the FY 2017 Strategic Business Plan update and therefore comparison to previous years is unavailable.

### Infectious Disease Control Program

The purpose of the Infectious Disease Control Program is to provide identification, screening, treatment and education to clients with or suspected with identifiable communicable diseases so they can be disease free and avoid spreading them to uninfected individuals.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of people confirmed with Hansen's Disease receiving treatment	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of refugees identified with latent TB infection who were started on treatment	N/A	N/A	N/A	40.1%	N/A	N/A
Percent of contacts identified who received treatment	N/A	N/A	N/A	79.1%	N/A	N/A
Percent of STD tests conducted that did not require that the patient be treated	N/A	N/A	N/A	82.9%	N/A	N/A
Percent of case contacts evaluated for disease within 90 calendar days	N/A	N/A	N/A	69.7%	N/A	N/A
Percent of patients newly diagnosed with latent TB infection who are contacts to an AFB smear-positive case and who complete treatment	N/A	N/A	N/A	59.8%	N/A	N/A

Activities that comprise this program include:

- Hansen's Disease Treatment
- STD Surveillance, Investigation, Examination and Treatment
- Tuberculosis Surveillance, Investigation, Testing and Treatment
- Physical Health Screening for Refugees

### Hansen's Disease Treatment Activity

The purpose of the Hansen's Disease Treatment Activity is to provide treatment to individuals suspected or confirmed with Hansen's Disease so they can be cured and thus avoid spreading the disease in the community.

**Mandates:** Essential service in lieu of mandate. AZ Admin code R9-6-334 states the local health agency must examine all those in contact with a Hansen's disease case for signs and symptoms at six- to twelve month intervals for five years after the last exposure.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of people confirmed with Hansen's Disease receiving treatment	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of people receiving treatment	45	44	62	50	6	13.6%
Demand	Number of people requesting treatment	45	44	62	50	6	13.6%
Expenditure Ratio	Cost per person treated	\$ 561.49	\$ 794.41	\$ 550.87	\$ 703.64	\$ 90.77	11.4%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 40,380	\$ 34,954	\$ 34,154	\$ 35,182	\$ 228	0.7%
	TOTAL SOURCES	\$ 40,380	\$ 34,954	\$ 34,154	\$ 35,182	\$ 228	0.7%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 25,267	\$ 34,954	\$ 34,154	\$ 35,182	\$ (228)	-0.7%
	TOTAL USES	\$ 25,267	\$ 34,954	\$ 34,154	\$ 35,182	\$ (228)	-0.7%

**Activity Narrative:** Globally, the number of Hansen's cases is declining and there are no new reportable cases in Maricopa County. This grant is a five year grant and the department receives a fixed amount of revenue each year. The number of cases in the County has no bearing on revenues received.

### Physical Health Screening for Refugees Activity

The purpose of the Physical Health Screening for Refugees Activity is to provide Tuberculosis screening to newly-arrived refugees so they can be treated for Tuberculosis, thus avoiding spreading the disease.

**Mandates:** Essential service in lieu of mandate. According to the Department of Health and Human Services Office of Refugee Resettlement State Letter # 95-37, Medical Screening Protocol for newly Arrived refugees, a screening must be conducted to follow-up on the overseas medical exam and identify persons with communicable disease of potential public health importance. This is an essential service to prevent the spread of disease as established in AZ Admin Code R9-6 Article 3.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of refugees identified with latent TB infection who were started on treatment	N/A	N/A	N/A	40.1%	N/A	N/A
Output	Number of refugees screened	2,839	2,771	2,697	2,629	(142)	-5.1%
Output	Number of refugees identified with latent TB infection	N/A	N/A	N/A	394	N/A	N/A
Demand	Number of refugees presenting for screening	2,920	2,808	2,808	2,710	(98)	-3.5%
Expenditure Ratio	Cost per refugee screened	\$ 583.31	\$ 527.97	\$ 637.61	\$ 554.86	\$ (26.89)	-5.1%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,133,039	\$ 1,223,746	\$ 1,513,474	\$ 1,223,956	\$ 210	0.0%
	265 - PUBLIC HEALTH FEES	243,550	125,000	165,829	125,000	-	0.0%
	TOTAL SOURCES	\$ 1,376,589	\$ 1,348,746	\$ 1,679,303	\$ 1,348,956	\$ 210	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 110,442	\$ 114,248	\$ 112,026	\$ 109,768	\$ 4,480	3.9%
	532 - PUBLIC HEALTH GRANTS	1,234,343	1,223,746	1,513,474	1,223,956	(210)	-0.0%
	265 - PUBLIC HEALTH FEES	311,222	125,000	94,140	125,000	-	0.0%
	TOTAL USES	\$ 1,656,007	\$ 1,462,994	\$ 1,719,640	\$ 1,458,724	\$ 4,270	0.3%

### STD Surveillance, Investigation, Examinations and Treatment Activity

The purpose of the STD Surveillance, Investigation, Examinations and Treatment Activity is to provide case reviews and follow up, and exams and treatment as needed to individuals who are positive for a STD (including HIV) or who are suspected of having been exposed to a STD so they can be disease free and avoid spreading disease to others.

**Mandates:** AZ Admin code R9-6-1103 mandates what the local health agency must do in regards to each STD case, including treatment, notification of potential contacts, and provide education on the STD to the contacts. AZ Admin Code R9-6-312 requires that the local health agency treat anyone potentially exposed to Chlamydia for the disease. R9-6-330 requires that the local health agency treat anyone potentially exposed to gonorrhea for the disease. R9-6-368 requires that the local health agency treat anyone potentially exposed to syphilis for the disease.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of contacts identified who received treatment	N/A	N/A	N/A	79.1%	N/A	N/A
Result	Percent of STD tests conducted that did not require that the patient be treated	N/A	N/A	N/A	82.9%	N/A	N/A
Output	Number of contacts identified from all positive cases	N/A	N/A	N/A	3,803	N/A	N/A
Output	Number of STD tests conducted	N/A	N/A	N/A	65,827	N/A	N/A
Demand	Number of interviews conducted on positive case reports received	N/A	N/A	N/A	5,803	N/A	N/A
Demand	Number of STD tests requested	N/A	N/A	N/A	65,827	N/A	N/A
Expenditure Ratio	Cost per STD test conducted	N/A	N/A	N/A	\$ 52.48	N/A	N/A
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,287,540	\$ 1,165,949	\$ 1,196,258	\$ 1,149,184	\$ (16,765)	-1.4%
	265 - PUBLIC HEALTH FEES	347,693	300,000	316,723	300,000	-	0.0%
	TOTAL SOURCES	\$ 1,635,233	\$ 1,465,949	\$ 1,512,981	\$ 1,449,184	\$ (16,765)	-1.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,832,952	\$ 2,009,892	\$ 1,918,698	\$ 2,005,567	\$ 4,325	0.2%
	532 - PUBLIC HEALTH GRANTS	1,203,221	1,165,949	1,196,258	1,149,184	16,765	1.4%
	265 - PUBLIC HEALTH FEES	323,801	302,033	305,468	300,000	2,033	0.7%
	TOTAL USES	\$ 3,359,974	\$ 3,477,874	\$ 3,420,424	\$ 3,454,751	\$ 23,123	0.7%

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Personnel by \$23,117 for Communicable Disease Investigator Market Adjustment.

**Activity Narrative:** New measures were developed during the FY 2017 Strategic Business Plan update and therefore comparison to previous years is unavailable.

**Tuberculosis Surveillance, Investigation, Testing and Treatment Activity**

The purpose of the Tuberculosis Surveillance, Investigation, Testing and Treatment Activity is to provide contact investigations and necessary treatment to people who were confirmed with or exposed to TB so they can be free of TB and reduce the spread of the disease in the community.

**Mandates:** ARS §36-717 mandates that the local board of health provide for the care and control of tuberculosis in the county. ARS §36-718-738 mandates the procedures, authorities, and requirements for the local board of health in the care and control of tuberculosis in the county. AZ Admin Code R9-6-380 outlines the requirements the county must follow for the control of tuberculosis cases.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of case contacts evaluated for disease within 90 calendar days	N/A	N/A	N/A	69.7%	N/A	N/A
Result	Percent of patients newly diagnosed with latent TB infection who are contacts to an AFB smear-positive case and who complete treatment	N/A	N/A	N/A	59.8%	N/A	N/A
Output	Number of case contacts identified	N/A	N/A	N/A	700	N/A	N/A
Output	Number of patients newly diagnosed with latent TB infection who are contacts to an AFB smear-positive case and who start treatment	N/A	N/A	N/A	612	N/A	N/A
Demand	Number of AFB smear-positive cases	N/A	N/A	N/A	42	N/A	N/A
Demand	Number of patients newly diagnosed with latent TB infection who are contacts to an AFB smear-positive case	N/A	N/A	N/A	250	N/A	N/A
Expenditure Ratio	Cost per patient newly diagnosed with latent TB infection who is a contact to an AFB smear-positive case and who starts treatment	N/A	N/A	N/A	\$ 4,346.51	N/A	N/A
<b>Revenue</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 989,160	\$ 867,716	\$ 894,903	\$ 868,846	\$ 1,130	0.1%
	265 - PUBLIC HEALTH FEES	65,679	75,509	71,225	75,506	(3)	-0.0%
	TOTAL SOURCES	\$ 1,054,839	\$ 943,225	\$ 966,128	\$ 944,352	\$ 1,127	0.1%
<b>Expenditure</b>							
	100 - GENERAL	\$ 1,945,161	\$ 1,753,443	\$ 1,794,090	\$ 1,715,715	\$ 37,728	2.2%
	532 - PUBLIC HEALTH GRANTS	873,259	867,716	894,903	868,846	(1,130)	-0.1%
	265 - PUBLIC HEALTH FEES	70,547	75,477	78,228	75,506	(29)	-0.0%
	TOTAL USES	\$ 2,888,967	\$ 2,696,636	\$ 2,767,221	\$ 2,660,067	\$ 36,569	1.4%

**Activity Narrative:** New measures were developed during the FY 2017 Strategic Business Plan update and therefore comparison to previous years is unavailable.

### Performance Improvement Program

The purpose of the Performance Improvement Program is to provide technical assistance to Maricopa County Department of Public Health program managers so they can increase program effectiveness as evidenced by successfully gaining accreditation.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of programs completing accreditation prerequisites	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Performance Improvement

### Performance Improvement Activity

The purpose of the Performance Improvement Activity is to provide technical assistance to Maricopa County Department of Public Health program managers so they can increase program effectiveness as evidenced by successfully gaining accreditation.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of programs completing accreditation prerequisites	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of technical assistance sessions provided	15	10	10	10	-	0.0%
Demand	Number of technical assistance sessions requested	15	10	10	10	-	0.0%
Expenditure Ratio	Cost per technical assistance session provided	\$ 20,621.87	\$ 42,555.70	\$ 52,038.80	\$ 41,345.00	\$ 1,210.70	2.8%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 169,627	\$ 291,163	\$ 398,759	\$ 239,268	\$ (51,895)	-17.8%
	TOTAL SOURCES	\$ 169,627	\$ 291,163	\$ 398,759	\$ 239,268	\$ (51,895)	-17.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 44,809	\$ 134,394	\$ 121,629	\$ 174,182	\$ (39,788)	-29.6%
	532 - PUBLIC HEALTH GRANTS	264,519	291,163	398,759	239,268	51,895	17.8%
	TOTAL USES	\$ 309,328	\$ 425,557	\$ 520,388	\$ 413,450	\$ 12,107	2.8%

### Promoting Healthy Lifestyles Program

The purpose of the Promoting Healthy Lifestyles Program is to provide education to children and adults so they can incorporate physical activity, physical safety, and healthy eating habits into their daily lives to prevent injury, obesity, and nutrition-related disorders.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of food drafts redeemed	84.9%	76.4%	81.9%	84.8%	8.5%	11.1%
Percent of clients who received nutrition education	N/A	N/A	N/A	60.0%	N/A	N/A
Percent of customers satisfied with consultation services	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of dietetic interns who successfully complete the internship	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of children who get 60 or more minutes of physical activity daily	N/A	N/A	N/A	25.0%	N/A	N/A

Activities that comprise this program include:

- Women Infants and Children
- Nutrition and Physical Activity
- Public Health Policy Development

### Nutrition and Physical Activity Activity

The purpose of the Nutrition and Physical Activity Activity is to provide technical assistance and recommendations on nutrition and physical activity to community organizations so they can implement policy, systems and environmental changes that improve the health of those they serve.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of dietetic interns who successfully complete the internship	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of children who get 60 or more minutes of physical activity daily	N/A	N/A	N/A	25.0%	N/A	N/A
Output	Number of community organizations receiving technical assistance	N/A	N/A	N/A	60	N/A	N/A
Output	Number of dietetic graduates matched to participate	N/A	N/A	N/A	11	N/A	N/A
Demand	Number of community organizations requesting technical assistance	N/A	N/A	N/A	60	N/A	N/A
Demand	Number of dietetic graduates who apply for selection	N/A	N/A	N/A	100	N/A	N/A
Expenditure Ratio	Cost per community organization receiving technical assistance	N/A	N/A	N/A	\$ 41,600.60	N/A	N/A
<b>Revenue</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 2,165,486	\$ 3,125,289	\$ 3,330,302	\$ 2,385,428	\$ (739,861)	-23.7%
	265 - PUBLIC HEALTH FEES	19,104	17,492	16,663	17,492	-	0.0%
	TOTAL SOURCES	\$ 2,184,590	\$ 3,142,781	\$ 3,346,965	\$ 2,402,920	\$ (739,861)	-23.5%
<b>Expenditure</b>							
	100 - GENERAL	\$ 234,261	\$ 291,684	\$ 235,124	\$ 93,116	\$ 198,568	68.1%
	532 - PUBLIC HEALTH GRANTS	2,547,361	3,125,289	3,330,302	2,385,428	739,861	23.7%
	265 - PUBLIC HEALTH FEES	5,938	17,492	14,837	17,492	-	0.0%
	TOTAL USES	\$ 2,787,560	\$ 3,434,465	\$ 3,580,263	\$ 2,496,036	\$ 938,429	27.3%

**Activity Narrative:** New measures were developed during the FY 2017 Strategic Business Plan update and therefore comparison to previous years is unavailable.

### Public Health Policy Development Activity

The purpose of the Public Health Policy Development Activity is to provide policy guidance to the community and local organizations so they can improve community health outcomes for citizens of Maricopa County.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of customers satisfied with consultation services	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of policy guidance consultations completed	N/A	12	12	12	-	0.0%
Demand	Number of policy guidance consultations requested	N/A	12	12	12	-	0.0%
Expenditure Ratio	Expenditure per policy guidance consultation	N/A	\$ 127,838.50	\$ 140,877.25	\$ 123,098.08	\$ 4,740.42	3.7%
<b>Revenue</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 875,701	\$ 1,006,882	\$ 1,222,747	\$ 999,402	\$ (7,480)	-0.7%
	TOTAL SOURCES	\$ 875,701	\$ 1,006,882	\$ 1,222,747	\$ 999,402	\$ (7,480)	-0.7%
<b>Expenditure</b>							
	100 - GENERAL	\$ 567,729	\$ 527,180	\$ 467,780	\$ 477,775	\$ 49,405	9.4%
	532 - PUBLIC HEALTH GRANTS	960,813	1,006,882	1,222,747	999,402	7,480	0.7%
	TOTAL USES	\$ 1,528,542	\$ 1,534,062	\$ 1,690,527	\$ 1,477,177	\$ 56,885	3.7%

### Women Infants and Children Activity

The purpose of the Women, Infants & Children Activity is to provide supplemental food and nutrition education for pregnant, breastfeeding, postpartum women, infants and children (up to age five) so they can redeem their food drafts and adopt lifetime nutrition habits for better nutritional/health status.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of food drafts redeemed	84.9%	76.4%	81.9%	84.8%	8.5%	11.1%
Result	Percent of clients who received nutrition education	N/A	N/A	N/A	60.0%	N/A	N/A
Output	Number of client encounters	752,551	720,000	715,853	715,000	(5,000)	-0.7%
Demand	Number of client encounters requested	752,551	720,000	715,853	715,000	(5,000)	-0.7%
Expenditure Ratio	Cost per client encounter	\$ 12.73	\$ 13.04	\$ 13.74	\$ 13.30	\$ (0.25)	-1.9%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 8,819,052	\$ 9,391,615	\$ 9,838,689	\$ 9,507,531	\$ 115,916	1.2%
	TOTAL SOURCES	\$ 8,819,052	\$ 9,391,615	\$ 9,838,689	\$ 9,507,531	\$ 115,916	1.2%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 9,578,527	\$ 9,391,615	\$ 9,838,689	\$ 9,507,531	\$ (115,916)	-1.2%
	TOTAL USES	\$ 9,578,527	\$ 9,391,615	\$ 9,838,689	\$ 9,507,531	\$ (115,916)	-1.2%

**Activity Narrative:** The anticipated number of client encounters has continued to decrease in recent years, in large part, due to the downward trend of birth rates in Maricopa County since 2006.

### Public Health Preparedness and Response Program

The purpose of the Public Health Preparedness and Response Program is to provide preparedness plans, training, exercises and education to Maricopa County residents and community partners so they can successfully respond to a public health emergency.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of those trained who indicate understanding of their roles and responsibilities in a public health emergency	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of exercise evaluations rated as good or excellent	97.5%	94.0%	94.8%	94.0%	(0.0%)	-0.0%

Activities that comprise this program include:

- Public Health Preparedness and Response

### Public Health Preparedness and Response Activity

The purpose of the Public Health Preparedness and Response Activity is to provide preparedness plans, training, and exercises to Maricopa County residents and community partners so they can successfully respond to a public health emergency.

**Mandates:** Essential service in lieu of mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of those trained who indicate understanding of their roles and responsibilities in a public health emergency	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of exercise evaluations rated as good or excellent	97.5%	94.0%	94.8%	94.0%	(0.0%)	-0.0%
Output	Number of people trained	2,249	2,621	1,996	1,970	(651)	-24.8%
Demand	Number of people requiring training	2,249	2,621	1,996	1,970	(651)	-24.8%
Expenditure Ratio	Cost per person trained	\$ 764.87	\$ 712.96	\$ 1,170.53	\$ 835.31	\$ (122.35)	-17.2%
<b>Revenue</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 2,449,656	\$ 1,868,668	\$ 2,336,373	\$ 1,645,555	\$ (223,113)	-11.9%
	TOTAL SOURCES	\$ 2,449,656	\$ 1,868,668	\$ 2,336,373	\$ 1,645,555	\$ (223,113)	-11.9%
<b>Expenditure</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,720,202	\$ 1,868,668	\$ 2,336,373	\$ 1,645,555	\$ 223,113	11.9%
	TOTAL USES	\$ 1,720,202	\$ 1,868,668	\$ 2,336,373	\$ 1,645,555	\$ 223,113	11.9%

**Activity Narrative:** The number of individuals being trained can vary, as one person has the capability to train 10-100 people depending on the particular training. The number of people trained does not directly tie-in to the department's overall funding.

### Ryan White Part A Services for People with HIV/AIDS Program

The purpose of the Ryan White Part A Services for People with HIV/AIDS program is to provide planning, procurement, execution and monitoring of medical, health and support service agreements to people living with HIV/AIDS so they can improve their overall health.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of clients enrolled for the entire plan year who had an initial or periodic exam in the plan year	67.9%	73.0%	73.0%	73.0%	0.0%	0.0%

Activities that comprise this program include:

- Ryan White Dental Insurance

### Ryan White Dental Insurance Activity

The purpose of the Ryan White Dental Insurance Activity is to provide dental insurance administration to eligible Ryan White clients in Maricopa and Pinal Counties so they can receive dental services.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of clients enrolled for the entire plan year who had an initial or periodic exam in the plan year	67.9%	73.0%	73.0%	73.0%	0.0%	0.0%
Output	Number of Ryan White clients receiving dental insurance	808	847	850	850	3	0.4%
Demand	Number of applicants for Ryan White Dental Insurance	808	847	850	850	3	0.4%
Expenditure Ratio	Cost per client receiving dental insurance	\$ 1,926.57	\$ 1,603.82	\$ 1,471.86	\$ 1,461.01	\$ 142.81	8.9%
<b>Revenue</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,371,097	\$ 1,358,437	\$ 1,251,081	\$ 1,241,859	\$ (116,578)	-8.6%
	TOTAL SOURCES	\$ 1,371,097	\$ 1,358,437	\$ 1,251,081	\$ 1,241,859	\$ (116,578)	-8.6%
<b>Expenditure</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,556,667	\$ 1,358,437	\$ 1,251,081	\$ 1,241,859	\$ 116,578	8.6%
	TOTAL USES	\$ 1,556,667	\$ 1,358,437	\$ 1,251,081	\$ 1,241,859	\$ 116,578	8.6%

**Activity Narrative:** Due to the increase in ACA grant funds, the department is able to increase the number of clients benefitting from the program when compared to FY 2016 Revised.

### Tobacco Use Prevention Program

The purpose of the Tobacco Use Prevention program is to provide education and technical assistance to children and adults in Maricopa County so they can avoid tobacco use and secondhand smoke.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Rate of tobacco use among adults in Maricopa County	14.1%	16.9%	16.9%	16.9%	0.0%	0.0%
Percent of trained dental practices referring tobacco-using patients to community services	40.0%	37.9%	36.8%	40.3%	2.4%	6.3%
Percent of inspected facilities in compliance	66.8%	63.9%	67.0%	64.7%	0.8%	1.3%

Activities that comprise this program include:

- Tobacco Use Prevention
- Tobacco Use Prevention Training for Dental Professionals
- Smoke Free Arizona Inspections

### Tobacco Use Prevention Activity

The purpose of the Tobacco Use Prevention Activity is to provide tobacco use prevention education to college-aged students so they can avoid tobacco use.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Rate of tobacco use among adults in Maricopa County	14.1%	16.9%	16.9%	16.9%	0.0%	0.0%
Output	Number of college students educated	41,696	39,810	2,909	3,114	(36,696)	-92.2%
Demand	Number of college students to be educated	41,696	39,810	2,909	3,114	(36,696)	-92.2%
Expenditure Ratio	Cost per college student educated	\$ 59.36	\$ 65.27	\$ 970.78	\$ 909.07	\$ (843.80)	-1292.9%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 2,606,474	\$ 2,598,201	\$ 2,824,004	\$ 2,830,830	\$ 232,629	9.0%
	TOTAL SOURCES	\$ 2,606,474	\$ 2,598,201	\$ 2,824,004	\$ 2,830,830	\$ 232,629	9.0%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 2,475,126	\$ 2,598,201	\$ 2,824,004	\$ 2,830,830	\$ (232,629)	-9.0%
	TOTAL USES	\$ 2,475,126	\$ 2,598,201	\$ 2,824,004	\$ 2,830,830	\$ (232,629)	-9.0%

**Activity Narrative:** The number of contracts with universities has been reduced to three for student education. The activity is now spending more time on policy work rather than direct education services reducing the number of college students educated significantly.

### Tobacco Use Prevention Training for Dental Professionals Activity

The purpose of the Tobacco Use Prevention Training for Dental Practices Activity is to provide training services to dental practices so they can properly refer tobacco-using patients to community services.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of trained dental practices referring tobacco-using patients to community services	40.0%	37.9%	36.8%	40.3%	2.4%	6.3%
Output	Number of dental practices trained	45	30	31	31	1	3.3%
Demand	Number of dental practices requesting training	45	30	31	31	1	3.3%
Expenditure Ratio	Cost per dental practice trained	\$ 1,737.33	\$ 2,562.27	\$ 2,462.94	\$ 2,458.90	\$ 103.36	4.0%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ (10,890)	\$ 76,868	\$ 76,351	\$ 76,226	\$ (642)	-0.8%
	TOTAL SOURCES	\$ (10,890)	\$ 76,868	\$ 76,351	\$ 76,226	\$ (642)	-0.8%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 78,180	\$ 76,868	\$ 76,351	\$ 76,226	\$ 642	0.8%
	TOTAL USES	\$ 78,180	\$ 76,868	\$ 76,351	\$ 76,226	\$ 642	0.8%

### Smoke Free Arizona Inspections Activity

The purpose of the Smoke Free Arizona Inspections Activity is to provide smoking-related facility inspections to employers so they can comply with the Smoke Free Arizona law.

**Mandates:** ARS §36-601.01 - Smoke-free Arizona Act.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of inspected facilities in compliance	66.8%	63.9%	67.0%	64.7%	0.8%	1.3%
Output	Number of inspections completed	1,299	1,217	1,252	1,248	31	2.5%
Demand	Number of inspections needed	1,299	1,217	1,252	1,248	31	2.5%
Expenditure Ratio	Cost per inspection	\$ 575.50	\$ 641.78	\$ 623.95	\$ 625.95	\$ 15.83	2.5%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 788,289	\$ 781,051	\$ 781,186	\$ 781,185	\$ 134	0.0%
	TOTAL SOURCES	\$ 788,289	\$ 781,051	\$ 781,186	\$ 781,185	\$ 134	0.0%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 747,570	\$ 781,051	\$ 781,186	\$ 781,185	\$ (134)	-0.0%
	TOTAL USES	\$ 747,570	\$ 781,051	\$ 781,186	\$ 781,185	\$ (134)	-0.0%

## Vital Registration Program

The purpose of the Vital Registration Program is to provide copies of birth and death certificates on request to individuals who are entitled to have them so that they can conduct their personal business in a timely manner.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of birth and death certificate copies provided within two working days	58.1%	63.3%	60.5%	62.0%	(1.3%)	-2.0%

Activities that comprise this program include:

- Birth and Death Certificates

### Birth and Death Certificates Activity

The purpose of the Birth and Death Certificates Activity is to provide copies of birth and death certificates on request to individuals who are entitled to have them so that they can conduct their personal business in a timely manner.

**Mandates:** AZ Admin Code R9-19-104 mandates that the local registrar of births and deaths promptly register certificates, be available for registrations, provide deposit transit permits, keep accurate records, and report all deaths to the medical examiner as required. ARS §36-302 mandates that the director of the State Department of Health be the state registrar of vital records and appoint local registrars to perform the duties and procedures proscribed by the director. ARS §36-322 requires the state registrar to seal a certificate and evidentiary documents when the state registrar amends the registered certificate. ARS §36-327 mandates that a permit is required to disinter human remains and establishes that the state registrar follow a specified priority in obtaining written consent prior to issuing the permit. ARS §36-329 mandates that every hospital, abortion clinic, physician or midwife provide the state registrar with a completed Fetal Death Certificate if the unborn child weighs more than 350 grams. ARS §36-338 set forth requirements and documentation necessary for the state registrar to issue a certificate of foreign birth.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of birth and death certificate copies provided within two working days	58.1%	63.3%	60.5%	62.0%	(1.3%)	-2.0%
Output	Number of certified copies of birth and death certificates provided	288,837	311,334	312,000	312,650	1,316	0.4%
Demand	Number of certified copies of birth and death certificates requested	288,837	311,334	312,000	312,650	1,316	0.4%
Expenditure Ratio	Cost per birth and/or death certificate provided	\$ 13.54	\$ 17.19	\$ 14.13	\$ 16.39	\$ 0.80	4.7%
<i>Revenue</i>							
	265 - PUBLIC HEALTH FEES	\$ 3,909,683	\$ 4,700,000	\$ 4,490,234	\$ 4,700,000	\$ -	0.0%
	TOTAL SOURCES	\$ 3,909,683	\$ 4,700,000	\$ 4,490,234	\$ 4,700,000	\$ -	0.0%
<i>Expenditure</i>							
	265 - PUBLIC HEALTH FEES	\$ 3,911,804	\$ 5,351,162	\$ 4,408,235	\$ 5,123,100	\$ 228,062	4.3%
	TOTAL USES	\$ 3,911,804	\$ 5,351,162	\$ 4,408,235	\$ 5,123,100	\$ 228,062	4.3%

### Base Adjustments:

#### Public Health Fee Fund (265) Non-Recurring

- Increase of \$423,100 due to Carry Forward of Fund Balance for Office Buildout.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 11,844,181</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 11,844,181</b>	<b>\$ -</b>
Adjustments:		
<b>Reallocations</b>	<b>\$ 95,084</b>	<b>\$ -</b>
<i>Reallocation Between Depts</i>	<i>95,084</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ 11,939,265</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 190,491</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>190,813</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	<i>(1,150)</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>828</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (274,028)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>186,132</i>	<i>-</i>
<i>Increase Medical Supplies Due to Public HealthLab Costs</i>	<i>\$ 263,631</i>	
<i>Decrease General Supplies</i>	<i>(23,603)</i>	
<i>Decrease Other Personnel Services</i>	<i>(16,803)</i>	
<i>Decrease Support and Care of Persons</i>	<i>(10,000)</i>	
<i>Increase Medical Services</i>	<i>37,414</i>	
<i>Decrease Other Services</i>	<i>(41,480)</i>	
<i>Net Change in Other Personnel, Supplies and Services</i>	<i>(23,027)</i>	
<i>Radio Charges Adjustment</i>		<i>43</i>
<i>Risk Management Adjustment</i>		<i>832</i>
<i>Base Telecom Adjustment</i>		<i>51,456</i>
<i>Personnel Savings</i>		<i>(512,491)</i>
<i>Increase Vacancy Savings from 2.71% to 7.00%</i>	<i>\$ (512,497)</i>	
<b>FY 2017 Tentative Budget</b>	<b>\$ 11,855,728</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		<i>-0.7%</i>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 23,117</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>		<i>23,117</i>
<i>Communicable Disease Investigator Market Adjustment</i>	<i>\$ 23,117</i>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 11,878,845</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		<i>-0.5%</i>

Public Health Fee Fund (265)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 6,638,299</b>	<b>\$ 6,638,299</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 6,638,299</b>	<b>\$ 6,638,299</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 6,638,299</b>	<b>\$ 6,638,299</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 78,339</b>	<b>\$ -</b>
Employee Health/Dental Premiums	82,622	-
Vacancy Savings Assoc with Benefit Adjustments	(4,533)	-
Retirement Contributions	250	-
<b>Base Adjustments</b>	<b>\$ (78,339)</b>	<b>\$ -</b>
Other Base Adjustments	15,490	-
Increase Overtime and Overtime Benefits	\$ 14,236	-
Increase Rent and Operating Leases	2,450	-
Net Change in Other Supplies and Services	(1,196)	-
Radio Charges Adjustment	91	-
Risk Management Adjustment	489	-
Base Telecom Adjustment	921	-
Central Service Cost Allocation	42,648	-
Personnel Savings	(137,978)	-
Increase Vacancy Savings from 3.79% to 7.81%	\$ (137,978)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 6,638,299</b>	<b>\$ 6,638,299</b>
Percent Change from Baseline Amount	0.0%	0.0%

Public Health Fee Fund (265) (continued)

		Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ 715,210</b>	<b>\$ -</b>
<i>Vital Registration Fee Fund Budget Adjustment</i>	<i>C-86-16-003-2-00</i>	<i>208,500</i>	<i>-</i>
<i>EPI Hlth Fee Fund Bdg Adj</i>	<i>C-86-16-042-M-00</i>	<i>62,047</i>	<i>-</i>
<i>Budget Adjust for Tenant Improvements</i>	<i>C-86-16-069-3-00</i>	<i>444,663</i>	<i>-</i>
<b>FY 2016 Revised Budget</b>		<b>\$ 715,210</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ (715,210)</b>	<b>\$ -</b>
<i>Vital Registration Fee Fund Budget Adjustment</i>	<i>C-86-16-003-2-00</i>	<i>(208,500)</i>	<i>-</i>
<i>EPI Hlth Fee Fund Bdg Adj</i>	<i>C-86-16-042-M-00</i>	<i>(62,047)</i>	<i>-</i>
<i>Budget Adjust for Tenant Improvements</i>	<i>C-86-16-069-3-00</i>	<i>(444,663)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Employee Retirement and Benefits</b>		<b>\$ 1,317</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>		<i>1,311</i>	<i>-</i>
<i>Retirement Contributions</i>		<i>6</i>	<i>-</i>
<b>Non Recurring</b>		<b>\$ 86,175</b>	<b>\$ -</b>
<i>Other Non Recurring</i>		<i>86,175</i>	<i>-</i>
<i>Contract Management Analyst for Community Health Assessments</i>	<i>\$ 86,175</i>		<i>-</i>
<b>FY 2017 Tentative Budget</b>		<b>\$ 87,492</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>			
Adjustments:			
<b>Non Recurring</b>		<b>\$ 423,100</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>		<i>423,100</i>	<i>-</i>
<i>Vital Records Office Buildout</i>	<i>\$ 423,100</i>		<i>-</i>
<b>FY 2017 Adopted Budget</b>		<b>\$ 510,592</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>			

Public Health Fee Fund (265) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 5,765,775	\$ 6,177,913	\$ 6,177,913	\$ 6,398,094	\$ 6,881,596
Sources:					
Operating	\$ 6,224,642	\$ 6,638,299	\$ 6,638,299	\$ 6,815,057	\$ 6,638,299
Total Sources:	\$ 6,224,642	\$ 6,638,299	\$ 6,638,299	\$ 6,815,057	\$ 6,638,299
Uses:					
Operating	\$ 5,196,041	\$ 6,638,299	\$ 6,638,299	\$ 6,120,241	\$ 6,638,299
Non-Recurring	396,284	-	715,210	211,314	510,592
Total Uses:	\$ 5,592,325	\$ 6,638,299	\$ 7,353,509	\$ 6,331,555	\$ 7,148,891
Structural Balance	\$ 1,028,601	\$ -	\$ -	\$ 694,816	\$ -
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 6,398,094	\$ 6,177,913	\$ 5,462,703	\$ 6,881,596	\$ 6,371,004
Total Ending Spendable Fund Balance	\$ 6,398,094	\$ 6,177,913	\$ 5,462,703	\$ 6,881,596	\$ 6,371,004

Public Health Grant Fund (532)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 44,121,225	\$ 44,121,225
<b>FY 2016 Revised Budget</b>	\$ 44,121,225	\$ 44,121,225
<b>FY 2017 Baseline Budget</b>	\$ 44,121,225	\$ 44,121,225
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 549,327	\$ -
Employee Health/Dental Premiums	556,169	-
Vacancy Savings Assoc with Benefit Adjustments	(8,705)	-
Retirement Contributions	1,863	-
<b>Base Adjustments</b>	\$ (3,947,354)	\$ -
Radio Charges Adjustment	733	-
Risk Management Adjustment	3,881	-
Base Telecom Adjustment	240,427	-
Central Service Cost Allocation	93,873	-
Personnel Savings	(4,286,268)	-
Increase Vacancy Savings from 1.67% to 17.53%	\$ (4,286,268)	
<b>Grants</b>	\$ 2,161,297	\$ (1,236,730)
Grant Reconciliation	2,161,297	(1,236,730)
<b>FY 2017 Adopted Budget</b>	\$ 42,884,495	\$ 42,884,495
Percent Change from Baseline Amount	-2.8%	-2.8%

## Recorder

*Analysis by Idamarie C. Flaherty, Senior Management and Budget Analyst*

### Mission

The mission of the Recorder's Office is to maintain a perpetual, comprehensive set of public records consisting of all documents appropriately presented for recording for the public so that any member of the public can readily access the information to conduct their personal and business activities with the assurance that, where appropriate, privacy will be protected and that their transactions were executed in accordance with the law.

### Vision

Our vision is to be the most productive recording office with the best customer service and the best solutions for recording documents and accessing public records.

### Strategic Goals

#### Department Specific

**By December 2019, 81% of total recordings will be done electronically.**

Status: In the first half of FY 2016, 78.9% of documents received were recorded electronically. With the establishment of Kiosks in outlying areas within Maricopa County this goal should be easily reached.

#### Department Specific

**By December 2022, 90% of recorded documents will be available within 8 business days.**

Status: Currently 100% of recorded documents are available in 10 working days. Processing methods are being reviewed which would enable the department to reach 90% of recordings available within 8 business days.

#### 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. Currently no transactions are being processed by these departments.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
DCOP - DOCUMENT OPERATIONS	\$ 6,811,969	\$ 6,829,600	\$ 6,829,600	\$ 8,628,922	\$ 7,836,197	\$ 1,006,597	14.7%
MCRO - MICROGRAPHICS	80,550	60,000	60,000	78,114	60,000	-	0.0%
MOUT - MAILOUT	110,600	110,400	110,400	39,092	37,200	(73,200)	-66.3%
36RP - RECORDER	\$ 7,003,119	\$ 7,000,000	\$ 7,000,000	\$ 8,746,128	\$ 7,933,397	\$ 933,397	13.3%
ODIR - EXECUTIVE MANAGEMENT	\$ (1,139,096)	\$ -	\$ -	\$ -	\$ 1	\$ 1	N/A
99AS - INDIRECT SUPPORT	\$ (1,139,096)	\$ -	\$ -	\$ -	\$ 1	\$ 1	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 3,489,433	\$ 3,792,689	\$ 3,792,689	\$ 3,746,588	\$ 3,792,689	\$ -	0.0%
99IT - INFORMATION TECHNOLOGY	\$ 3,489,433	\$ 3,792,689	\$ 3,792,689	\$ 3,746,588	\$ 3,792,689	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 9,353,456</b>	<b>\$ 10,792,689</b>	<b>\$ 10,792,689</b>	<b>\$ 12,492,716</b>	<b>\$ 11,726,087</b>	<b>\$ 933,398</b>	<b>8.6%</b>
<b>USES</b>							
DCOP - DOCUMENT OPERATIONS	\$ 742,463	\$ 909,716	\$ 909,716	\$ 829,415	\$ 1,085,692	\$ (175,976)	-19.3%
MCRO - MICROGRAPHICS	239,195	293,232	293,232	260,683	186,442	106,790	36.4%
MOUT - MAILOUT	154,177	204,755	204,755	174,855	195,798	8,957	4.4%
36RP - RECORDER	\$ 1,135,835	\$ 1,407,703	\$ 1,407,703	\$ 1,264,953	\$ 1,467,932	\$ (60,229)	-4.3%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 127,383	\$ 130,374	\$ 130,374	\$ 130,853	\$ 114,700	\$ 15,674	12.0%
HRAC - HUMAN RESOURCES	65,937	64,514	64,514	48,374	(9,048)	73,562	114.0%
ODIR - EXECUTIVE MANAGEMENT	403,721	170,547	170,547	96,415	84,949	85,598	50.2%
POOL - POOLED COSTS	-	67,944	-	-	12,785	(12,785)	N/A
PROC - PROCUREMENT	73,931	74,440	74,440	74,902	75,625	(1,185)	-1.6%
SPPT - OPERATIONS SUPPORT	149,469	418,164	418,164	445,591	482,429	(64,265)	-15.4%
99AS - INDIRECT SUPPORT	\$ 820,441	\$ 925,983	\$ 858,039	\$ 796,135	\$ 761,440	\$ 96,599	11.3%
INFR - INFRASTRUCTURE	\$ -	\$ 180,983	\$ 180,983	\$ 189,623	\$ 237,641	\$ (56,658)	-31.3%
MPOS - ELECTED OR STATUTORY OFFICIALS	113,177	116,377	116,377	114,307	102,810	13,567	11.7%
RISK - RISK PREMIUMS	47,580	49,156	49,156	49,149	91,397	(42,241)	-85.9%
99GV - GENERAL OVERHEAD	\$ 160,757	\$ 346,516	\$ 346,516	\$ 353,079	\$ 431,848	\$ (85,332)	-24.6%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 3,324,317	\$ 4,423,383	\$ 4,491,327	\$ 4,124,480	\$ 3,682,454	\$ 808,873	18.0%
TSPT - TECHNOLOGY SUPPORT	526,448	572,994	572,994	556,761	545,862	27,132	4.7%
99IT - INFORMATION TECHNOLOGY	\$ 3,850,765	\$ 4,996,377	\$ 5,064,321	\$ 4,681,241	\$ 4,228,316	\$ 836,005	16.5%
<b>TOTAL PROGRAMS</b>	<b>\$ 5,967,798</b>	<b>\$ 7,676,579</b>	<b>\$ 7,676,579</b>	<b>\$ 7,095,408</b>	<b>\$ 6,889,536</b>	<b>\$ 787,043</b>	<b>10.3%</b>

Sources by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 8,992,953	\$ 10,454,090	\$ 10,454,090	\$ 12,190,092	\$ 11,460,690	\$ 1,006,600	9.6%
<b>SUBTOTAL</b>	<b>\$ 8,992,953</b>	<b>\$ 10,454,090</b>	<b>\$ 10,454,090</b>	<b>\$ 12,190,092</b>	<b>\$ 11,460,690</b>	<b>\$ 1,006,600</b>	<b>9.6%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 16,761	\$ 12,000	\$ 12,000	\$ 10,901	\$ 12,000	\$ -	0.0%
0650 - MISCELLANEOUS REVENUE	343,742	326,599	326,599	291,723	253,397	(73,202)	-22.4%
<b>SUBTOTAL</b>	<b>\$ 360,503</b>	<b>\$ 338,599</b>	<b>\$ 338,599</b>	<b>\$ 302,624</b>	<b>\$ 265,397</b>	<b>\$ (73,202)</b>	<b>-21.6%</b>
<b>ALL REVENUES</b>	<b>\$ 9,353,456</b>	<b>\$ 10,792,689</b>	<b>\$ 10,792,689</b>	<b>\$ 12,492,716</b>	<b>\$ 11,726,087</b>	<b>\$ 933,398</b>	<b>8.6%</b>
<b>TOTAL SOURCES</b>	<b>\$ 9,353,456</b>	<b>\$ 10,792,689</b>	<b>\$ 10,792,689</b>	<b>\$ 12,492,716</b>	<b>\$ 11,726,087</b>	<b>\$ 933,398</b>	<b>8.6%</b>

Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 2,778,204	\$ 3,056,039	\$ 3,044,551	\$ 2,938,175	\$ 2,770,811	\$ 273,740	9.0%
0710 - OVERTIME	40,282	26,000	26,000	26,867	42,000	(16,000)	-61.5%
0750 - FRINGE BENEFITS	991,768	1,168,409	1,179,897	1,108,255	1,111,980	67,917	5.8%
0790 - OTHER PERSONNEL SERVICES	6,883	1,140	1,140	3,005	1,140	-	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	1,690	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 3,818,827</b>	<b>\$ 4,251,588</b>	<b>\$ 4,251,588</b>	<b>\$ 4,076,302</b>	<b>\$ 3,925,931</b>	<b>\$ 325,657</b>	<b>7.7%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 379,262	\$ 980,187	\$ 980,187	\$ 551,224	\$ 775,529	\$ 204,658	20.9%
0803 - FUEL	567	1,000	1,000	793	1,000	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	409,662	705,000	705,000	526,511	200,000	505,000	71.6%
0806 - SUPPLIES-ALLOCATION IN	30,648	30,786	30,786	30,786	35,757	(4,971)	-16.1%
<b>SUBTOTAL</b>	<b>\$ 820,139</b>	<b>\$ 1,716,973</b>	<b>\$ 1,716,973</b>	<b>\$ 1,109,314</b>	<b>\$ 1,012,286</b>	<b>\$ 704,687</b>	<b>41.0%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 519,747	\$ 311,497	\$ 311,497	\$ 279,477	\$ 700,267	\$ (388,770)	-124.8%
0820 - RENT & OPERATING LEASES	-	6,300	6,300	-	6,293	7	0.1%
0825 - REPAIRS AND MAINTENANCE	150,089	86,750	86,750	366,695	96,750	(10,000)	-11.5%
0839 - INTERNAL SERVICE CHARGES	398,495	429,126	429,126	429,127	584,613	(155,487)	-36.2%
0841 - TRAVEL	22,184	20,650	20,650	25,285	23,650	(3,000)	-14.5%
0842 - EDUCATION AND TRAINING	42,827	95,239	95,239	76,899	43,725	51,514	54.1%
0843 - POSTAGE/FREIGHT/SHIPPING	37,792	69,056	69,056	50,462	67,321	1,735	2.5%
0850 - UTILITIES	9,681	5,600	5,600	3,447	3,700	1,900	33.9%
0873 - SERVICES-ALLOCATION IN	-	17,800	17,800	17,800	-	17,800	100.0%
<b>SUBTOTAL</b>	<b>\$ 1,180,815</b>	<b>\$ 1,042,018</b>	<b>\$ 1,042,018</b>	<b>\$ 1,249,192</b>	<b>\$ 1,526,319</b>	<b>\$ (484,301)</b>	<b>-46.5%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 148,017	\$ 666,000	\$ 666,000	\$ 660,600	\$ 425,000	\$ 241,000	36.2%
<b>SUBTOTAL</b>	<b>\$ 148,017</b>	<b>\$ 666,000</b>	<b>\$ 666,000</b>	<b>\$ 660,600</b>	<b>\$ 425,000</b>	<b>\$ 241,000</b>	<b>36.2%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 5,967,798</b>	<b>\$ 7,676,579</b>	<b>\$ 7,676,579</b>	<b>\$ 7,095,408</b>	<b>\$ 6,889,536</b>	<b>\$ 787,043</b>	<b>10.3%</b>
<b>TOTAL USES</b>	<b>\$ 5,967,798</b>	<b>\$ 7,676,579</b>	<b>\$ 7,676,579</b>	<b>\$ 7,095,408</b>	<b>\$ 6,889,536</b>	<b>\$ 787,043</b>	<b>10.3%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 5,864,023	\$ 7,000,000	\$ 7,000,000	\$ 8,746,128	\$ 7,933,398	\$ 933,398	13.3%
<b>FUND TOTAL SOURCES</b>	<b>\$ 5,864,023</b>	<b>\$ 7,000,000</b>	<b>\$ 7,000,000</b>	<b>\$ 8,746,128</b>	<b>\$ 7,933,398</b>	<b>\$ 933,398</b>	<b>13.3%</b>
<b>236 RECORDERS SURCHARGE</b>							
OPERATING	\$ 3,489,433	\$ 3,792,689	\$ 3,792,689	\$ 3,746,588	\$ 3,792,689	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 3,489,433</b>	<b>\$ 3,792,689</b>	<b>\$ 3,792,689</b>	<b>\$ 3,746,588</b>	<b>\$ 3,792,689</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 9,353,456</b>	<b>\$ 10,792,689</b>	<b>\$ 10,792,689</b>	<b>\$ 12,492,716</b>	<b>\$ 11,726,087</b>	<b>\$ 933,398</b>	<b>8.6%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 9,353,456</b>	<b>\$ 10,792,689</b>	<b>\$ 10,792,689</b>	<b>\$ 12,492,716</b>	<b>\$ 11,726,087</b>	<b>\$ 933,398</b>	<b>8.6%</b>
<b>100 GENERAL</b>							
OPERATING	\$ 1,850,023	\$ 2,185,621	\$ 2,185,621	\$ 2,072,852	\$ 2,322,447	\$ (136,826)	-6.3%
<b>FUND TOTAL USES</b>	<b>\$ 1,850,023</b>	<b>\$ 2,185,621</b>	<b>\$ 2,185,621</b>	<b>\$ 2,072,852</b>	<b>\$ 2,322,447</b>	<b>\$ (136,826)</b>	<b>-6.3%</b>
<b>236 RECORDERS SURCHARGE</b>							
OPERATING	\$ 3,351,715	\$ 3,792,689	\$ 3,792,689	\$ 3,722,556	\$ 3,792,689	\$ -	0.0%
NON RECURRING NON PROJECT	766,060	1,698,269	1,698,269	1,300,000	774,400	923,869	54.4%
<b>FUND TOTAL USES</b>	<b>\$ 4,117,775</b>	<b>\$ 5,490,958</b>	<b>\$ 5,490,958</b>	<b>\$ 5,022,556</b>	<b>\$ 4,567,089</b>	<b>\$ 923,869</b>	<b>16.8%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 5,201,738</b>	<b>\$ 5,978,310</b>	<b>\$ 5,978,310</b>	<b>\$ 5,795,408</b>	<b>\$ 6,115,136</b>	<b>\$ (136,826)</b>	<b>-2.3%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 766,060</b>	<b>\$ 1,698,269</b>	<b>\$ 1,698,269</b>	<b>\$ 1,300,000</b>	<b>\$ 774,400</b>	<b>\$ 923,869</b>	<b>54.4%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 5,967,798</b>	<b>\$ 7,676,579</b>	<b>\$ 7,676,579</b>	<b>\$ 7,095,408</b>	<b>\$ 6,889,536</b>	<b>\$ 787,043</b>	<b>10.3%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	2.00	2.00	2.00	2.00	2.00	-	0.0%
EXECUTIVE MANAGEMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
HUMAN RESOURCES	1.00	1.00	.00	1.00	-	-	N/A
OPERATIONS SUPPORT	2.00	2.00	3.00	3.00	3.00	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	7.00	7.00	7.00	8.00	7.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	21.00	21.00	21.00	21.00	21.00	-	0.0%
TECHNOLOGY SUPPORT	5.00	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	26.00	26.00	26.00	26.00	26.00	-	0.0%
RECORDER							
DOCUMENT OPERATIONS	19.00	19.00	19.00	19.00	19.00	-	0.0%
MAILOUT	2.00	2.00	2.00	2.00	2.00	-	0.0%
MICROGRAPHICS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	22.00	22.00	22.00	22.00	22.00	-	0.0%
DEPARTMENT TOTAL	56.00	56.00	56.00	57.00	56.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	3.00	3.00	3.00	3.00	3.00	-	0.0%
Business Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Recorder	1.00	1.00	1.00	1.00	1.00	-	0.0%
Data Architect	1.00	-	-	-	-	-	N/A
Database Administrator - Senior/Lead	-	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	1.00	1.00	-	1.00	-	-	N/A
Help Desk Coordinator - Sr/Ld	4.00	4.00	4.00	4.00	4.00	-	0.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Operations Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legislative Analyst	-	-	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	16.00	16.00	16.00	16.00	16.00	-	0.0%
PC/LAN Technician	2.00	2.00	1.00	1.00	1.00	-	0.0%
PC/LAN Technician - Senior/Lead	-	-	1.00	1.00	1.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	6.00	6.00	5.00	5.00	5.00	-	0.0%
Programmer/Analyst - Senior/Lead	2.00	1.00	2.00	2.00	2.00	-	0.0%
Software Architect	-	1.00	1.00	1.00	1.00	-	0.0%
Systems Administrator - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>	<b>57.00</b>	<b>56.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	29.00	29.00	29.00	30.00	29.00	-	0.0%
236 RECORDERS SURCHARGE	27.00	27.00	27.00	27.00	27.00	-	0.0%
<b>Department Total</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>	<b>57.00</b>	<b>56.00</b>	<b>-</b>	<b>0.0%</b>

## General Adjustments

### **Base Adjustments:**

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

- Increase Regular Benefits by \$38,585 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$1,641 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$112 for the impact of the changes in retirement contribution rates.
- Increase in Outside Services by \$283,372 for the possible impact of filling vacant Deputy Recorder.
- Increase Internal Service Charges by \$43,112 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$56,658 for the impact of the changes in the base level telecommunication charges.
- Increase in Personnel Savings by \$283,372 from 7.9% to 24.0%.
- Increase Program Revenue by \$933,398 to reflect increase in revenue due to new statutorily mandated fee increases.

#### **Recorder's Surcharge Fund (236) Operating**

- Increase Regular Benefits by \$35,223 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$492 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$193 for the impact of the changes in retirement contribution rates.
- Decrease Other Services by \$34,143 to absorb the increases in health/dental premium rates.
- Decrease Internal Service Charges by \$871 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$90 for the impact of the changes in the base level telecommunication charges.

#### **Recorder's Surcharge Fund (236) Non Recurring Non Project**

- The FY 2017 Non Recurring Non Project Budget for \$774,400 includes:
  - IT-Hardware \$625,000.
  - Conversion of old Microfilm \$122,400.
  - IT-Supplies \$27,000.

## Programs and Activities

### Recorder's Program

The purpose of the Recorder's Program is to maintain a perpetual, comprehensive set of public records consisting of all documents appropriately presented for recording for the public so that any member of the public can readily access the information to conduct their personal and business activities with the assurance that, where appropriate, privacy will be protected and that their transactions were executed in accordance with the law.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percentage of customers satisfied with the timeliness in returning documents presented for recording.	100.0%	96.0%	96.8%	100.0%	4.0%	4.2%
Percentage of documents recorded digitally successfully recorded without error.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of documents made available to the public on Recorder website within timeliness standards.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of documents prepared for delivery within timeliness standards.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Document Operations
- Micrographics
- Mail out

**Document Operations Activity**

The purpose of the Document Operations Activity is to provide a public record of transactions for the general public so that they can conduct their personal and business activities expeditiously with the assurance that their transactions were executed in accordance with the law.

**Mandates:** A.R.S. §11-461 which states that the Recorder shall have custody of and shall keep all records, maps and papers deposited in the Recorder's Office, instruments offered for Recording, record identification to uniquely identify each instrument and to fix its position within the sequence of recordings, and record location to enable each instrument to be retrieved for purposes of inspection; A.R.S. §11-462 which states the numeration of indices; A.R.S. §11-463 which states the manner of keeping indices; A.R.S. §11-464 which states that the Recorder shall record master forms in the official records, indexing the forms in such manner that they can be easily located; A.R.S. §11-465 which states that the Recorder shall record, without fee, the discharge papers of officers and enlisted personnel of the military and naval forces of the United States; A.R.S. §11-466 which states the Recorder shall file and record the certified copies of judgments affecting real property; A.R.S. §11-468 which states place of recording instruments; A.R.S. §11-469 which states the instruments are deemed recorded by indicating the time (hour, day, month and year of recording) and the record identification of the instrument; A.R.S. §11-470 which states when an instrument authorized by law to be recorded is deposited in the recorder's office for record, the recorder shall give to the person depositing the instrument, if required, a receipt specifying the particulars thereof; A.R.S. §11-471 which states the manner of recording; A.R.S. §11-472 which states keeping of blotter; A.R.S. §11-473 which states the inspection of records by any person; A.R.S. §11-474 which states certification of copies of documents; A.R.S. §11-475 which states the Recorder's fees; A.R.S. §11-476 which states the preservation of County records, transcription and certification; A.R.S. §11-477 which states the liability for neglect or misfeasance; A.R.S. §11-478 which states the reproduction and microphotography of records; A.R.S. §11-479 which states the requirements and exceptions for destruction of records; A.R.S. §11-480 which states the requirements for form of instruments; A.R.S. §11-481 which states title and size prerequisites for recording maps and plats, recording fees, and exceptions; A.R.S. §11-482 which states any recorded instrument may be incorporated by reference and that a legal description be sufficient to determine the physical location of real property; A.R.S. §11-483 which states definitions for confidentiality for records maintained by County Recorder.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of customers satisfied with the timeliness in returning documents presented for recording.	100.0%	96.0%	96.8%	100.0%	4.0%	4.2%
Result	Percentage of documents recorded digitally successfully recorded without error.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of documents recorded.	902,830	1,000,000	950,962	850,000	(150,000)	-15.0%
Output	Number of documents recorded digitally.	714,800	750,000	730,740	700,000	(50,000)	-6.7%
Demand	Number of documents presented for recording.	902,830	1,000,000	950,962	850,000	(150,000)	-15.0%
Demand	Number of documents presented for digital recording.	714,800	750,000	730,740	700,000	(50,000)	-6.7%
Expenditure Ratio	Expenditure per document recorded.	\$ 0.82	\$ 0.91	\$ 0.87	\$ 1.28	\$ (0.37)	-40.4%
<i>Revenue</i>							
	100 - GENERAL	\$ 6,811,969	\$ 6,829,600	\$ 8,628,922	\$ 7,836,197	\$ 1,006,597	14.7%
	TOTAL SOURCES	\$ 6,811,969	\$ 6,829,600	\$ 8,628,922	\$ 7,836,197	\$ 1,006,597	14.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 742,463	\$ 909,716	\$ 829,415	\$ 1,085,692	\$ (175,976)	-19.3%
	TOTAL USES	\$ 742,463	\$ 909,716	\$ 829,415	\$ 1,085,692	\$ (175,976)	-19.3%

**Activity Narrative:** There is a decrease in documents recorded in FY 2017 due to the drop in the foreclosure market and an increase in electronically recorded documents.

### Mail Out Activity

The purpose of the Mail Out Activity is to provide and prepare outgoing recorded documents for businesses and the general public so they can receive original documents in a timely manner for business and/or personal use.

**Mandates:** A.R.S. §11-469 which states that instrument shall be considered recorded from the time it is accepted for record. The recorder shall certify every instrument so recorded, indicating the hour, day, month and year of recording and the record identification of the instrument. The recorder upon demand shall make and deliver certified copies of instruments recorded in the Recorder's Office.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of documents prepared for delivery within timeliness standards.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of documents prepared for delivery.	154,217	125,000	145,824	120,000	(5,000)	-4.0%
Demand	Number of documents recorded for delivery.	154,217	125,000	145,824	120,000	(5,000)	-4.0%
Expenditure Ratio	Expenditure per document prepared for delivery.	\$ 1.00	\$ 1.64	\$ 1.20	\$ 1.63	\$ 0.01	0.4%
<i>Revenue</i>							
	100 - GENERAL	\$ 110,600	\$ 110,400	\$ 39,092	\$ 37,200	\$ (73,200)	-66.3%
	TOTAL SOURCES	\$ 110,600	\$ 110,400	\$ 39,092	\$ 37,200	\$ (73,200)	-66.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 154,177	\$ 204,755	\$ 174,855	\$ 195,798	\$ 8,957	4.4%
	TOTAL USES	\$ 154,177	\$ 204,755	\$ 174,855	\$ 195,798	\$ 8,957	4.4%

**Activity Narrative:** The decrease in the FY 2017 Mail Out Activity expenditure budget and the number of documents prepared for delivery, as compared to FY 2016 Revised, is due to an increase in electronic filings which can be done by citizens at a reduced rate that do not require originals to be returned. Decrease in expenditure is primarily in Other Services and Postage/Freight/Shipping.

### Micrographics Activity

The purpose of the Micrographics Activity is to provide film and computer disks for the general public, vendors and title companies so that they may gain access to recorded documents.

**Mandates:** A.R.S. §11-478 which states the reproduction and microphotography of records.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of documents made available to the public on Recorder website within timeliness standards.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of documents scanned.	184,822	180,000	182,668	180,000	-	0.0%
Demand	Number of documents presented for scanning.	184,822	180,000	182,668	180,000	-	0.0%
Expenditure Ratio	Expenditure per document scanned.	\$ 1.29	\$ 1.63	\$ 1.43	\$ 1.04	\$ 0.59	36.4%
<b>Revenue</b>							
	100 - GENERAL	\$ 80,550	\$ 60,000	\$ 78,114	\$ 60,000	\$ -	0.0%
	TOTAL SOURCES	\$ 80,550	\$ 60,000	\$ 78,114	\$ 60,000	\$ -	0.0%
<b>Expenditure</b>							
	100 - GENERAL	\$ 46,116	\$ 49,232	\$ 48,196	\$ 41,442	\$ 7,790	15.8%
	236 - RECORDERS SURCHARGE	193,079	244,000	212,487	145,000	99,000	40.6%
	TOTAL USES	\$ 239,195	\$ 293,232	\$ 260,683	\$ 186,442	\$ 106,790	36.4%

**Activity Narrative:** The FY 2017 budget shows no change in documents scanned compared to FY 2016 Revised. The decrease in FY 2017 expenditures is primarily in Other Services.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 2,185,621</b>	<b>\$ 7,000,000</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 2,185,621</b>	<b>\$ 7,000,000</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 2,185,621</b>	<b>\$ 7,000,000</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 37,056	\$ -
Employee Health/Dental Premiums	38,585	-
Vacancy Savings Assoc with Benefit Adjustments	(1,641)	-
Retirement Contributions	112	-
<b>Base Adjustments</b>	\$ 99,770	\$ -
Other Base Adjustments	283,372	-
Increase Outside Services	\$ 283,372	-
Risk Management Adjustment	43,112	-
Base Telecom Adjustment	56,658	-
Personnel Savings	(283,372)	-
From 7.9% to 24.0%	\$ (283,372)	-
<b>Fees and Other Revenues</b>	\$ -	\$ 933,398
ProgRevenue Volume Inc/Dec	-	933,398
<b>FY 2017 Adopted Budget</b>	<b>\$ 2,322,447</b>	<b>\$ 7,933,398</b>
<i>Percent Change from Baseline Amount</i>	<i>6.3%</i>	<i>13.3%</i>

Recorder's Surcharge Fund (236)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 3,792,689</b>	<b>\$ 3,792,689</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 3,792,689</b>	<b>\$ 3,792,689</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 3,792,689</b>	<b>\$ 3,792,689</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 34,924</b>	<b>\$ -</b>
Employee Health/Dental Premiums	35,223	-
Vacancy Savings Assoc with Benefit Adjustments	(492)	-
Retirement Contributions	193	-
<b>Base Adjustments</b>	<b>\$ (34,924)</b>	<b>\$ -</b>
Other Base Adjustments	(34,143)	-
Decrease Other Services	\$ (34,143)	-
Risk Management Adjustment	(871)	-
Base Telecom Adjustment	90	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 3,792,689</b>	<b>\$ 3,792,689</b>
Percent Change from Baseline Amount	0.0%	0.0%
	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,698,269</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,698,269</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>		
Other IT Non Recurring		(1,698,269)
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	<b>\$ 774,400</b>	
Other IT Non Recurring		774,400
Kiosk Hardware, Servers, Network Equipment, Miscellaneous Hardware	\$ 625,000	
Conversion of Old Microfilm	122,400	
Scanners, Signature Pads, Credit Card Readers, Check Endorsers	27,000	
<b>FY 2017 Adopted Budget</b>	<b>\$ 774,400</b>	<b>\$ -</b>

**Recorder's Surcharge Fund (236) Fund Balance Summary**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ADOPTED</b>	<b>FY 2016 REVISED</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 ADOPTED</b>
Beginning Spendable Fund Balance	\$ 3,505,831	\$ 2,753,527	\$ 2,753,527	\$ 2,877,489	\$ 1,601,521
Sources:					
Operating	\$ 3,489,433	\$ 3,792,689	\$ 3,792,689	\$ 3,746,588	\$ 3,792,689
Total Sources:	\$ 3,489,433	\$ 3,792,689	\$ 3,792,689	\$ 3,746,588	\$ 3,792,689
Uses:					
Operating	\$ 3,351,715	\$ 3,792,689	\$ 3,792,689	\$ 3,722,556	\$ 3,792,689
Non-Recurring	766,060	1,698,269	1,698,269	1,300,000	774,400
Total Uses:	\$ 4,117,775	\$ 5,490,958	\$ 5,490,958	\$ 5,022,556	\$ 4,567,089
Structural Balance	\$ 137,718	\$ -	\$ -	\$ 24,032	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 2,877,489	\$ 1,055,258	\$ 1,055,258	\$ 1,601,521	\$ 827,121
Total Ending Spendable Fund Balance	\$ 2,877,489	\$ 1,055,258	\$ 1,055,258	\$ 1,601,521	\$ 827,121

## Risk Management

*Analysis by Cristi Cost, Management and Budget Analyst*

### Summary

#### Mission

The Mission of Risk Management is to provide safety and loss control programs, insurance, environmental and claims management services to the Board of Supervisors, Maricopa County departments, Districts, and Trust Members so they can reduce or eliminate loss.

#### Vision

The Risk Management Department will be recognized as a leader in public entity risk management practices throughout the State of Arizona and be relied upon for an unsurpassed commitment to excellence in countywide risk management philosophy, standards, processes and direction.

### Strategic Goals

#### **Fiscal Strength and Responsibility**

**By 2018, the Cost of Risk will be 2.0% or less of County expenditures.**

Status: The department is on track for achieving this goal. This is an annual measurement and at the end of FY 2015 the cost of risk was 1.22%

#### **Department Specific**

**The injury rate for FY 2012 was 3.37. By 2018, the injury incident rate will be reduced to at least 3.35 based on industry standard calculation.**

Status: The department is on track for achieving this goal. They have made improvements on reporting claims and ways to capture injuries that have not been captured in past calculations. This is an annual measurement and at the end of FY 2015 the injury incident rate was 3.34.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
ALCI - AUTO LIABILITY	\$ 1,128,840	\$ 1,413,370	\$ 1,413,370	\$ 1,413,370	\$ 1,358,775	\$ (54,595)	-3.9%
APDA - AUTO PROPERTY DAMAGE	728,469	445,175	445,175	502,547	524,474	79,299	17.8%
GLCI - GENERAL LIABILITY	8,488,960	11,253,172	11,253,172	7,736,112	11,862,846	609,674	5.4%
MMCI - MEDICAL MALPRACTICE	1,986,072	1,483,579	1,483,579	1,483,579	1,421,924	(61,655)	-4.2%
PDCI - PROPERTY DAMAGE	368,769	433,668	433,668	534,006	236,169	(197,499)	-45.5%
PROL - PROFESSIONAL LIABILITY	112,344	64,964	64,964	64,964	62,614	(2,350)	-3.6%
WADM - WORKERS COMPENSATION	5,905,185	6,325,146	6,325,146	6,422,149	4,690,083	(1,635,063)	-25.9%
75CR - CLAIMS	\$ 18,718,639	\$ 21,419,074	\$ 21,419,074	\$ 18,156,727	\$ 20,156,885	\$ (1,262,189)	-5.9%
ENLI - ENVIRONMENTAL LIABILITY	\$ 973,656	\$ 1,192,891	\$ 1,192,891	\$ 1,192,891	\$ 2,588,349	\$ 1,395,458	117.0%
ENPD - ENVIRON PROPERTY DAMAGE CLAIMS	387,732	447,973	447,973	447,973	360,594	(87,379)	-19.5%
75EV - ENVIRONMENTAL MANAGEMENT	\$ 1,361,388	\$ 1,640,864	\$ 1,640,864	\$ 1,640,864	\$ 2,948,943	\$ 1,308,079	79.7%
UCIP - UNEMPLOYMENT	\$ 531,084	\$ 628,752	\$ 628,752	\$ 628,752	\$ 582,862	\$ (45,890)	-7.3%
75IN - INSURANCE AND COVERAGE	\$ 531,084	\$ 628,752	\$ 628,752	\$ 628,752	\$ 582,862	\$ (45,890)	-7.3%
ODIR - EXECUTIVE MANAGEMENT	\$ 173,873	\$ 400,000	\$ 400,000	\$ 404,367	\$ 400,000	\$ -	0.0%
RMGT - RISK MANAGEMENT	26,738	-	-	-	-	-	N/A
99AS - INDIRECT SUPPORT	\$ 200,611	\$ 400,000	\$ 400,000	\$ 404,367	\$ 400,000	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 20,811,722</b>	<b>\$ 24,088,690</b>	<b>\$ 24,088,690</b>	<b>\$ 20,830,710</b>	<b>\$ 24,088,690</b>	<b>\$ -</b>	<b>0.0%</b>
<b>USES</b>							
ALCI - AUTO LIABILITY	\$ 238,797	\$ 1,533,012	\$ 1,531,539	\$ 1,612,998	\$ 1,370,378	\$ 161,161	10.5%
APDA - AUTO PROPERTY DAMAGE	410,620	511,475	510,493	512,651	571,114	(60,621)	-11.9%
GLCI - GENERAL LIABILITY	9,063,702	11,399,618	11,399,618	11,111,154	9,481,463	1,918,155	16.8%
MMCI - MEDICAL MALPRACTICE	530,773	1,543,158	1,543,158	1,681,904	1,472,525	70,633	4.6%
PDCI - PROPERTY DAMAGE	130,551	436,969	436,969	441,320	354,391	82,578	18.9%
PROL - PROFESSIONAL LIABILITY	95,824	89,279	89,279	89,279	102,543	(13,264)	-14.9%
WADM - WORKERS COMPENSATION	5,532,839	4,968,726	4,969,569	4,998,371	5,112,894	(143,325)	-2.9%
75CR - CLAIMS	\$ 16,003,106	\$ 20,482,237	\$ 20,480,625	\$ 20,447,677	\$ 18,465,308	\$ 2,015,317	9.8%
ENLI - ENVIRONMENTAL LIABILITY	\$ 1,451,351	\$ 1,210,000	\$ 1,210,000	\$ 1,208,800	\$ 3,230,000	\$ (2,020,000)	-166.9%
ENPD - ENVIRON PROPERTY DAMAGE CLAIMS	36,905	450,000	450,000	450,000	450,000	-	0.0%
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	414,620	532,555	532,555	537,707	535,378	(2,823)	-0.5%
75EV - ENVIRONMENTAL MANAGEMENT	\$ 1,902,876	\$ 2,192,555	\$ 2,192,555	\$ 2,196,507	\$ 4,215,378	\$ (2,022,823)	-92.3%
INSC - INSURANCE AND COVERAGE	\$ 5,583,441	\$ 6,006,660	\$ 6,006,660	\$ 6,003,581	\$ 5,978,477	\$ 28,183	0.5%
UCIP - UNEMPLOYMENT	488,993	892,952	892,952	891,223	893,493	(541)	-0.1%
75IN - INSURANCE AND COVERAGE	\$ 6,072,434	\$ 6,899,612	\$ 6,899,612	\$ 6,894,804	\$ 6,871,970	\$ 27,642	0.4%
SAMA - SAFETY MANAGEMENT SERVICES	\$ 665,115	\$ 968,411	\$ 897,428	\$ 966,180	\$ 988,680	\$ (91,252)	-10.2%
75SF - SAFETY MANAGEMENT	\$ 665,115	\$ 968,411	\$ 897,428	\$ 966,180	\$ 988,680	\$ (91,252)	-10.2%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 177,984	\$ 307,811	\$ 311,038	\$ 292,060	\$ 252,188	\$ 58,850	18.9%
HRAC - HUMAN RESOURCES	47,764	48,977	44,056	45,799	55,524	(11,468)	-26.0%
ODIR - EXECUTIVE MANAGEMENT	709,062	413,416	420,556	478,286	204,553	216,003	51.4%
POOL - POOLED COSTS	-	60,768	126,497	77,799	-	126,497	100.0%
PROC - PROCUREMENT	13,937	12,960	14,380	14,540	14,688	(308)	-2.1%
RECO - RECORDS MANAGEMENT	-	1,500	1,500	1,500	1,500	-	0.0%
SPPT - OPERATIONS SUPPORT	557	126,319	126,319	104,914	339,619	(213,300)	-168.9%
99AS - INDIRECT SUPPORT	\$ 949,304	\$ 971,751	\$ 1,044,346	\$ 1,014,898	\$ 868,072	\$ 176,274	16.9%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 1,879,351	\$ 1,731,831	\$ 1,731,831	\$ 1,731,831	\$ 1,831,910	\$ (100,079)	-5.8%
GGOV - GENERAL GOVERNMENT	24,479	-	-	-	-	-	N/A
INFR - INFRASTRUCTURE	-	6,600	6,600	2,100	11,679	(5,079)	-77.0%
99GV - GENERAL OVERHEAD	\$ 1,903,830	\$ 1,738,431	\$ 1,738,431	\$ 1,733,931	\$ 1,843,589	\$ (105,158)	-6.0%
TSPT - TECHNOLOGY SUPPORT	\$ -	\$ 86,000	\$ 86,000	\$ 85,000	\$ 86,000	\$ -	0.0%
99IT - INFORMATION TECHNOLOGY	\$ -	\$ 86,000	\$ 86,000	\$ 85,000	\$ 86,000	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 27,496,665</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>	<b>\$ -</b>	<b>0.0%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 271,536	\$ 335,468	\$ 335,468	\$ 335,468	\$ 328,876	\$ (6,592)	-2.0%
0636 - INTERNAL SERVICE CHARGES	19,899,240	19,835,321	19,835,321	19,835,321	19,841,913	6,592	0.0%
<b>SUBTOTAL</b>	<b>\$ 20,170,776</b>	<b>\$ 20,170,789</b>	<b>\$ 20,170,789</b>	<b>\$ 20,170,789</b>	<b>\$ 20,170,789</b>	<b>\$ -</b>	<b>0.0%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 171,200	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ -	0.0%
0650 - MISCELLANEOUS REVENUE	443,008	-	-	259,921	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 614,208</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 659,921</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>ALL REVENUES</b>	<b>\$ 20,784,984</b>	<b>\$ 20,570,789</b>	<b>\$ 20,570,789</b>	<b>\$ 20,830,710</b>	<b>\$ 20,570,789</b>	<b>\$ -</b>	<b>0.0%</b>
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 26,738	\$ 3,517,901	\$ 3,517,901	\$ -	\$ 3,517,901	\$ -	0.0%
<b>ALL OTHER FINANCING SOURCES</b>	<b>\$ 26,738</b>	<b>\$ 3,517,901</b>	<b>\$ 3,517,901</b>	<b>\$ -</b>	<b>\$ 3,517,901</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 20,811,722</b>	<b>\$ 24,088,690</b>	<b>\$ 24,088,690</b>	<b>\$ 20,830,710</b>	<b>\$ 24,088,690</b>	<b>\$ -</b>	<b>0.0%</b>
CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,943,406	\$ 2,058,173	\$ 2,077,183	\$ 2,081,081	\$ 2,087,398	\$ (10,215)	-0.5%
0710 - OVERTIME	557	6,000	6,000	3,107	6,000	-	0.0%
0750 - FRINGE BENEFITS	616,348	707,623	688,613	687,608	767,295	(78,682)	-11.4%
0790 - OTHER PERSONNEL SERVICES	2,500	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(89)	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 2,562,722</b>	<b>\$ 2,771,796</b>	<b>\$ 2,771,796</b>	<b>\$ 2,771,796</b>	<b>\$ 2,860,693</b>	<b>\$ (88,897)</b>	<b>-3.2%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 99,709	\$ 215,397	\$ 215,397	\$ 215,397	\$ 215,397	\$ -	0.0%
0803 - FUEL	3,476	5,000	5,000	5,000	7,000	(2,000)	-40.0%
0804 - NON-CAPITAL EQUIPMENT	16,521	55,672	55,672	55,672	55,672	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 119,706</b>	<b>\$ 276,069</b>	<b>\$ 276,069</b>	<b>\$ 276,069</b>	<b>\$ 278,069</b>	<b>\$ (2,000)</b>	<b>-0.7%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 3,037,662	\$ 3,988,725	\$ 3,988,725	\$ 3,989,925	\$ 3,988,725	\$ -	0.0%
0812 - OTHER SERVICES	19,553,325	24,071,263	24,071,263	24,040,063	23,880,287	190,976	0.8%
0820 - RENT & OPERATING LEASES	36,325	41,500	41,500	41,500	41,500	-	0.0%
0825 - REPAIRS AND MAINTENANCE	1,796	2,500	2,500	2,500	2,500	-	0.0%
0830 - INTERGOVERNMENTAL PAYMENTS	191,131	390,213	390,213	390,213	390,213	-	0.0%
0839 - INTERNAL SERVICE CHARGES	1,904,479	1,770,431	1,770,431	1,770,431	1,870,510	(100,079)	-5.7%
0841 - TRAVEL	6,564	16,000	16,000	16,000	16,000	-	0.0%
0842 - EDUCATION AND TRAINING	5,802	7,000	7,000	7,000	7,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	3,760	3,500	3,500	3,500	3,500	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 24,740,844</b>	<b>\$ 30,291,132</b>	<b>\$ 30,291,132</b>	<b>\$ 30,261,132</b>	<b>\$ 30,200,235</b>	<b>\$ 90,897</b>	<b>0.3%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 6,210	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	19,152	-	-	30,000	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 25,362</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ALL EXPENDITURES</b>	<b>\$ 27,448,634</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>	<b>\$ -</b>	<b>0.0%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 48,031	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>ALL OTHER FINANCING USES</b>	<b>\$ 48,031</b>	<b>\$ -</b>	<b>N/A</b>				
<b>TOTAL USES</b>	<b>\$ 27,496,665</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>	<b>\$ -</b>	<b>0.0%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
675 RISK MANAGEMENT							
OPERATING	\$ 20,784,984	\$ 20,570,789	\$ 20,570,789	\$ 20,830,710	\$ 20,570,789	\$ -	0.0%
NON RECURRING NON PROJECT	-	3,517,901	3,517,901	-	3,517,901	-	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 20,784,984</b>	<b>\$ 24,088,690</b>	<b>\$ 24,088,690</b>	<b>\$ 20,830,710</b>	<b>\$ 24,088,690</b>	<b>\$ -</b>	<b>0.0%</b>
676 COUNTY MANAGER RISK MANAGEMENT							
OPERATING	\$ 26,738	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 26,738</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
DEPARTMENT OPERATING TOTAL SOURCES	\$ 20,811,722	\$ 20,570,789	\$ 20,570,789	\$ 20,830,710	\$ 20,570,789	\$ -	0.0%
DEPARTMENT NON RECURRING TOTAL SOURCES	\$ -	\$ 3,517,901	\$ 3,517,901	\$ -	\$ 3,517,901	\$ -	0.0%
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 20,811,722</b>	<b>\$ 24,088,690</b>	<b>\$ 24,088,690</b>	<b>\$ 20,830,710</b>	<b>\$ 24,088,690</b>	<b>\$ -</b>	<b>0.0%</b>
<b>FUND / FUNCTION CLASS</b>	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ADOPTED</b>	<b>FY 2016 REVISED</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 ADOPTED</b>	<b>REVISED VS ADOPTED VAR</b>	<b>%</b>
675 RISK MANAGEMENT							
OPERATING	\$ 27,496,665	\$ 33,338,997	\$ 33,338,997	\$ 33,338,997	\$ 33,338,997	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 27,496,665</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>	<b>\$ -</b>	<b>0.0%</b>
DEPARTMENT OPERATING TOTAL USES	\$ 27,496,665	\$ 33,338,997	\$ 33,338,997	\$ 33,338,997	\$ 33,338,997	\$ -	0.0%
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 27,496,665</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>	<b>\$ -</b>	<b>0.0%</b>

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CLAIMS							
AUTO LIABILITY	.73	1.03	1.00	1.00	1.00	-	0.0%
AUTO PROPERTY DAMAGE	.82	.92	.90	.90	.90	-	0.0%
GENERAL LIABILITY	3.60	2.71	2.71	2.71	2.71	-	0.0%
MEDICAL MALPRACTICE	1.05	1.16	1.16	1.16	1.16	-	0.0%
PROFESSIONAL LIABILITY	.20	-	-	-	-	-	N/A
PROPERTY DAMAGE	.40	.30	.30	.30	.30	-	0.0%
WORKERS COMPENSATION	3.55	3.90	3.90	3.90	4.80	.90	23.1%
PROGRAM TOTAL	10.35	10.03	9.97	9.97	10.87	.90	9.0%
ENVIRONMENTAL MANAGEMENT							
ENVIRONMENTAL MANAGEMENT SVCS	2.30	4.10	4.10	4.10	4.10	-	0.0%
PROGRAM TOTAL	2.30	4.10	4.10	4.10	4.10	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	2.75	2.50	2.90	2.90	2.50	(.40)	(13.8%)
EXECUTIVE MANAGEMENT	4.00	3.58	3.78	3.78	1.20	(2.58)	(68.2%)
HUMAN RESOURCES	.63	.53	0.43	.43	.53	.10	23.3%
OPERATIONS SUPPORT	-	-	-	-	2.48	2.48	N/A
PROCUREMENT	.27	.17	.17	.17	.17	-	0.0%
PROGRAM TOTAL	7.65	6.78	7.28	7.28	6.88	(.40)	(5.5)%
INSURANCE AND COVERAGE							
INSURANCE AND COVERAGE	.75	.95	.95	.95	.95	-	0.0%
UNEMPLOYMENT	.30	.30	.30	.30	.30	-	0.0%
PROGRAM TOTAL	1.05	1.25	1.25	1.25	1.25	-	0.0%
SAFETY MANAGEMENT							
SAFETY MANAGEMENT SERVICES	8.40	8.60	8.65	8.65	8.65	-	0.0%
PROGRAM TOTAL	8.40	8.60	8.65	8.65	8.65	-	0.0%
DEPARTMENT TOTAL	29.75	30.75	31.25	31.25	31.75	.50	1.6%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	1.50	1.50	2.00	2.00	1.50	(0.50)	(25.0%)
Accounting Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	5.00	4.00	3.00	3.00	3.00	-	0.0%
Business Systems Analyst-Sr/Ld	1.25	1.00	1.00	1.00	1.00	-	0.0%
Claims Adjuster	3.00	1.00	1.00	1.00	1.00	-	0.0%
Claims Adjuster Lead	3.00	4.00	4.00	4.00	4.00	-	0.0%
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Risk Mgmt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Risk Management	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineer	2.00	3.00	-	-	-	-	N/A
Finance Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	-	0.25	0.25	0.25	0.25	-	0.0%
Management Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Risk Environmental Analyst Sr	-	-	2.00	2.00	2.00	-	0.0%
Risk Management Manager	-	-	2.00	2.00	3.00	1.00	50.0%
Risk Mgmt Supervisor	1.00	1.00	-	-	-	-	N/A
Safety Associate	-	-	1.00	1.00	1.00	-	0.0%
Safety Specialist	7.00	8.00	8.00	8.00	8.00	-	0.0%
Special Projects Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>29.75</b>	<b>30.75</b>	<b>31.25</b>	<b>31.25</b>	<b>31.75</b>	<b>0.50</b>	<b>1.6%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
675 RISK MANAGEMENT	29.75	30.75	31.25	31.25	31.75	0.50	1.6%
<b>Department Total</b>	<b>29.75</b>	<b>30.75</b>	<b>31.25</b>	<b>31.25</b>	<b>31.75</b>	<b>0.50</b>	<b>1.6%</b>

### General Adjustments

#### Base Adjustments:

#### Risk Management Fund (675) Operating

- Increase Regular Benefits by \$43,223 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$272 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$209 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by \$5,491 for the impact of the changes in the base level telecommunication charges.
- Decrease Vacancy Savings by \$27,797 from 2.92% to 1.91%, consistent with recent trends. The department historically does not have a high turnover rate.
- Decrease Other Services by \$76,448 to bring the trust fund back in structural balance.

#### Risk Management Fund (675) Non Recurring Non Project

- Carry forward a transfer in the amount of \$3,517,901 from the General Fund (100) to cover the estimated cost of claims exceeding departmental revenue. Funding will be transferred in from the General Fund (100) on an as-needed basis.

### Programs and Activities

#### Claims Management Program

The purpose of the Claims Management Program is to provide claims services to Maricopa County departments, districts, and Risk Trust members so they can reduce or manage the cost of claims and expenses.

Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of AL claims Closed in the Year	72.7%	93.8%	93.8%	93.8%	0.0%	0.1%
Percent of APD Claims Closed	107.2%	86.5%	86.5%	91.7%	5.2%	6.0%
Percent of County expenditures spent on Risk Management (Cost of Risk)	1.2%	1.7%	1.7%	1.3%	(0.4%)	-24.6%
Percent of GL Claims Closed	58.7%	48.9%	48.9%	60.0%	11.1%	22.7%
Percent of MM Claims Closed	57.0%	60.0%	51.0%	57.0%	(3.0%)	-5.0%
Percent of PD Claims Closed	82.4%	80.0%	80.0%	95.0%	15.0%	18.8%
Percent of WC Claims Closed	77.4%	85.0%	50.0%	80.0%	(5.0%)	-5.9%
Percent of PL Claims Closed	36.4%	80.0%	78.9%	80.0%	0.0%	0.0%

Activities that comprise this Program include:

- Auto Liability
- Auto Property Damage
- General Liability
- Medical Malpractice
- Professional Liability
- Property Damage
- Workers Compensation

**Auto Liability Activity**

The purpose of the Auto Liability Activity is to provide auto liability claims services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR %	
Result	Percent of AL claims Closed in the Year	72.7%	93.8%	93.8%	93.8%	0.0%	0.1%
Output	Number of AL Claims Closed	64	75	75	64	(11)	-14.7%
Demand	Number of AL Claims Opened and Pending	88	80	80	70	(10)	-12.5%
Expenditure Ratio	Expenditure per AL Claims Closed	\$ 3,731.20	\$ 20,420.52	\$ 21,506.64	\$ 21,412.16	\$ (991.64)	-4.9%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 1,128,840	\$ 1,413,370	\$ 1,413,370	\$ 1,358,775	\$ (54,595)	-3.9%
	TOTAL SOURCES	\$ 1,128,840	\$ 1,413,370	\$ 1,413,370	\$ 1,358,775	\$ (54,595)	-3.9%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 238,797	\$ 1,531,539	\$ 1,612,998	\$ 1,370,378	\$ 161,161	10.5%
	TOTAL USES	\$ 238,797	\$ 1,531,539	\$ 1,612,998	\$ 1,370,378	\$ 161,161	10.5%

**Activity Narrative:** The claim counts fluctuate from year to year. Based on the FY 2016 patterns, the department is projecting 10 less Auto Liability claims in FY 2017.

**Auto Property Damage Activity**

The purpose of the Auto Property Damage Activity is to provide auto property damage claims services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of APD Claims Closed	107.2%	86.5%	86.5%	91.7%	5.2%	6.0%
Output	Number of APD Claims Closed	551	433	320	550	118	27.2%
Demand	Number of APD Claims Opened and Pending	514	500	370	600	100	20.0%
Expenditure Ratio	Expenditure per APD claim closed	\$ 745.23	\$ 1,180.33	\$ 1,602.03	\$ 1,038.39	\$ 141.94	12.0%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 728,469	\$ 445,175	\$ 502,547	\$ 524,474	\$ 79,299	17.8%
	TOTAL SOURCES	\$ 728,469	\$ 445,175	\$ 502,547	\$ 524,474	\$ 79,299	17.8%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 410,620	\$ 510,493	\$ 512,651	\$ 571,114	\$ (60,621)	-11.9%
	TOTAL USES	\$ 410,620	\$ 510,493	\$ 512,651	\$ 571,114	\$ (60,621)	-11.9%

**Activity Narrative:** Similar to the Auto Liability Activity, there is significant volatility in historical Auto Property Damage claim expenditures. FY 2016 Based on the FY 2016 patterns, the department is projecting 230 more claims in FY 2017.

### General Liability Activity

The purpose of the General Liability Activity is to provide general liability claims services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of County expenditures spent on Risk Management (Cost of Risk)	1.2%	1.7%	1.7%	1.3%	(0.4%)	-24.6%
Result	Percent of GL Claims Closed	58.7%	48.9%	48.9%	60.0%	11.1%	22.7%
Output	Number of GL Claims Closed	463	330	330	460	130	39.4%
Demand	Number of GL Claims Opened and Pending	789	675	675	650	(25)	-3.7%
Expenditure Ratio	Expenditure Per Claim Closed	\$ 19,576.03	\$ 34,544.30	\$ 33,670.16	\$ 20,611.88	\$ 13,932.42	40.3%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 8,488,960	\$ 11,253,172	\$ 7,736,112	\$ 11,862,846	\$ 609,674	5.4%
	TOTAL SOURCES	\$ 8,488,960	\$ 11,253,172	\$ 7,736,112	\$ 11,862,846	\$ 609,674	5.4%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 9,063,702	\$ 11,399,618	\$ 11,111,154	\$ 9,481,463	\$ 1,918,155	16.8%
	TOTAL USES	\$ 9,063,702	\$ 11,399,618	\$ 11,111,154	\$ 9,481,463	\$ 1,918,155	16.8%

**Activity Narrative:** The claim counts fluctuate from year to year. Based on the FY 2016 patterns, the department is projecting 25 fewer General Liability claims in FY 2017.

### Medical Malpractice Activity

The purpose of the Medical Malpractice Activity is to provide medical malpractice claims services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of MM Claims Closed	57.0%	60.0%	51.0%	57.0%	(3.0%)	-5.0%
Output	Number of Claims Closed	65	59	98	46	(13)	-22.4%
Demand	Number of MM Claims Opened and Pending	114	98	98	80	(18)	-18.4%
Expenditure Ratio	Expenditure per MM Claim Closed	\$ 8,165.74	\$ 26,244.18	\$ 17,162.29	\$ 32,292.21	\$ (6,048.03)	-23.0%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 1,986,072	\$ 1,483,579	\$ 1,483,579	\$ 1,421,924	\$ (61,655)	-4.2%
	TOTAL SOURCES	\$ 1,986,072	\$ 1,483,579	\$ 1,483,579	\$ 1,421,924	\$ (61,655)	-4.2%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 530,773	\$ 1,543,158	\$ 1,681,904	\$ 1,472,525	\$ 70,633	4.6%
	TOTAL USES	\$ 530,773	\$ 1,543,158	\$ 1,681,904	\$ 1,472,525	\$ 70,633	4.6%

**Activity Narrative:** Since the separation of Maricopa Integrated Health System (MIHS) from the County in FY 2013, the department is still trying to establish the County's pattern regarding Medical Malpractice claims. Based on patterns tracked in FY 2016, the department is projecting 18 fewer claims in FY 2017.

### Professional Liability Activity

The purpose of the Professional Liability Activity is to provide professional liability claims services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of PL Claims Closed	36.4%	80.0%	78.9%	80.0%	0.0%	0.0%
Output	Number of PL Claims Closed	4	8	15	8	-	0.0%
Demand	Number of PL Claims Opened and Pending	11	10	19	10	-	0.0%
Expenditure Ratio	Expenditure per PL Claim Closed	\$ 23,956.00	\$ 11,159.88	\$ 5,951.93	\$ 12,817.88	\$ (1,658.00)	-14.9%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 112,344	\$ 64,964	\$ 64,964	\$ 62,614	\$ (2,350)	-3.6%
	TOTAL SOURCES	\$ 112,344	\$ 64,964	\$ 64,964	\$ 62,614	\$ (2,350)	-3.6%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 95,824	\$ 89,279	\$ 89,279	\$ 102,543	\$ (13,264)	-14.9%
	TOTAL USES	\$ 95,824	\$ 89,279	\$ 89,279	\$ 102,543	\$ (13,264)	-14.9%

**Activity Narrative:** The Professional Liability Activity covers licensed professionals who provide professional advice to patients, clients, individuals and companies. The department had an increase in claims and is forecasting 19 opened claims with only 15 closing by the end of FY 2016. This is not an ongoing trend, therefore the FY 2017 recommendation remains even with FY 2016.

### Property Damage Activity

The purpose of the Property Damage Activity is to provide property damage claims services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of PD Claims Closed	82.4%	80.0%	80.0%	95.0%	15.0%	18.8%
Output	Number of PD Claims Closed	126	120	120	95	(25)	-20.8%
Demand	Number of PD Claims Opened and Pending	153	150	150	100	(50)	-33.3%
Expenditure Ratio	Expenditure per PD Claim Closed	\$ 1,036.12	\$ 3,641.41	\$ 3,677.67	\$ 3,730.43	\$ (89.02)	-2.4%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 368,769	\$ 433,668	\$ 534,006	\$ 236,169	\$ (197,499)	-45.5%
	TOTAL SOURCES	\$ 368,769	\$ 433,668	\$ 534,006	\$ 236,169	\$ (197,499)	-45.5%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 130,551	\$ 436,969	\$ 441,320	\$ 354,391	\$ 82,578	18.9%
	TOTAL USES	\$ 130,551	\$ 436,969	\$ 441,320	\$ 354,391	\$ 82,578	18.9%

**Activity Narrative:** Although FY 2016 Property Damage claims are forecasted to be the same as the Revised budget, claims in FY 2017 are expected to decrease in both volume and total payout. Based on patterns tracked in FY 2016, the department is projecting 50 fewer claims in FY 2017.

### Worker's Compensation Activity

The purpose of the Worker's Compensation Activity is to provide workers' compensation claims oversight services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of WC Claims Closed	77.4%	85.0%	50.0%	80.0%	(5.0%)	-5.9%
Output	Number of WC Claims Closed	744	680	400	600	(80)	-11.8%
Demand	Number of WC Claims Opened and Pending	961	800	800	750	(50)	-6.3%
Expenditure Ratio	Expenditure per WC Claim Closed	\$ 7,436.61	\$ 7,308.19	\$ 12,495.93	\$ 8,521.49	\$ (1,213.30)	-16.6%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 5,905,185	\$ 6,325,146	\$ 6,422,149	\$ 4,690,083	\$ (1,635,063)	-25.9%
	TOTAL SOURCES	\$ 5,905,185	\$ 6,325,146	\$ 6,422,149	\$ 4,690,083	\$ (1,635,063)	-25.9%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 5,532,839	\$ 4,969,569	\$ 4,998,371	\$ 5,112,894	\$ (143,325)	-2.9%
	TOTAL USES	\$ 5,532,839	\$ 4,969,569	\$ 4,998,371	\$ 5,112,894	\$ (143,325)	-2.9%

**Activity Narrative:** Based on patterns in FY 2015 and 2016, it is projected that the Workers' Compensation claims will decrease in FY 2017. In addition, it is believed that increased training and awareness is contributing to the decrease. The department is creating a Workers' Compensation Manager position in FY 2017. This position will oversee and manage the administrative team and claim processing, including statutory mandates, to ensure County employees are best served in a timely manner and claims are closed quickly.

### Environmental Management Program

The purpose of the Environmental Management Program is to provide environmental technical services to Maricopa County departments, districts, and trust members so they can minimize or eliminate liabilities.

### Program Results

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent Reduction/Increase in possible Environmental Liability exposures	11.4%	2.2%	2.2%	1.9%	(0.3%)	-12.9%
Percent of EL Claims Closed in the Fiscal Year	25.0%	50.0%	33.3%	50.0%	0.0%	0.0%
Percent of EPD Claims Closed	50.0%	50.0%	50.0%	50.0%	0.0%	0.0%

Activities that comprise this Program include:

- Environmental Liability Claims
- Environmental Management
- Environmental Property Damage Claims

### Environmental Liability Claims Activity

The purpose of the Environmental Liability Claims Activity is to provide environmental liability claims services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

**Mandates:** A.R.S. Title 49 (formerly Title 18) Protection of the Environment – Establishes guidelines for department employees, legal counsel, in addition to powers and duties of the department and director, state wide application of rules, hazardous materials emergency response operations, county regulations, standards, fees, audits, appeals of agency decisions, unpaid amounts, and penalties.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED	
						VAR	%
Result	Percent of EL Claims Closed in the Fiscal Year	25.0%	50.0%	33.3%	50.0%	0.0%	0.0%
Output	Number of EL Claims Closed	1	1	1	1	-	0.0%
Demand	Number of EL Claims Opened and Pending	4	2	3	2	-	0.0%
Expenditure Ratio	Expenditure per EL Claim Closed	\$ 1,451,351	\$ 1,210,000	\$ 1,208,800	\$ 3,230,000	\$ (2,020,000)	-166.9%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 973,656	\$ 1,192,891	\$ 1,192,891	\$ 2,588,349	\$ 1,395,458	117.0%
	TOTAL SOURCES	\$ 973,656	\$ 1,192,891	\$ 1,192,891	\$ 2,588,349	\$ 1,395,458	117.0%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 1,451,351	\$ 1,210,000	\$ 1,208,800	\$ 3,230,000	\$ (2,020,000)	-166.9%
	TOTAL USES	\$ 1,451,351	\$ 1,210,000	\$ 1,208,800	\$ 3,230,000	\$ (2,020,000)	-166.9%

**Activity Narrative:** Continued training and education regarding Environmental Claims, to comply with the requirements set forth in FY 2014 by the Arizona Department of Environmental Quality in the Cave Creek Landfill cleanup, has kept third-party liability claims down. The department is annually conducting site evaluations and testing to determine the degree of environmental impact the landfill has. This evaluation and testing process, in addition to claims not closing as expected in FY 2016, is driving the increase of expenditures for FY 2017.

### Environmental Management Activity

The purpose of the Environmental Management Activity is to provide environmental management services to Maricopa County departments, districts and Risk Trust members so they can mitigate environmental liabilities.

**Mandates:** A.R.S. Title 49 (formerly Title 18) Protection of the Environment – Establishes guidelines for department employees, legal counsel, in addition to powers and duties of the department and director, state wide application of rules, hazardous materials emergency response operations, county regulations, standards, fees, audits, appeals of agency decisions, unpaid amounts, and penalties.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent Reduction/Increase in possible Environmental Liability exposures	11.4%	2.2%	2.2%	1.9%	(0.3%)	-12.9%
Output	Difference in value of Liability Exposures	839,403	160,114	160,114	123,500	(36,614)	-22.9%
Demand	Dollar Value of Environmental Liability Exposures	7,339,886	7,339,886	7,339,886	6,500,000	(839,886)	-11.4%
Expenditure Ratio	Expenditure per Environmental Exposure	\$ 0.49	\$ 3.33	\$ 3.36	\$ 4.34	\$ (1.01)	-30.3%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 414,620	\$ 532,555	\$ 537,707	\$ 535,378	\$ (2,823)	-0.5%
	TOTAL USES	\$ 414,620	\$ 532,555	\$ 537,707	\$ 535,378	\$ (2,823)	-0.5%

**Activity Narrative:** The department anticipates that the expenditures in this activity will remain flat while the dollar values of Environmental Liability Exposures decrease. The department believes that increased training and awareness is contributing to the decrease in liability payouts, but the added training and awareness events planned for FY 2017 will keep the expenditures in this activity about the same as FY 2016.

### Environmental Property Damage Claims Activity

The purpose of the Environmental Property Damage Claims Activity is to provide environmental property damage claims services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

**Mandates:** A.R.S. Title 49 (formerly Title 18) Protection of the Environment – Establishes guidelines for department employees, legal counsel, in addition to powers and duties of the department and director, state wide application of rules, hazardous materials emergency response operations, county regulations, standards, fees, audits, appeals of agency decisions, unpaid amounts, and penalties.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of EPD Claims Closed	50.0%	50.0%	50.0%	50.0%	0.0%	0.0%
Output	Number of EPD Claims Closed	1	1	1	1	-	0.0%
Demand	Number of EPD Claims Opened and Pending	2	2	2	2	-	0.0%
Expenditure Ratio	Expenditure per EPD Claim Closed	\$ 36,905	\$ 450,000	\$ 450,000	\$ 450,000	\$ -	0.0%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 387,732	\$ 447,973	\$ 447,973	\$ 360,594	\$ (87,379)	-19.5%
	TOTAL SOURCES	\$ 387,732	\$ 447,973	\$ 447,973	\$ 360,594	\$ (87,379)	-19.5%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 36,905	\$ 450,000	\$ 450,000	\$ 450,000	\$ -	0.0%
	TOTAL USES	\$ 36,905	\$ 450,000	\$ 450,000	\$ 450,000	\$ -	0.0%

**Activity Narrative:** The department anticipates this activity to remain fairly flat in FY 2017 in relation to FY 2015 and 2016. No significant changes or claims are forecasted for the coming year.

### Insurance and Coverages Program

The purpose of the Insurance and Coverages Program is to provide Administration of the Self-Insured Insurance Coverages Program to Maricopa County departments, districts, and Risk Trust members so they can protect assets through appropriate risk transfer, and risk retention.

## Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of Liability Avoided or Suspended	50.0%	50.0%	50.0%	50.0%	0.0%	0.0%
Percent of insurance policies purchased/renewed prior to effective date	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this Program include:

- Insurance and Coverage
- Unemployment

### Insurance and Coverage Activity

The purpose of the Insurance and Coverage Activity is to provide insurance and coverage services to Maricopa County departments, districts and Risk Trust members so they can protect their assets through appropriate risk transfer.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of insurance policies purchased/renewed prior to effective date	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of insurance policies purchased/renewed	23	19	19	24	5	26.3%
Demand	Number of insurance policies required/requested	23	19	18	24	5	26.3%
Expenditure Ratio	Cost of insurance policies purchased/renewed	N/A	\$ 316,140	\$ 315,978	\$ 249,103	\$ 67,037	21.2%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 5,583,441	\$ 6,006,660	\$ 6,003,581	\$ 5,978,477	\$ 28,183	0.5%
	TOTAL USES	\$ 5,583,441	\$ 6,006,660	\$ 6,003,581	\$ 5,978,477	\$ 28,183	0.5%

**Activity Narrative:** The department anticipates purchasing new policies and there is a foreseeable increase to premiums for several line item policies that will be renewed in FY 2017.

### Unemployment Activity

The purpose of the Unemployment Activity is to provide unemployment claims oversight services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Liability Avoided or Suspended	50.0%	50.0%	50.0%	50.0%	0.0%	0.0%
Output	Total Liability Avoided or Suspended	734,758	900,000	900,000	700,000	(200,000)	-22.2%
Output	Total UN Claims	420	530	530	420	(110)	-20.8%
Demand	Number of UN Claims	420	530	530	420	(110)	-20.8%
Expenditure Ratio	Cost Per UN Claim	\$ 1,164.27	\$ 1,684.82	\$ 1,681.55	\$ 2,127.36	\$ (442.55)	-26.3%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 531,084	\$ 628,752	\$ 628,752	\$ 582,862	\$ (45,890)	-7.3%
	TOTAL SOURCES	\$ 531,084	\$ 628,752	\$ 628,752	\$ 582,862	\$ (45,890)	-7.3%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 488,993	\$ 892,952	\$ 891,223	\$ 893,493	\$ (541)	-0.1%
	TOTAL USES	\$ 488,993	\$ 892,952	\$ 891,223	\$ 893,493	\$ (541)	-0.1%

**Activity Narrative:** Unemployment claims are dropping to FY 2015 levels and total expenditures are anticipated to drop as well in FY 2017 in response. Based on activity to date, the department is expecting a decrease of 110 unemployment claims in FY 2017.

### Safety Management Program

The purpose of the Safety Management Program is to provide innovatively developed safety programs to assist in meeting strategic goals of risk mitigation, loss reduction and compliance utilizing a variety of proven safety strategies reducing negative outcomes and increasing productivity to Maricopa County departments, districts and Risk Trust members so they can mitigate exposures and minimize preventable injuries/accidents.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of County employees not Injured	94.4%	94.4%	94.4%	96.9%	2.5%	2.6%
Percent Reduction/Increase of County Injury Incident Rate compared to a 3 year average rate	14.0%	10.8%	10.8%	10.8%	(0.0%)	-0.2%

Activities that comprise this Program include:

- Safety Management Activity

### Safety Management Activity

The purpose of the Safety Management Activity is to provide assistance in innovatively developing safety programs for the Maricopa County departments, districts and Risk Trust members so they can mitigate risk, exposures, reduce loss and negative outcomes and increase productivity thus minimizing preventable injuries/accidents.

**Mandates:** Occupational Safety and Health Administration (OSHA) Compliance Requirement: Section 5(a)(1) of the Occupational Safety and Health Act of 1970, often referred to as the General Duty Clause, requires employers to “furnish to each of his employees employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees”; OSHA Training requirement: Regulations Standard Section 1926.21(b)(2) requires that the employer shall instruct each employee in the recognition and avoidance of unsafe conditions and the regulations applicable to his work environment to control or eliminate any hazards or other exposure to illness or injury; #49 CFR Transportation Mandates for Commercial Drivers Licensing and Drug & Alcohol Testing.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	% of County employees not Injured	94.0%	94.4%	94.4%	96.9%	2.5%	2.6%
Result	Percent Reduction/Increase of County Injury Incident Rate compared to a 3 year average rate	14.0%	10.8%	10.8%	10.8%	(0.0%)	-0.2%
Output	Number of County Employees not Injured	12,522	13,235	13,235	12,861	(374)	-2.8%
Output	FY Injury Incident Rate	N/A	4	4	4	(0)	-8.0%
Output	Three Year Average of County Injury Incident Rate	N/A	4	4	4	0	8.5%
Demand	Number of County Employees	13,266	13,500	13,500	13,266	(234)	-1.7%
Expenditure Ratio	Cost per County employee not injured	\$ 53.12	\$ 67.81	\$ 73.00	\$ 76.87	\$ (9.07)	-13.4%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 665,115	\$ 897,428	\$ 966,180	\$ 988,680	\$ (91,252)	-10.2%
	TOTAL USES	\$ 665,115	\$ 897,428	\$ 966,180	\$ 988,680	\$ (91,252)	-10.2%

**Activity Narrative:** Based on the current year-to-date trends, the department is anticipating a decrease in the injury incident rate in FY 2017. It is believed that increased training and awareness is contributing to the decrease.

## Appropriated Budget Reconciliation

### Risk Management Fund (675)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 33,338,997	\$ 20,570,789
<b>FY 2016 Revised Budget</b>	\$ 33,338,997	\$ 20,570,789
<b>FY 2017 Baseline Budget</b>	\$ 33,338,997	\$ 20,570,789
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 43,160	\$ -
Employee Health/Dental Premiums	43,223	-
Vacancy Savings Assoc with Benefit Adjustments	(272)	-
Retirement Contributions	209	-
<b>Base Adjustments</b>	\$ (43,160)	\$ -
Other Base Adjustments	(76,448)	-
Decrease Other Services	\$ (76,448)	-
Base Telecom Adjustment		5,491
Personnel Savings		27,797
Decrease Vacancy Savings from 2.92% to 1.91%	\$ 27,797	-
<b>FY 2017 Adopted Budget</b>	\$ 33,338,997	\$ 20,570,789
Percent Change from Baseline Amount	0.0%	0.0%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	\$ -	\$ 3,517,901
<b>FY 2016 Revised Budget</b>	\$ -	\$ 3,517,901
<b>FY 2017 Baseline Budget</b>	\$ -	\$ 3,517,901
<b>FY 2017 Adopted Budget</b>	\$ -	\$ 3,517,901

Risk Management Fund (675) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 16,153,221	\$ 9,083,950	\$ 9,083,950	\$ 13,387,238	\$ 878,951
Sources:					
Operating	\$ 20,784,984	\$ 20,570,789	\$ 20,570,789	\$ 20,830,710	\$ 20,570,789
Non-Recurring	-	3,517,901	3,517,901	-	3,517,901
Total Sources:	\$ 20,784,984	\$ 24,088,690	\$ 24,088,690	\$ 20,830,710	\$ 24,088,690
Uses:					
Operating	\$ 27,496,665	\$ 33,338,997	\$ 33,338,997	\$ 33,338,997	\$ 33,338,997
Total Uses:	\$ 27,496,665	\$ 33,338,997	\$ 33,338,997	\$ 33,338,997	\$ 33,338,997
Structural Balance	\$ (6,711,681)	\$ (12,768,208)	\$ (12,768,208)	\$ (12,508,287)	\$ (12,768,208)
Accounting Adjustments	\$ 3,945,698	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 13,387,238	\$ -	\$ -	\$ 878,951	\$ -
Unassigned	-	(166,357)	(166,357)	-	(8,371,356)
Total Ending Spendable Fund Balance	\$ 13,387,238	\$ (166,357)	\$ (166,357)	\$ 878,951	\$ (8,371,356)

## Sheriff

*Analysis by Zachary Wolfe, Senior Management and Budget Analyst*

### Summary

#### Mission

The mission of the Maricopa County Sheriff's Office is to provide law enforcement, detention and crime prevention services to and in cooperation with the community so they can be safe and secure.

#### Vision

The Maricopa County Sheriff's Office is a fully integrated law enforcement agency committed to being the leader in establishing the standard and delivering professional quality law enforcement, detention, and support services to citizens of Maricopa County and to other criminal justice agencies.

### Strategic Goals

#### 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: New goal for FY 2017.

#### 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: This is a new goal for FY 2017.

In FY 2016, MCSO convened a work group to analyze the causes of detention officer turnover. This group identified three primary challenges in retaining qualified detention staff: (1) low pay coupled with limited pay differentiation based upon tenure or performance, (2) limited growth opportunities both financially and in professional training and (3) many high performing detention officers are seeking supervisory positions to increase pay without interest in being a supervisor. In response, this work group proposed instituting a performance-based program providing additive pay, training and promotional opportunities to high performing detention officers. This program is being evaluated for implementation in FY 2017.

#### Department Specific

**By 2020, the Sheriff's Office will achieve at least one standards based organization-wide achievement (Enforcement or Detention) from a nationally recognized accreditation authority.**

Status: New goal for FY 2017.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CVPR - CIVIL PROCESS	\$ 760,164	\$ 695,000	\$ 695,000	\$ 668,765	\$ 561,091	\$ (133,909)	-19.3%
INTR - INMATE TRANSPORT	31,647	25,000	26,293	26,293	257,155	230,862	878.0%
50CC - COURT COMPLIANCE AND SECURITY	\$ 791,811	\$ 720,000	\$ 721,293	\$ 695,058	\$ 818,246	\$ 96,953	13.4%
IARP - INMATE SUBST ABUSE RECOVERY	\$ 13,619	\$ 45,748	\$ 60,000	\$ 46,055	\$ 152,519	\$ 92,519	154.2%
IEPA - INMATE EDUCATION	288,625	354,054	324,420	285,884	785,940	461,520	142.3%
IAR - INMATE INTAKE AND RELEASE	177,704	304,200	304,137	459,184	327,142	23,005	7.6%
INSS - INMATE CANTEEN AND OPTION SVCS	11,584,308	11,504,271	11,504,271	10,408,856	9,876,302	(1,627,969)	-14.2%
ISTP - INMATE SKILLS AND TRAINING	61,796	26,774	26,774	73,830	33,969	7,195	26.9%
JIAS - JAIL INTELLIGENCE AND SECURITY	95,606	86,708	102,465	76,750	104,000	1,535	1.5%
MANS - INMATE RELATED MANDATES	235	209,585	221,735	139,723	209,585	(12,150)	-5.5%
PRDM - INMATE DETENTION HOUSING	29,268,756	31,952,296	31,952,296	27,948,160	27,358,676	(4,593,620)	-14.4%
50CM - CUSTODY MANAGEMENT	\$ 41,490,649	\$ 44,483,636	\$ 44,496,098	\$ 39,438,442	\$ 38,848,133	\$ (5,647,965)	-12.7%
AVIA - AVIATION	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	N/A
MCSI - INFO AND COMM TECHNOLOGY	171,368	173,344	173,344	174,497	289,505	116,161	67.0%
PPEV - PROPERTY AND EVIDENCE	159,558	226,100	226,100	296,528	211,100	(15,000)	-6.6%
TRAG - MANDATED ENF AND DET TRAINING	27,994	25,000	20,000	27,166	26,500	6,500	32.5%
50CO - ENF AND DET OPERATION RESOURCE	\$ 358,920	\$ 424,444	\$ 419,444	\$ 573,191	\$ 527,105	\$ 107,661	25.7%
DISP - DISPATCH	\$ 273,215	\$ 423,522	\$ 423,522	\$ 432,586	\$ 647,629	\$ 224,107	52.9%
DSTR - DISAST AND COMM THRE DISR RESP	650,116	1,047,437	1,183,137	1,033,308	905,777	(277,360)	-23.4%
ENFO - ENFORCEMENT SUPPORT	137,480	55,000	52,000	52,000	52,000	-	0.0%
INVT - INVESTIGATIONS	4,757,690	5,400,480	5,855,184	5,246,977	5,976,836	121,652	2.1%
PATR - PATROL	13,422,960	15,258,811	14,751,325	15,096,422	14,928,554	177,229	1.2%
SRCH - SEARCH AND RESCUE	-	-	-	1,371	-	-	N/A
WRNT - WARR AND RECOR INFO PROCESSING	33,724	35,000	35,000	39,850	37,770	2,770	7.9%
50EN - ENFORCEMENT	\$ 19,275,185	\$ 22,220,250	\$ 22,300,168	\$ 21,902,514	\$ 22,548,566	\$ 248,398	1.1%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 339,457	\$ 425,000	\$ 425,000	\$ 403,098	\$ -	\$ (425,000)	-100.0%
ODIR - EXECUTIVE MANAGEMENT	-	20,900	20,900	269,254	-	(20,900)	-100.0%
PROC - PROCUREMENT	181	-	-	68	-	-	N/A
99AS - INDIRECT SUPPORT	\$ 339,638	\$ 445,900	\$ 445,900	\$ 672,420	\$ -	\$ (445,900)	-100.0%
GGOV - GENERAL GOVERNMENT	\$ (109,560)	\$ 46,928	\$ 46,928	\$ 899,601	\$ -	\$ (46,928)	-100.0%
99GV - GENERAL OVERHEAD	\$ (109,560)	\$ 46,928	\$ 46,928	\$ 899,601	\$ -	\$ (46,928)	-100.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 62,146,643</b>	<b>\$ 68,341,158</b>	<b>\$ 68,429,831</b>	<b>\$ 64,181,226</b>	<b>\$ 62,742,050</b>	<b>\$ (5,687,781)</b>	<b>-8.3%</b>

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
CTSC - COURT SECURITY	\$ 3,860,129	\$ 4,372,325	\$ 4,278,022	\$ 4,199,243	\$ 3,970,371	\$ 307,651	7.2%
CVPR - CIVIL PROCESS	5,090,082	6,281,045	5,957,559	5,613,218	5,247,029	710,530	11.9%
EXTR - EXTRADITIONS	1,936,411	2,388,646	2,289,221	2,100,280	2,195,049	94,172	4.1%
INTR - INMATE TRANSPORT	15,283,250	16,547,538	16,150,391	15,182,553	15,853,862	296,529	1.8%
50CC - COURT COMPLIANCE AND SECURITY	\$ 26,169,872	\$ 29,589,554	\$ 28,675,193	\$ 27,095,294	\$ 27,266,311	\$ 1,408,882	4.9%
IARP - INMATE SUBST ABUSE RECOVERY	\$ 1,267,201	\$ 1,481,312	\$ 1,568,326	\$ 1,397,406	\$ 1,373,272	\$ 195,054	12.4%
IEPA - INMATE EDUCATION	1,639,607	2,287,004	2,243,413	1,610,385	1,590,225	653,188	29.1%
IAR - INMATE INTAKE AND RELEASE	20,779,481	22,922,603	22,154,493	22,079,541	20,724,952	1,429,541	6.5%
INLA - INMATE LABOR	411,873	438,683	415,522	424,228	448,722	(33,200)	-8.0%
INSS - INMATE CANTEEN AND OPTION SVCS	4,389,021	4,479,419	4,509,238	4,569,479	4,323,815	185,423	4.1%
ISTP - INMATE SKILLS AND TRAINING	1,838,395	1,748,541	1,718,972	1,680,647	1,484,663	234,309	13.6%
JIAS - JAIL INTELLIGENCE AND SECURITY	2,461,534	3,067,531	2,845,700	2,582,938	2,954,744	(109,044)	-3.8%
MANS - INMATE RELATED MANDATES	16,752,766	18,324,213	18,483,530	19,306,421	19,085,894	(602,364)	-3.3%
PRDM - INMATE DETENTION HOUSING	104,583,424	115,542,894	111,749,120	109,910,157	112,727,763	(978,643)	-0.9%
50CM - CUSTODY MANAGEMENT	\$ 154,123,302	\$ 170,292,200	\$ 165,688,314	\$ 163,561,202	\$ 164,714,050	\$ 974,264	0.6%
AVIA - AVIATION	\$ 3,807,443	\$ 2,717,181	\$ 2,702,759	\$ 2,748,510	\$ 2,709,700	\$ (6,941)	-0.3%
COFB - COMMUNITY OUTREACH	254,695	225,412	304,227	303,190	308,222	(3,995)	-1.3%
FMGT - SHERIFFS VEHICLE FLEET	369,416	361,495	355,507	342,687	330,406	25,101	7.1%
MCSI - INFO AND COMM TECHNOLOGY	3,223,426	2,379,162	2,408,992	2,143,959	2,466,665	(57,673)	-2.4%
PPEV - PROPERTY AND EVIDENCE	1,172,162	1,563,982	1,513,513	1,608,109	1,294,993	218,520	14.4%
PROF - EMPLOYEE PROFESSIONAL STANDARD	5,248,720	4,022,009	4,739,578	5,074,900	4,947,813	(208,235)	-4.4%
TRAG - MANDATED ENF AND DET TRAINING	6,601,368	6,875,892	6,412,217	6,383,093	6,128,679	283,538	4.4%
50CO - ENF AND DET OPERATION RESOURCE	\$ 20,677,230	\$ 18,145,133	\$ 18,436,793	\$ 18,604,448	\$ 18,186,478	\$ 250,315	1.4%
DISP - DISPATCH	\$ 3,780,870	\$ 4,421,648	\$ 4,050,107	\$ 3,888,753	\$ 4,100,656	\$ (50,549)	-1.2%
DSTR - DISAST AND COMM THRE DISR RESP	2,538,891	2,580,385	2,326,646	3,070,881	2,791,719	(465,073)	-20.0%
ENFO - ENFORCEMENT SUPPORT	3,441,568	3,424,777	3,324,288	2,780,609	2,926,581	397,707	12.0%
INVT - INVESTIGATIONS	24,199,618	25,881,165	25,723,403	25,867,736	26,004,241	(280,838)	-1.1%
PATR - PATROL	49,429,462	52,406,348	55,174,580	53,242,286	53,853,419	1,321,161	2.4%
SRCH - SEARCH AND RESCUE	5,103,845	283,606	278,372	214,316	173,160	105,212	37.8%
SWAT - SPEC WEAPONS AND TACTICS	3,627,786	4,052,319	4,098,898	4,126,344	4,165,607	(66,709)	-1.6%
WRNT - WARR AND RECOR INFO PROCESSING	1,828,736	1,906,638	1,794,237	1,753,210	1,823,191	(28,954)	-1.6%
50EN - ENFORCEMENT	\$ 93,950,776	\$ 94,956,886	\$ 96,770,531	\$ 94,944,135	\$ 95,838,574	\$ 931,957	1.0%
BLDR - BUILDINGS AND GROUNDS	\$ 2,693,347	\$ 2,916,949	\$ 2,859,007	\$ 2,713,241	\$ 2,891,441	\$ (32,434)	-1.1%
700M - FACILITIES OPERATION AND MAINT	\$ 2,693,347	\$ 2,916,949	\$ 2,859,007	\$ 2,713,241	\$ 2,891,441	\$ (32,434)	-1.1%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 1,836,159	\$ 2,067,113	\$ 2,003,414	\$ 1,814,327	\$ 2,145,854	\$ (142,440)	-7.1%
FACI - FACILITIES MANAGEMENT	-	-	-	-	6,750,000	(6,750,000)	N/A
HRAC - HUMAN RESOURCES	2,958,801	3,371,673	3,226,259	3,118,629	3,463,713	(237,454)	-7.4%
ODIR - EXECUTIVE MANAGEMENT	3,743,460	4,434,505	4,565,141	4,172,173	3,657,734	907,407	19.9%
POOL - POOLED COSTS	-	(391,587)	-	2	-	-	N/A
PROC - PROCUREMENT	653,761	722,935	679,977	639,185	679,427	550	0.1%
RCOM - REGULATION COMPLIANCE	3,663,454	9,295,333	5,697,812	6,290,784	5,362,863	334,949	5.9%
RMGT - RISK MANAGEMENT	646,167	758,522	730,769	596,989	750,722	(19,953)	-2.7%
SPPT - OPERATIONS SUPPORT	989,477	1,231,691	1,271,990	1,255,866	1,379,661	(107,671)	-8.5%
99AS - INDIRECT SUPPORT	\$ 14,491,279	\$ 21,490,185	\$ 18,175,362	\$ 17,887,955	\$ 24,189,974	\$ (6,014,612)	-33.1%
GGOV - GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ 148,610	\$ -	\$ -	N/A
GGPS - GENERAL PUBLIC SAFELY	-	(7,880,765)	-	-	-	-	N/A
INFR - INFRASTRUCTURE	3,767,620	3,794,262	3,794,262	3,820,999	4,065,255	(270,993)	-7.1%
MPOS - ELECTED OR STATUTORY OFFICIALS	157,336	151,957	148,367	152,378	145,053	3,314	2.2%
RISK - RISK PREMIUMS	8,561,772	8,950,216	8,950,216	8,963,778	8,462,837	487,379	5.4%
99GV - GENERAL OVERHEAD	\$ 12,486,728	\$ 5,015,670	\$ 12,892,845	\$ 13,085,765	\$ 12,673,145	\$ 219,700	1.7%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 3,019,324	\$ 3,512,801	\$ 3,408,866	\$ 3,376,021	\$ 3,745,665	\$ (336,799)	-9.9%
DACR - DATA CENTER	4,400,210	4,259,446	4,404,025	4,442,673	4,889,653	(485,628)	-11.0%
GISA - GIS APPLICATION DEV AND SUPP	397,820	518,591	311,209	265,324	272,761	38,448	12.4%
TSPT - TECHNOLOGY SUPPORT	1,631,578	1,535,022	1,182,725	1,550,311	856,540	326,185	27.6%
VANS - INFRASTRUCTURE NETWORK SVCS	379,265	368,706	597,815	499,123	1,520,687	(922,872)	-154.4%
99IT - INFORMATION TECHNOLOGY	\$ 9,828,197	\$ 10,194,566	\$ 9,904,640	\$ 10,133,452	\$ 11,285,306	\$ (1,380,666)	-13.9%
<b>TOTAL PROGRAMS</b>	<b>\$ 334,420,731</b>	<b>\$ 352,601,143</b>	<b>\$ 353,402,685</b>	<b>\$ 348,025,492</b>	<b>\$ 357,045,279</b>	<b>\$ (3,642,594)</b>	<b>-1.0%</b>

Sources by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 82,000	\$ 85,000	\$ 85,000	\$ 115,002	\$ 103,059	\$ 18,059	21.2%
<b>SUBTOTAL</b>	\$ 82,000	\$ 85,000	\$ 85,000	\$ 115,002	\$ 103,059	\$ 18,059	21.2%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 2,515,246	\$ 3,256,303	\$ 3,315,831	\$ 4,005,367	\$ 3,170,395	\$ (145,436)	-4.4%
0620 - OTHER INTERGOVERNMENTAL	4,799,477	5,236,026	5,054,336	4,445,626	5,234,681	180,345	3.6%
<b>SUBTOTAL</b>	\$ 7,314,723	\$ 8,492,329	\$ 8,370,167	\$ 8,450,993	\$ 8,405,076	\$ 34,909	0.4%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 40,238,664	\$ 44,851,756	\$ 44,529,101	\$ 41,108,831	\$ 40,559,689	\$ (3,969,412)	-8.9%
0635 - OTHER CHARGES FOR SERVICES	11,943,827	11,807,874	11,807,874	10,682,458	9,956,592	(1,851,282)	-15.7%
0638 - PATIENT SERVICES REVENUE	342,698	300,000	300,000	300,000	369,950	69,950	23.3%
<b>SUBTOTAL</b>	\$ 52,525,189	\$ 56,959,630	\$ 56,636,975	\$ 52,091,289	\$ 50,886,231	\$ (5,750,744)	-10.2%
<b>FINES &amp; FOREFEITS</b>							
0637 - FINES & FORFEITS	\$ 1,880,182	\$ 2,404,834	\$ 2,924,334	\$ 2,693,568	\$ 2,992,000	\$ 67,666	2.3%
<b>SUBTOTAL</b>	\$ 1,880,182	\$ 2,404,834	\$ 2,924,334	\$ 2,693,568	\$ 2,992,000	\$ 67,666	2.3%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 60,682	\$ 48,549	\$ 50,389	\$ 50,794	\$ 39,810	\$ (10,579)	-21.0%
0650 - MISCELLANEOUS REVENUE	283,867	350,816	362,966	779,580	315,874	(47,092)	-13.0%
<b>SUBTOTAL</b>	\$ 344,549	\$ 399,365	\$ 413,355	\$ 830,374	\$ 355,684	\$ (57,671)	-14.0%
<b>ALL REVENUES</b>	\$ 62,146,643	\$ 68,341,158	\$ 68,429,831	\$ 64,181,226	\$ 62,742,050	\$ (5,687,781)	-8.3%
<b>TOTAL SOURCES</b>	\$ 62,146,643	\$ 68,341,158	\$ 68,429,831	\$ 64,181,226	\$ 62,742,050	\$ (5,687,781)	-8.3%

Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 177,204,082	\$ 180,551,058	\$ 180,891,938	\$ 178,791,005	\$ 179,119,156	\$ 1,772,782	1.0%
0705 - TEMPORARY PAY	232,342	385,026	332,980	225,574	243,457	89,523	26.9%
0710 - OVERTIME	9,356,946	9,339,482	10,113,509	12,999,805	12,443,394	(2,329,885)	-23.0%
0750 - FRINGE BENEFITS	84,921,370	100,913,507	100,826,952	98,655,606	100,070,034	756,918	0.8%
0790 - OTHER PERSONNEL SERVICES	1,937,440	2,707,641	2,115,526	2,040,808	2,125,217	(9,691)	-0.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(28,147,982)	(27,087,722)	(27,353,376)	(27,384,690)	(30,006,443)	2,653,067	9.7%
0796 - PERSONNEL SERVICES ALLOC-IN	26,382,681	25,454,940	25,375,314	24,983,186	28,018,203	(2,642,889)	-10.4%
<b>SUBTOTAL</b>	<b>\$ 271,886,879</b>	<b>\$ 292,263,932</b>	<b>\$ 292,302,843</b>	<b>\$ 290,311,294</b>	<b>\$ 292,013,018</b>	<b>\$ 289,825</b>	<b>0.1%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 18,870,622	\$ 20,234,254	\$ 19,965,158	\$ 18,818,902	\$ 19,920,720	\$ 44,438	0.2%
0802 - MEDICAL SUPPLIES	161,329	462,855	463,931	428,952	250,969	212,962	45.9%
0803 - FUEL	3,363,135	3,944,423	3,994,388	2,696,944	2,821,075	1,173,313	29.4%
0804 - NON-CAPITAL EQUIPMENT	2,299,722	716,445	572,038	493,596	657,319	(85,281)	-14.9%
0805 - SUPPLIES-ALLOCATION OUT	(2,258,759)	(1,868,659)	(1,868,659)	(1,956,614)	(2,018,436)	149,777	8.0%
0806 - SUPPLIES-ALLOCATION IN	1,907,460	1,896,346	1,896,346	1,910,316	2,050,283	(153,937)	-8.1%
<b>SUBTOTAL</b>	<b>\$ 24,343,509</b>	<b>\$ 25,385,664</b>	<b>\$ 25,023,202</b>	<b>\$ 22,392,096</b>	<b>\$ 23,681,930</b>	<b>\$ 1,341,272</b>	<b>5.4%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 494,649	\$ 155,210	\$ 216,938	\$ 239,107	\$ 202,861	\$ 14,077	6.5%
0811 - HEALTH CARE SERVICES	1,553,801	1,218,110	1,190,107	1,443,986	1,756,479	(566,372)	-47.6%
0812 - OTHER SERVICES	1,780,682	1,842,402	1,538,387	1,969,452	2,331,137	(792,750)	-51.5%
0820 - RENT & OPERATING LEASES	2,181,609	2,211,669	2,172,807	1,999,465	2,066,792	106,015	4.9%
0825 - REPAIRS AND MAINTENANCE	5,213,995	7,378,899	7,137,275	7,168,848	8,084,970	(947,695)	-13.3%
0830 - INTERGOVERNMENTAL PAYMENTS	312,911	482,917	290,388	338,646	412,437	(122,049)	-42.0%
0839 - INTERNAL SERVICE CHARGES	12,964,112	12,300,047	12,305,874	12,427,916	13,577,598	(1,271,724)	-10.3%
0841 - TRAVEL	1,087,589	1,294,886	1,295,765	1,220,451	1,390,562	(94,797)	-7.3%
0842 - EDUCATION AND TRAINING	273,286	1,129,006	1,661,336	1,191,430	1,434,825	226,511	13.6%
0843 - POSTAGE/FREIGHT/SHIPPING	323,515	339,793	345,463	314,744	345,721	(258)	-0.1%
0850 - UTILITIES	792,935	847,806	864,244	662,009	974,753	(110,509)	-12.8%
0872 - SERVICES-ALLOCATION OUT	(1,804,116)	(1,671,015)	(1,671,015)	(1,673,043)	(1,956,069)	285,054	17.1%
0873 - SERVICES-ALLOCATION IN	1,804,441	1,671,015	1,671,015	1,671,011	1,956,069	(285,054)	-17.1%
<b>SUBTOTAL</b>	<b>\$ 26,979,409</b>	<b>\$ 29,200,745</b>	<b>\$ 29,018,584</b>	<b>\$ 28,974,022</b>	<b>\$ 32,578,135</b>	<b>\$ (3,559,551)</b>	<b>-12.3%</b>
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 439,460	\$ 1,236,498	\$ 1,236,498	\$ 794,543	\$ 450,000	\$ 786,498	63.6%
0920 - CAPITAL EQUIPMENT	3,525,781	3,741,612	4,879,493	4,861,492	836,228	4,043,265	82.9%
0930 - VEHICLES & CONSTRUCTION EQUIP	1,395,693	772,692	619,127	369,107	413,030	206,097	33.3%
0955 - CAPITAL-ALLOCATION OUT	(15,051)	-	-	-	(15,429)	15,429	N/A
0956 - CAPITAL-ALLOCATION IN	15,051	-	-	-	15,429	(15,429)	N/A
<b>SUBTOTAL</b>	<b>\$ 5,360,934</b>	<b>\$ 5,750,802</b>	<b>\$ 6,735,118</b>	<b>\$ 6,025,142</b>	<b>\$ 1,699,258</b>	<b>\$ 5,035,860</b>	<b>74.8%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 328,570,731</b>	<b>\$ 352,601,143</b>	<b>\$ 353,079,747</b>	<b>\$ 347,702,554</b>	<b>\$ 349,972,341</b>	<b>\$ 3,107,406</b>	<b>0.9%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 5,850,000	\$ -	\$ 322,938	\$ 322,938	\$ 7,072,938	\$ (6,750,000)	-2090.2%
<b>ALL OTHER FINANCING USES</b>	<b>\$ 5,850,000</b>	<b>\$ -</b>	<b>\$ 322,938</b>	<b>\$ 322,938</b>	<b>\$ 7,072,938</b>	<b>\$ (6,750,000)</b>	<b>-2090.2%</b>
<b>TOTAL USES</b>	<b>\$ 334,420,731</b>	<b>\$ 352,601,143</b>	<b>\$ 353,402,685</b>	<b>\$ 348,025,492</b>	<b>\$ 357,045,279</b>	<b>\$ (3,642,594)</b>	<b>-1.0%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 13,055,522	\$ 15,191,036	\$ 15,191,036	\$ 16,195,983	\$ 15,435,908	\$ 244,872	1.6%
NON RECURRING NON PROJECT	477,576	366,768	44,113	656	-	(44,113)	-100.0%
<b>FUND TOTAL SOURCES</b>	\$ 13,533,098	\$ 15,557,804	\$ 15,235,149	\$ 16,196,639	\$ 15,435,908	\$ 200,759	1.3%
251 SHERIFF GRANTS							
OPERATING	\$ 6,359,526	\$ 7,184,985	\$ 7,596,313	\$ 7,465,907	\$ 7,624,572	\$ 28,259	0.4%
<b>FUND TOTAL SOURCES</b>	\$ 6,359,526	\$ 7,184,985	\$ 7,596,313	\$ 7,465,907	\$ 7,624,572	\$ 28,259	0.4%
203 SHERIFF DONATIONS							
OPERATING	\$ 51,471	\$ 26,774	\$ 26,774	\$ 61,680	\$ 33,969	\$ 7,195	26.9%
<b>FUND TOTAL SOURCES</b>	\$ 51,471	\$ 26,774	\$ 26,774	\$ 61,680	\$ 33,969	\$ 7,195	26.9%
206 OFFICER SAFETY EQUIPMENT							
OPERATING	\$ 137,480	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 137,480	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000	\$ -	0.0%
212 SHERIFF RICO							
OPERATING	\$ 970,401	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 970,401	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ -	0.0%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	\$ 1,400,010	\$ 1,482,444	\$ 1,482,444	\$ 1,482,444	\$ 1,482,444	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 1,400,010	\$ 1,482,444	\$ 1,482,444	\$ 1,482,444	\$ 1,482,444	\$ -	0.0%
252 INMATE SERVICES							
OPERATING	\$ 11,278,349	\$ 11,250,326	\$ 11,250,326	\$ 10,150,326	\$ 9,596,352	\$ (1,653,974)	-14.7%
<b>FUND TOTAL SOURCES</b>	\$ 11,278,349	\$ 11,250,326	\$ 11,250,326	\$ 10,150,326	\$ 9,596,352	\$ (1,653,974)	-14.7%
254 INMATE HEALTH SERVICES							
OPERATING	\$ 346,338	\$ 300,873	\$ 300,873	\$ 300,873	\$ 369,950	\$ 69,077	23.0%
<b>FUND TOTAL SOURCES</b>	\$ 346,338	\$ 300,873	\$ 300,873	\$ 300,873	\$ 369,950	\$ 69,077	23.0%
255 DETENTION OPERATIONS							
OPERATING	\$ 27,911,220	\$ 30,509,852	\$ 30,509,852	\$ 26,510,257	\$ 26,185,755	\$ (4,324,097)	-14.2%
<b>FUND TOTAL SOURCES</b>	\$ 27,911,220	\$ 30,509,852	\$ 30,509,852	\$ 26,510,257	\$ 26,185,755	\$ (4,324,097)	-14.2%
258 SHERIFF TOWING AND IMPOUND							
OPERATING	\$ 158,750	\$ 226,100	\$ 226,100	\$ 211,100	\$ 211,100	\$ (15,000)	-6.6%
<b>FUND TOTAL SOURCES</b>	\$ 158,750	\$ 226,100	\$ 226,100	\$ 211,100	\$ 211,100	\$ (15,000)	-6.6%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 61,669,067	\$ 67,974,390	\$ 68,385,718	\$ 64,180,570	\$ 62,742,050	\$ (5,643,668)	-8.3%
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	\$ 477,576	\$ 366,768	\$ 44,113	\$ 656	\$ -	\$ (44,113)	-100.0%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 62,146,643	\$ 68,341,158	\$ 68,429,831	\$ 64,181,226	\$ 62,742,050	\$ (5,687,781)	-8.3%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
MCSO JUDGMENT ORDER OPERATING	\$ 10,406,054	\$ 14,510,847	\$ 10,670,053	\$ 10,775,577	\$ 10,239,881	\$ 430,172	4.0%
OPERATING	89,508,216	98,849,320	102,690,114	101,269,172	99,443,516	3,246,598	3.2%
AIRPLANE PURCHASE	850,000	-	-	-	-	-	N/A
CAD RMS	182	-	-	-	-	-	N/A
PROPERTY AND EVIDENCE	-	247,978	247,978	247,978	-	247,978	100.0%
HELICOPTER PURCHASE	5,000,000	-	-	-	-	-	N/A
MCSO JUDGMENT ORDER NON RECURRING	2,507,121	-	-	-	-	-	N/A
NON RECURRING NON PROJECT	445,806	366,768	301,556	656	-	301,556	100.0%
MCSO RECORDS MANAGEMENT	294,574	676,000	381,426	381,426	-	381,426	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 109,011,953</b>	<b>\$ 114,650,913</b>	<b>\$ 114,291,127</b>	<b>\$ 112,674,809</b>	<b>\$ 109,683,397</b>	<b>\$ 4,607,730</b>	<b>4.0%</b>
251 SHERIFF GRANTS							
OPERATING	\$ 6,325,515	\$ 7,184,985	\$ 7,596,313	\$ 7,465,907	\$ 7,624,572	\$ (28,259)	-0.4%
<b>FUND TOTAL USES</b>	<b>\$ 6,325,515</b>	<b>\$ 7,184,985</b>	<b>\$ 7,596,313</b>	<b>\$ 7,465,907</b>	<b>\$ 7,624,572</b>	<b>\$ (28,259)</b>	<b>-0.4%</b>
203 SHERIFF DONATIONS							
OPERATING	\$ 3,418	\$ 26,774	\$ 26,774	\$ 61,680	\$ 33,969	\$ (7,195)	-26.9%
NON RECURRING NON PROJECT	80,164	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 83,582</b>	<b>\$ 26,774</b>	<b>\$ 26,774</b>	<b>\$ 61,680</b>	<b>\$ 33,969</b>	<b>\$ (7,195)</b>	<b>-26.9%</b>
206 OFFICER SAFETY EQUIPMENT							
OPERATING	\$ -	\$ 52,000	\$ 52,000	\$ 10,777	\$ 52,000	\$ -	0.0%
NON RECURRING NON PROJECT	-	-	-	-	300,000	(300,000)	N/A
<b>FUND TOTAL USES</b>	<b>\$ -</b>	<b>\$ 52,000</b>	<b>\$ 52,000</b>	<b>\$ 10,777</b>	<b>\$ 352,000</b>	<b>\$ (300,000)</b>	<b>-576.9%</b>
212 SHERIFF RICO							
OPERATING	\$ 966,413	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 966,413</b>	<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>	<b>\$ -</b>	<b>0.0%</b>
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	\$ 1,111,701	\$ 1,482,444	\$ 1,482,444	\$ 1,482,444	\$ 1,482,444	\$ -	0.0%
NON RECURRING NON PROJECT	-	1,236,498	1,236,498	786,498	450,000	786,498	63.6%
<b>FUND TOTAL USES</b>	<b>\$ 1,111,701</b>	<b>\$ 2,718,942</b>	<b>\$ 2,718,942</b>	<b>\$ 2,268,942</b>	<b>\$ 1,932,444</b>	<b>\$ 786,498</b>	<b>28.9%</b>
252 INMATE SERVICES							
OPERATING	\$ 10,927,695	\$ 11,250,326	\$ 11,250,326	\$ 10,815,623	\$ 9,596,352	\$ 1,653,974	14.7%
NON RECURRING NON PROJECT	-	-	750,000	750,000	6,750,000	(6,000,000)	-800.0%
<b>FUND TOTAL USES</b>	<b>\$ 10,927,695</b>	<b>\$ 11,250,326</b>	<b>\$ 12,000,326</b>	<b>\$ 11,565,623</b>	<b>\$ 16,346,352</b>	<b>\$ (4,346,026)</b>	<b>-36.2%</b>
254 INMATE HEALTH SERVICES							
OPERATING	\$ 199,999	\$ 300,873	\$ 300,873	\$ 300,873	\$ 369,950	\$ (69,077)	-23.0%
NON RECURRING NON PROJECT	140,000	300,000	300,000	300,000	106,620	193,380	64.5%
<b>FUND TOTAL USES</b>	<b>\$ 339,999</b>	<b>\$ 600,873</b>	<b>\$ 600,873</b>	<b>\$ 600,873</b>	<b>\$ 476,570</b>	<b>\$ 124,303</b>	<b>20.7%</b>
255 DETENTION OPERATIONS							
OPERATING	\$ 204,759,730	\$ 212,498,230	\$ 212,498,230	\$ 209,758,781	\$ 218,619,446	\$ (6,121,216)	-2.9%
MCSO IVR	-	905,000	905,000	905,000	-	905,000	100.0%
JAIL KITCHEN EQUIPMENT	-	340,000	340,000	340,000	-	340,000	100.0%
KITCHEN INSTALLATION	184,291	-	-	-	-	-	N/A
MCSO JUDGMENT ORDER NON RECURRING	133,473	-	-	-	-	-	N/A
JAIL WAGON VEHICLES	129,798	-	-	-	-	-	N/A
LAUNDRY EQUIPMENT	288,078	397,000	397,000	397,000	-	397,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 205,495,370</b>	<b>\$ 214,140,230</b>	<b>\$ 214,140,230</b>	<b>\$ 211,400,781</b>	<b>\$ 218,619,446</b>	<b>\$ (4,479,216)</b>	<b>-2.1%</b>
258 SHERIFF TOWING AND IMPOUND							
OPERATING	\$ 158,503	\$ 226,100	\$ 226,100	\$ 226,100	\$ 211,100	\$ 15,000	6.6%
NON RECURRING NON PROJECT	-	-	-	-	15,429	(15,429)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 158,503</b>	<b>\$ 226,100</b>	<b>\$ 226,100</b>	<b>\$ 226,100</b>	<b>\$ 226,529</b>	<b>\$ (429)</b>	<b>-0.2%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 324,367,244</b>	<b>\$ 348,131,899</b>	<b>\$ 348,543,227</b>	<b>\$ 343,916,934</b>	<b>\$ 349,423,230</b>	<b>\$ (880,003)</b>	<b>-0.3%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 10,053,487</b>	<b>\$ 4,469,244</b>	<b>\$ 4,859,458</b>	<b>\$ 4,108,558</b>	<b>\$ 7,622,049</b>	<b>\$ (2,762,591)</b>	<b>-56.8%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 334,420,731</b>	<b>\$ 352,601,143</b>	<b>\$ 353,402,685</b>	<b>\$ 348,025,492</b>	<b>\$ 357,045,279</b>	<b>\$ (3,642,594)</b>	<b>-1.0%</b>

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
<b>COURT COMPLIANCE AND SECURITY</b>							
CIVIL PROCESS	60.00	58.00	59.00	58.00	58.00	(1.00)	(1.7%)
COURT SECURITY	35.00	37.00	37.00	37.00	37.00	-	0.0%
EXTRADITIONS	16.00	16.00	16.00	16.00	16.00	-	0.0%
INMATE TRANSPORT	241.00	238.00	242.00	242.00	236.00	(6.00)	(2.5%)
<b>PROGRAM TOTAL</b>	<b>352.00</b>	<b>349.00</b>	<b>354.00</b>	<b>353.00</b>	<b>347.00</b>	<b>(7.00)</b>	<b>(2.0%)</b>
<b>CUSTODY MANAGEMENT</b>							
INMATE CANTEEN AND OPTION SVCS	24.00	24.00	24.00	24.00	24.00	-	0.0%
INMATE DETENTION HOUSING	1,559.00	1,551.00	1,523.00	1,523.00	1,493.00	(30.00)	(2.0%)
INMATE EDUCATION	39.00	39.00	38.00	38.00	38.00	-	0.0%
INMATE INTAKE AND RELEASE	350.00	353.00	353.00	353.00	347.00	(6.00)	(1.7%)
INMATE LABOR	7.00	7.00	7.00	7.00	7.00	-	0.0%
INMATE RELATED MANDATES	272.00	278.00	289.00	289.00	284.00	(5.00)	(1.7%)
INMATE SKILLS AND TRAINING	23.00	20.00	20.00	20.00	20.00	-	0.0%
INMATE SUBST ABUSE RECOVERY	17.00	19.00	19.00	19.00	19.00	-	0.0%
JAIL INTELLIGENCE AND SECURITY	34.00	40.00	42.00	42.00	42.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>2,325.00</b>	<b>2,331.00</b>	<b>2,315.00</b>	<b>2,315.00</b>	<b>2,274.00</b>	<b>(41.00)</b>	<b>(1.8%)</b>
<b>ENF AND DET OPERATION RESOURCE</b>							
AVIATION	20.00	19.00	19.00	19.00	19.00	-	0.0%
COMMUNITY OUTREACH	1.00	2.00	3.00	3.00	3.00	-	0.0%
EMPLOYEE PROFESSIONAL STANDARD	53.00	47.00	60.00	54.00	55.00	(5.00)	(8.3%)
INFO AND COMM TECHNOLOGY	9.00	9.00	8.00	8.00	8.00	-	0.0%
MANDATED ENF AND DET TRAINING	57.00	60.00	56.00	56.00	56.00	-	0.0%
PROPERTY AND EVIDENCE	17.00	15.00	15.00	15.00	15.00	-	0.0%
SHERIFFS VEHICLE FLEET	5.00	4.00	4.00	4.00	4.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>162.00</b>	<b>156.00</b>	<b>165.00</b>	<b>159.00</b>	<b>160.00</b>	<b>(5.00)</b>	<b>(3.0%)</b>
<b>ENFORCEMENT</b>							
DISAST AND COMM THRE DISR RESP	13.00	12.00	20.00	20.00	19.00	(1.00)	(5.0%)
DISPATCH	58.00	59.00	57.00	56.00	56.00	(1.00)	(1.8%)
ENFORCEMENT SUPPORT	33.00	22.00	20.00	20.00	20.00	-	0.0%
INVESTIGATIONS	178.00	191.00	191.00	191.00	191.00	-	0.0%
PATROL	386.00	414.00	411.10	412.10	414.10	3.00	0.7%
SEARCH AND RESCUE	1.00	1.00	1.00	1.00	1.00	-	0.0%
SPEC WEAPONS AND TACTICS	32.00	36.00	38.00	37.00	37.00	(1.00)	(2.6%)
WARR AND RECOR INFO PROCESSING	34.00	34.00	33.00	33.00	33.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>735.00</b>	<b>769.00</b>	<b>771.10</b>	<b>770.10</b>	<b>771.10</b>	<b>-</b>	<b>0.0%</b>
<b>FACILITIES OPERATION AND MAINT</b>							
BUILDINGS AND GROUNDS	44.00	44.00	44.00	44.00	44.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>44.00</b>	<b>44.00</b>	<b>44.00</b>	<b>44.00</b>	<b>44.00</b>	<b>-</b>	<b>0.0%</b>
<b>GENERAL OVERHEAD</b>							
ELECTED OR STATUTORY OFFICIALS	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>0.0%</b>
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	32.75	29.75	29.75	28.75	28.75	(1.00)	(3.4%)
EXECUTIVE MANAGEMENT	19.00	23.00	28.00	27.00	26.00	(2.00)	(7.1%)
HUMAN RESOURCES	41.00	46.00	46.00	46.00	46.00	-	0.0%
OPERATIONS SUPPORT	17.00	13.00	12.00	12.00	12.00	-	0.0%
PROCUREMENT	9.00	12.00	12.00	12.00	12.00	-	0.0%
REGULATION COMPLIANCE	8.00	26.00	28.00	28.00	28.00	-	0.0%
RISK MANAGEMENT	7.00	7.00	7.00	7.00	7.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>133.75</b>	<b>156.75</b>	<b>162.75</b>	<b>160.75</b>	<b>159.75</b>	<b>(3.00)</b>	<b>(1.8%)</b>
<b>INFORMATION TECHNOLOGY</b>							
BUSINESS APPLICATION DEV SUPP	26.00	25.00	25.00	25.00	25.00	-	0.0%
DATA CENTER	13.00	19.00	28.00	27.00	27.00	(1.00)	(3.6%)
GIS APPLICATION DEV AND SUPP	6.00	6.00	3.00	3.00	3.00	-	0.0%
INFRASTRUCTURE NETWORK SVCS	4.00	4.00	8.00	8.00	8.00	-	0.0%
TECHNOLOGY SUPPORT	15.00	10.00	2.00	1.00	1.00	(1.00)	(50.0%)
<b>PROGRAM TOTAL</b>	<b>64.00</b>	<b>64.00</b>	<b>66.00</b>	<b>64.00</b>	<b>64.00</b>	<b>(2.00)</b>	<b>(3.0%)</b>
<b>DEPARTMENT TOTAL</b>	<b>3,816.75</b>	<b>3,870.75</b>	<b>3,878.85</b>	<b>3,866.85</b>	<b>3,820.85</b>	<b>(58.00)</b>	<b>(1.5%)</b>

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	5.00	6.00	6.00	6.00	6.00	-	0.0%
Accounting Specialist	13.00	12.00	9.00	9.00	9.00	-	0.0%
Admin/Operations Specialist	22.00	20.00	27.00	25.00	27.00	-	0.0%
Administrative Manager	2.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	4.00	4.00	5.00	5.00	5.00	-	0.0%
Administrative Supervisor	5.00	6.00	6.00	6.00	6.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Animal Care Technician	4.00	4.00	4.00	4.00	4.00	-	0.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst	4.00	4.00	5.00	4.00	4.00	(1.00)	(20.0%)
Business Systems Analyst-Sr/Ld	4.00	4.00	4.00	4.00	4.00	-	0.0%
Chaplain	4.00	4.00	4.00	4.00	4.00	-	0.0%
Chief Deputy - Sheriff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Officer Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatns Mgr-Crim Justice	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Forensic Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Computer Operator	4.00	4.00	-	-	-	-	N/A
Computer Operator - Sr/Ld	4.00	4.00	-	-	-	-	N/A
Counseling Supervisor	1.00	-	-	-	-	-	N/A
Counselor	8.00	9.00	9.00	9.00	9.00	-	0.0%
Crime Scene Specialist	10.00	10.00	7.00	7.00	7.00	-	0.0%
Crime Scene Specialist Senior	-	-	3.00	3.00	3.00	-	0.0%
Crime Scene Supervisor	-	-	3.00	3.00	3.00	-	0.0%
Criminal Intelligence Analyst	4.00	9.00	8.00	8.00	8.00	-	0.0%
Custodial Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Custodial Supervisor	5.00	5.00	5.00	5.00	5.00	-	0.0%
Custodian	33.00	33.00	33.00	33.00	33.00	-	0.0%
Database Administrator	4.00	-	-	-	-	-	N/A
Database Administrator - Senior/Lead	-	3.00	3.00	3.00	3.00	-	0.0%
Department Facilities Planner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Detention Officer	1,975.00	1,977.00	1,971.00	1,971.00	1,925.00	(46.00)	(2.3%)
Detention Officer Captain	13.00	13.00	13.00	13.00	13.00	-	0.0%
Detention Officer Lieutenant	70.00	71.00	73.00	73.00	71.00	(2.00)	(2.7%)
Detention Officer Sergeant	203.00	208.00	212.00	211.00	212.00	-	0.0%
Dietitian	1.00	1.00	1.00	1.00	1.00	-	0.0%
Education Manager - Detention	1.00	1.00	1.00	1.00	1.00	-	0.0%
Educator - Detention	20.00	20.00	18.00	18.00	18.00	-	0.0%
Educator Assistant	14.00	14.00	12.00	12.00	12.00	-	0.0%
Educator Supervisor - Detention	2.00	2.00	4.00	4.00	4.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Emergency Communication Manager	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Emergency Dispatch Supervisor	7.00	7.00	7.00	7.00	7.00	-	0.0%
Emergency Dispatcher	35.00	35.00	35.00	35.00	35.00	-	0.0%
Emergency Operator	6.00	6.00	6.00	6.00	6.00	-	0.0%
Environmental Specialist	4.00	2.00	2.00	2.00	2.00	-	0.0%
Equipment Operator	23.00	21.00	21.00	21.00	21.00	-	0.0%
Executive Assistant - Elected Official	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Finance Manager	4.75	4.75	4.75	4.75	4.75	-	0.0%
Finance Manager - Large	-	-	1.00	-	-	(1.00)	(100.0%)
Finance Manager - Sheriff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	4.00	4.00	5.00	5.00	5.00	-	0.0%
Finance/Business Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst - County	1.00	-	-	-	-	-	N/A
Fingerprint Analyst	16.00	16.00	16.00	16.00	16.00	-	0.0%
Fingerprint Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Fingerprint Technician	14.00	14.00	14.00	14.00	14.00	-	0.0%
Food Service Worker	38.00	37.00	33.00	33.00	33.00	-	0.0%
Food Services Assistant Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Food Services Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Food Services Shift Supervisor	11.00	11.00	11.00	11.00	11.00	-	0.0%
Food Services Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
General Laborer	1.00	2.00	2.00	2.00	2.00	-	0.0%
GIS Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Programmer/Analyst - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GIS Technician	2.00	2.00	1.00	2.00	1.00	-	0.0%
Help Desk Coordinator	3.00	3.00	9.00	9.00	9.00	-	0.0%
Help Desk Coordinator - Sr/Ld	1.00	1.00	3.00	3.00	3.00	-	0.0%
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	7.00	7.00	6.00	6.00	6.00	-	0.0%
Human Resources Support Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Inmate Class Spec Supv	-	-	8.00	8.00	8.00	-	0.0%
Inmate Classification Spec	-	-	42.00	42.00	42.00	-	0.0%
Internal Auditor	1.00	-	-	-	-	-	N/A
Internal Auditor Senior – Specialized	-	3.00	3.00	3.00	3.00	-	0.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT PMO Manager	-	-	1.00	-	-	(1.00)	(100.0%)
IT Program Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
IT Senior Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Justice System Clerk	63.00	101.00	99.00	99.00	99.00	-	0.0%
Justice System Clerk Lead	10.00	13.00	13.00	13.00	13.00	-	0.0%
Justice System Clerk Senior	-	20.00	20.00	20.00	20.00	-	0.0%
Justice System Clerk Supervisor	4.00	12.00	12.00	12.00	12.00	-	0.0%
Justice System Manager	-	-	1.00	-	-	(1.00)	(100.0%)
Laundry Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laundry Worker Lead	4.00	4.00	4.00	4.00	4.00	-	0.0%
Law Enforcement Captain	23.00	23.00	23.00	23.00	23.00	-	0.0%
Law Enforcement Lieutenant	34.00	37.00	37.00	37.00	37.00	-	0.0%
Law Enforcement Officer	578.00	588.00	591.10	590.10	591.10	-	0.0%
Law Enforcement Officer/Trainee	-	-	1.00	1.00	1.00	-	0.0%
Law Enforcement Sergeant	104.00	127.00	128.00	127.00	127.00	(1.00)	(0.8%)
Legal Support Specialist	19.00	22.00	22.00	22.00	22.00	-	0.0%
Legal Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Librarian	1.00	-	-	-	-	-	N/A
Library Clerk	1.00	1.00	1.00	1.00	1.00	-	0.0%
Library Paraprofessional	1.00	1.00	1.00	1.00	1.00	-	0.0%
Library Small Branch Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Licensed Practical Nurse	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	2.00	3.00	6.00	6.00	6.00	-	0.0%
Management Assistant	1.00	1.00	2.00	1.00	1.00	(1.00)	(50.0%)
Mechanic - Aviation	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mechanic Supervisor - Aviation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Medicolegal Death Investigator Supv	3.00	3.00	-	-	-	-	N/A
Mental Health Professional Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Nurse	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	54.00	47.00	45.00	45.00	45.00	-	0.0%
Office Assistant Specialized	30.00	35.00	37.00	35.00	35.00	(2.00)	(5.4%)
Operations Support Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Operations Support Anlst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	4.00	5.00	5.00	5.00	5.00	-	0.0%
Operations/Program Supervisor	2.00	3.00	4.00	4.00	4.00	-	0.0%
PC/LAN Technician	5.00	5.00	6.00	6.00	6.00	-	0.0%
PC/LAN Technician - Senior/Lead	4.00	4.00	4.00	4.00	4.00	-	0.0%
Pilot	3.00	3.00	3.00	3.00	3.00	-	0.0%
Polygraph Examiner	4.00	4.00	3.00	3.00	3.00	-	0.0%
Polygraph Examiner Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Procurement Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	3.00	2.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst	6.00	6.00	6.00	6.00	6.00	-	0.0%
Programmer/Analyst - Senior/Lead	4.00	4.00	4.00	4.00	4.00	-	0.0%
Property & Evidence Custodian	6.00	6.00	6.00	6.00	6.00	-	0.0%
Psychologist	1.00	-	-	-	-	-	N/A
Security Officer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Sheriff Record Specialist	51.00	-	-	-	-	-	N/A
Sheriff Record Specialist Lead	3.00	-	-	-	-	-	N/A
Sheriff Record Specialist Supv	8.00	-	-	-	-	-	N/A
Sheriff's Executive Chief of Admn	-	1.00	1.00	1.00	1.00	-	0.0%
Sheriff's Inmate Prog/Svcs Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Social Worker	48.00	49.00	7.00	7.00	7.00	-	0.0%
Social Worker Supervisor	11.00	8.00	-	-	-	-	N/A
Special Projects Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Mgr	1.00	2.00	2.00	2.00	2.00	-	0.0%
Systems Administrator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Systems Administrator - Senior/Lead	5.00	5.00	5.00	5.00	5.00	-	0.0%
Technical Support Mgr	2.00	2.00	2.00	2.00	2.00	-	0.0%
Telecomm Prgmr/Analyst-Sr/Ld	1.00	1.00	2.00	1.00	2.00	-	0.0%
Telecommunications Tech	2.00	2.00	1.00	1.00	1.00	-	0.0%
Telecommunications Tech-Sr/Ld	3.00	3.00	2.00	3.00	2.00	-	0.0%
Trades Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Trades Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Specialist	21.00	21.00	21.00	21.00	21.00	-	0.0%
Warehouse/Inventory Specialist Lead	-	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>3,816.75</b>	<b>3,870.75</b>	<b>3,878.85</b>	<b>3,866.85</b>	<b>3,820.85</b>	<b>(58.00)</b>	<b>(1.5%)</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	1,129.75	1,174.75	1,191.85	1,179.85	1,180.85	(11.00)	(0.9%)
251 SHERIFF GRANTS	27.00	27.00	27.00	27.00	27.00	-	0.0%
252 INMATE SERVICES	135.00	134.00	133.00	133.00	133.00	-	0.0%
255 DETENTION OPERATIONS	2,523.00	2,533.00	2,525.00	2,525.00	2,478.00	(47.00)	(1.9%)
258 SHERIFF TOWING AND IMPOUND	2.00	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>3,816.75</b>	<b>3,870.75</b>	<b>3,878.85</b>	<b>3,866.85</b>	<b>3,820.85</b>	<b>(58.00)</b>	<b>(1.5%)</b>

Significant Variance Analysis

In FY 2017, 6.00 Full Time Equivalent (FTE) Detention Officers were inactivated due to the Justice Courts implementing a Video Court, which will reduce transportation responsibilities. An additional 40.00 FTE Detention Officers were inactivated to fund a potential Detention Pay Plan. The FY 2016 Revised Budget is overstated by 12.00 FTE due to the timing of positions to be inactivated. The resulting net decrease is 46.00 FTE.

General Adjustments

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Regular Benefits by \$1,456,191 for the impact of the changes in health/dental premium rates.
- Decrease Personnel Benefits Savings by \$10,818 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Decrease Regular Benefits by \$1,634,995 for the impact of the changes in retirement contribution rates.
- Increase Overtime and Overtime Benefits by \$633,775 for continued vacancies in staffing.
- Decrease Education and Training by \$249,994 based on forecasted spending levels.
- Decrease Personal Services by \$205,628 to bring vacant positions to the minimum of the range.
- Decrease Supplies and Services by \$22,023 based on forecasted spending levels.
- Decrease Fringe Benefits by \$1,623,070 for individuals who are in the PSDROP and PSPRS retirement categories.
- Increase/Decrease Internal Service Charges by \$16,353 for the impact of the changes in the radio charges.

- Decrease Internal Service Charges by \$193,214 for the impact of the changes in risk management charges.
- Decrease Internal Service Charges by \$38,592 for the impact of the changes in the base level telecommunication charges.
- Increase Overtime by \$3,907,228 for reallocating overtime from the Melendres function code.
- Decrease Vacancy Savings by \$1,758,596 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 6.68% in FY 2016 to 5.17% in FY 2017.
- Increase expenditure Allocation Out by \$3,347,706 for indirect cost allocations to the Detention Fund.

**General Fund (100) MCSO Judgment Order Operating**

- Increase Regular Benefits by \$99,162 for the impact of the changes in health/dental premium rates.
- Decrease Personnel Benefits Savings by \$1,417 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Decrease Regular Benefits by \$156,308 for the impact of the changes in retirement contribution rates.
- Decrease General Supplies by \$22,049 based on forecasted spending levels.
- Decrease Other Benefits by \$92,977 for the impact of reconciling positions to current salaries and position complement.
- Decrease Non-Capital Equipment by \$15,000 based on forecasted spending levels.
- Decrease Education and Training by \$31,000 based on forecasted spending levels.
- Decrease Personal Services by \$972 to bring vacant positions to the minimum of the range.
- Decrease Other Personal Services by \$14,117 based on forecasted spending levels.
- Decrease Overtime by \$3,907,228 for reallocating overtime to the operating function code.
- Increase Vacancy Savings by \$131,894 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 1.99% in FY 2016 to 3.90% in FY 2017.

**Sheriff Donations Fund (203) Operating**

- Increase Supplies and Services by \$7,195 for increased donations.
- Increase Miscellaneous Revenue by \$7,195 for increased donations.

**Sheriff Officer Safety Equipment Fund (206) Non Recurring**

- Increase Supplies and Services by \$300,000 for Officer Safety Equipment.

**Sheriff Grants Fund (251) Operating**

- Increase Grants Revenue by \$439,587 for grant reconciliation.
- Increase Expenditures by \$633,630 for grant reconciliation.
- Increase Regular Benefits by \$35,680 for the impact of the changes in health/dental premium rates.
- Decrease Personnel Benefits Savings by \$1,110 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Decrease Regular Benefits by \$30,550 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by \$35,771 for the impact of the changes in risk management charges.

- Increase Vacancy Savings by \$162,292 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 11.79% in FY 2016 to 16.41% in FY 2017.

**Inmate Services Fund (252) Operating**

- Decrease Other Charges for Service Revenue by \$1,653,974 for decreased phone and canteen revenue.
- Increase Regular Benefits by \$176,930 for the impact of the changes in health/dental premium rates.
- Decrease Personnel Benefits Savings by \$51,789 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$5,749 for the impact of the changes in retirement contribution rates.
- Decrease Health Care Services by \$109,586 based on decreased revenue.
- Decrease Personal Services by \$45,124 to bring vacant positions to the minimum of the range.
- Increase Other Personal Services by \$22,075 based on decreased revenue.
- Increase Internal Service Charges by \$270 for the impact of the changes in the radio charges.
- Decrease Internal Service Charges by \$14,268 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$5,490 for the impact of the changes in the base level telecommunication charges.
- Increase Vacancy Savings by \$1,643,721 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 15.53% in FY 2016 to 35.97% in FY 2017.

**Inmate Services Fund (252) Non Recurring**

- Increase Transfer Out by \$6,000,000 for the Intake, Transfer and Release Project.
- Increase Transfer In by \$750,000 for the NICE Vision Project.

**Inmate Health Services Fund (254) Operating**

- Increase Patient Services Revenue by \$69,077 for increased patient co-pays.
- Increase Supplies and Services by \$69,077 due to increased revenue capacity.

**Inmate Health Services Fund (254) Non Recurring**

- Increase Capital Equipment by \$46,643 for a refrigerator/freezer and infirmary beds.
- Increase Medical Supplies by \$59,977 for scales, wheelchairs cots stryker cots and stretchers.

**Detention Fund (255) Operating**

- Increase Regular Benefits by \$3,340,025 for the impact of the changes in health/dental premium rates.
- Decrease Personnel Benefits Savings by \$332,190 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$350,979 for the impact of the changes in retirement contribution rates.
- Increase Overtime and Overtime Benefits by \$2,548,051 for continued vacancies in staffing.
- Decrease Personal Expenditures by \$305,677 for requested change in pay rates.
- Decrease Fuel by \$468,130 due to reduced fuel costs.
- Decrease Rent and Operating Leases by \$232,747 based on forecasted spending levels.
- Decrease Capital Equipment by \$67,000 based on forecasted spending levels.

- Decrease Other Personal Services by \$12,595 based on forecasted spending levels.
- Increase Internal Service Charges by \$72,751 for the impact of the changes in the radio charges.
- Decrease Internal Service Charges by \$269,293 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$181,348 for the impact of the changes in the base level telecommunication charges.
- Increase Vacancy Savings by \$1,534,653 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 8.67% in FY 2016 to 9.64% in FY 2017.
- Decrease Personal Expenditures by \$370,902 for the reduction of 6.0 vacant FTEs due to the implementation of video court.
- Decrease Revenue by \$4,324,097 for various reductions in various revenue sources, namely jail per diem and phone revenue.
- Increase Expenditures by \$3,347,706 for the indirect cost allocations of Fund 255 expenditures allocated from the General Fund.

#### **Sheriff Towing & Impound Fund (258) Operating**

- Increase Regular Benefits by \$2,662 for the impact of the changes in health/dental premium rates.
- Decrease Regular Benefits by \$2,117 for the impact of the changes in retirement contribution rates.
- Increase Capital-Allocation Out by \$15,429 for expenditures which are not supported by on-going revenue.
- Decrease Supplies and Services by \$5,802 to realign budget expenditures with trend data for FY 2016.
- Increase Internal Service Charges by \$9 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$80 for the impact of the changes in the base level telecommunication charges.
- Decrease Vacancy Savings by \$5,597 based on prior years' actuals and FY 2016 Forecast. This results in changing the budgeted vacancy savings from 3.72% in FY 2016 to 0.00% in FY 2017.
- Decrease Miscellaneous Revenue by \$15,000 due to the decline in impounded vehicles and their associated revenue.

#### **Sheriff Towing & Impound Fund (258) Non Recurring**

- Increase Capital-Allocations In by \$15,429 for the expenditures not supported by on-going revenue.

## **Programs and Activities**

### **Court Compliance and Security Program**

The purpose of the Court Compliance and Security Program is to provide security in the courts, service of court orders and documents, and transportation for extradited prisoners and inmates to the courts so they can receive the necessary support to continue with the judicial process.

## Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of court transports where there are no incidents	99.2%	98.6%	N/A	N/A	N/A	N/A
Percent of successful court paper service attempts	74.4%	74.0%	71.1%	70.6%	(3.4%)	-4.6%
Percent of subjects returned within court requested time frame	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of no injury incident responses at the courts	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this Program include:

- Civil Process
- Court Security
- Extraditions
- Inmate Transport

### Civil Process Activity

The purpose of the Civil Process Activity is to provide court orders, court process documents and other court directives, license application approvals, pawn shop inspections, tax collections and seized property sales to county residents so they can receive court and judicial documents and be in compliance with statutory requirements.

**Mandates:** Mandated. A.R.S. §11-441 establishes that the Sheriff's Office is responsible to serve process and notices as prescribed by the courts. A.R.S. §11-445 sets the fees to be collected by the Sheriff's Office for service of process.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of successful court paper service attempts	74.4%	74.0%	71.1%	70.6%	(3.4%)	-4.6%
Output	Court papers served	23,879	23,622	18,976	18,976	(4,646)	-19.7%
Output	Court paper service attempts (served and unserved)	32,078	31,922	26,684	26,884	(5,038)	-15.8%
Demand	Number of court papers requiring service	32,701	32,741	30,394	30,394	(2,347)	-7.2%
Expenditure Ratio	Total activity expenditure per court paper served	\$ 213.16	\$ 252.20	\$ 295.81	\$ 276.51	\$ (24.30)	-9.6%
<i>Revenue</i>							
	100 - GENERAL	\$ 760,164	\$ 695,000	\$ 668,765	\$ 561,091	\$ (133,909)	-19.3%
	TOTAL SOURCES	\$ 760,164	\$ 695,000	\$ 668,765	\$ 561,091	\$ (133,909)	-19.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 5,090,082	\$ 5,957,559	\$ 5,613,218	\$ 5,247,029	\$ 710,530	11.9%
	TOTAL USES	\$ 5,090,082	\$ 5,957,559	\$ 5,613,218	\$ 5,247,029	\$ 710,530	11.9%

**Activity Narrative:** Beginning in FY 2016, there has been a marked decrease in court paper service requests. MCSO is researching the primary reasons for this decline in service. Notable factors impacting this activity include the number of court filings and the effect of a growing economy on civil litigation, a new computer system which changes the data collection process, the amount of papers served by Maricopa County Constables and the cost and efficiency of using private sector processors.

### Court Security Activity

The purpose of the Court Security Activity is to provide law enforcement to court personnel, judges, and the general public so they can be protected from persons threatening harm to themselves or others.

**Mandates:** Mandated. A.R.S. §11-441 establishes that the Sheriff’s Office is responsible to suppress breaches of peace. A.R.S. §11-441 also states the Sheriff’s Office shall attend all courts where an element of danger is anticipated.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of no injury incident responses at the courts	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of court arrests/removals	727	840	840	840	-	0.0%
Output	Number of court incident responses	357	380	380	380	-	0.0%
Demand	Number of court incidents	357	380	380	380	-	0.0%
Expenditure Ratio	Total activity expenditure per court incident response	\$ 10,812.69	\$ 11,257.95	\$ 11,050.64	\$ 10,448.34	\$ 809.61	7.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,860,129	\$ 4,278,022	\$ 4,199,243	\$ 3,970,371	\$ 307,651	7.2%
	TOTAL USES	\$ 3,860,129	\$ 4,278,022	\$ 4,199,243	\$ 3,970,371	\$ 307,651	7.2%

### Extraditions Activity

The purpose of the Extraditions Activity is to provide for the return of prisoners who are wanted on Maricopa County Superior Court warrants and are in custody elsewhere to the State of Arizona and Maricopa County so they can appear in court as requested and without incident.

**Mandates:** Mandated. A.R.S. Title 13, Chapter 38, Article 5 (§§13-3841 through 13-3870.02) establishes the rules for and conditions under which a law enforcement agency is required to facilitate extraditions from other jurisdictions.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of subjects returned within court requested time frame	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number Subjects returned	450	400	376	376	(24)	-6.0%
Demand	Number Requests for return of subjects	450	400	376	376	(24)	-6.0%
Expenditure Ratio	Total activity expenditure per subject returned	\$ 4,303.14	\$ 5,723.05	\$ 5,585.85	\$ 5,837.90	\$ (114.84)	-2.0%
<i>Expenditure</i>							
	214 - SHERIFF JAIL ENHANCEMENT	\$ 6,589	\$ 7,260	\$ 3,032	\$ 7,260	\$ -	0.0%
	255 - DETENTION OPERATIONS	1,929,822	2,281,961	2,097,248	2,187,789	94,172	4.1%
	TOTAL USES	\$ 1,936,411	\$ 2,289,221	\$ 2,100,280	\$ 2,195,049	\$ 94,172	4.1%

### Inmate Transport Activity

The purpose of the Inmate Transport Activity is to provide confined and secured prisoner/inmate transportation, primarily to court, to prisoners and inmates so they can arrive at scheduled destination points without incident.

**Mandates:** Mandated. A.R.S. §11-441 establishes that the Sheriff’s Office is responsible to bring all persons who attempt to commit or have committed a crime before a judge for examination.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of court transports where there are no incidents	99.2%	98.6%	N/A	N/A	N/A	N/A
Output	Number of Inmates transported to court	134,883	142,203	135,130	129,720	(12,483)	-8.8%
Output	Number of court transport trips made	3,933	1,920	-	-	(1,920)	-100.0%
Demand	Number of inmates required to be in court	137,314	143,909	137,609	137,609	(6,300)	-4.4%
Expenditure Ratio	Total activity expenditure per inmate transported to court	\$ 113.31	\$ 113.57	\$ 112.36	\$ 122.22	\$ (8.64)	-7.6%
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ 21,210	\$ 26,293	\$ 26,293	\$ 20,635	\$ (5,658)	-21.5%
	255 - DETENTION OPERATIONS	10,437	-	-	236,520	236,520	N/A
	TOTAL SOURCES	\$ 31,647	\$ 26,293	\$ 26,293	\$ 257,155	\$ 230,862	878.0%
<i>Expenditure</i>							
	251 - SHERIFF GRANTS	\$ 18,908	\$ 20,000	\$ 19,783	\$ 20,635	\$ (635)	-3.2%
	214 - SHERIFF JAIL ENHANCEMENT	56,199	30,375	16,605	30,375	-	0.0%
	255 - DETENTION OPERATIONS	15,208,143	16,100,016	15,146,165	15,802,852	297,164	1.8%
	TOTAL USES	\$ 15,283,250	\$ 16,150,391	\$ 15,182,553	\$ 15,853,862	\$ 296,529	1.8%

**Activity Narrative:** In FY 2015, MCSO instituted the Jail Wagon Program which helped reduce the amount of time law enforcement staff spend booking defendants into jail. Another innovation will be introduced in FY 2017 affecting court transports—the Justice Courts will begin using video court which will eliminate transports from the jails to Maricopa County Justice Courts. Inmates will now be transferred from the jails to the Downtown Court Complex for video court proceedings. This is expected to reduce transports by 3% annually. Consequently, six detention officer positions were inactivated as a result of this technology innovation.

In FY 2016, MCSO determined its manual counting process for court transport trips was too cumbersome and the data were unreliable. Therefore, there are no data available for the number of transports without incidents. This result measure will be reviewed in FY 2017.

## Custody Management Program

The purpose of the Custody Management Program is to provide a safe and secure detention environment to inmates assigned to Sheriff's custody so they can be safely, properly, and expeditiously processed through the system

**Mandates:** Mandated. A.R.S. §§11-441 and 31-121 establish that the Sheriff's Office is responsible for the operation of County jails and detention, including receiving and providing food, clothing, and bedding for all persons who are committed to jail.

Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of Alpha Program Graduates	N/A	N/A	N/A	39.6%	N/A	N/A
Percent of adult inmate participants who receive GEDs	0.0%	5.2%	0.7%	0.7%	(4.5%)	-85.6%
Percent of Jail Institutional Services inmate labor hours requested met	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of inmate canteen and optional services revenue expended on inmate benefit and welfare programs	47.4%	51.6%	52.9%	52.9%	1.3%	2.6%
Percent of inmate participants that complete skills or training course requirements	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of inmate grievances heard	18.2%	14.5%	14.8%	14.8%	0.3%	2.1%
Percent of inmates not assaulted by other inmates while in custody	100.0%	100.0%	100.0%	99.8%	(0.2%)	-0.2%
Percent of Jail intelligence items forwarded to law enforcement for action	0.9%	1.0%	1.2%	1.1%	0.1%	9.8%
Percent of inmates assigned to housing or released within 24 hours	99.9%	99.9%	100.0%	100.0%	0.1%	0.1%
Percent of inmates accurately released	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this Program include:

- Inmate Canteen and Optional Services
- Inmate Detention Housing
- Inmate Education
- Inmate Intake and Release
- Inmate Labor
- Inmate Related Mandates
- Inmate Skills and Training
- Inmate Substance Abuse Recovery
- Jail Intelligence and Security

**Inmate Canteen and Optional Services Activity**

The purpose of the Inmate Canteen and Optional Services Activity is to provide a sales and vending operation for convenience items, phone calls, touch-pay service, and other services such as marriage ceremonies at a cost to inmates and their visitors so they can have non-mandated inmate benefit and welfare programs.

**Mandates:** Discretionary. A.R.S. §31-121 allows for the creation of an inmate canteen at the discretion of the Board of Supervisors and dictates that proceeds are to be deposited into a special revenue fund that supports canteen operations.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of inmate canteen and optional services revenue expended on inmate benefit and welfare programs	47.4%	51.6%	52.9%	52.9%	1.3%	2.6%
Output	Number of inmate services dollars expended on inmate benefit and welfare programs	5,333,624	5,396,926	5,445,775	5,445,775	48,849	0.9%
Output	Number of inmate canteen packages delivered	378,457	412,498	264,613	400,000	(12,498)	-3.0%
Output	Number of dollars collected from inmate canteen and services operations	11,241,610	11,403,400	10,290,070	10,290,070	(1,113,330)	-9.8%
Demand	Number of orders for inmate canteen packages	378,457	412,498	264,614	400,000	(12,498)	-3.0%
Expenditure Ratio	Total activity expenditure per inmate canteen dollar generated	\$ 0.39	\$ 0.40	\$ 0.44	\$ 0.42	\$ (0.02)	-6.3%
<i>Revenue</i>							
	252 - INMATE SERVICES	\$ 11,237,970	\$ 11,203,398	\$ 10,107,983	\$ 9,506,352	\$ (1,697,046)	-15.1%
	254 - INMATE HEALTH SERVICES	346,338	300,873	300,873	369,950	69,077	23.0%
	TOTAL SOURCES	\$ 11,584,308	\$ 11,504,271	\$ 10,408,856	\$ 9,876,302	\$ (1,627,969)	-14.2%
<i>Expenditure</i>							
	252 - INMATE SERVICES	\$ 4,243,872	\$ 3,908,365	\$ 3,974,833	\$ 3,847,245	\$ 61,120	1.6%
	254 - INMATE HEALTH SERVICES	145,149	600,873	594,646	476,570	124,303	20.7%
	TOTAL USES	\$ 4,389,021	\$ 4,509,238	\$ 4,569,479	\$ 4,323,815	\$ 185,423	4.1%

**Activity Narrative:** The number of canteen package orders significantly decreased in FY 2016 due MCSO changing the limit on the number of canteen purchases made by inmates from weekly to bi-weekly orders. This policy change was reversed in late FY 2016 and orders have begun to return to previous levels. However, a decrease in the average daily jail population in FY 2016 is expected to continue into FY 2017 which would lead to further declines in revenue.

Revenue received from inmate phone calls is the second largest revenue source for this activity. A recent policy change instituted by the Federal Communications Commission (FCC) on pricing limits by jail operators is expected to further reduce revenue by \$600,000.

### Inmate Detention Housing Activity

The purpose of the Inmate Detention Housing Activity is to provide controlled, secured, and safe jails with clothing, bedding, and sustenance to inmates so they can be properly provided for and protected from harming themselves or others throughout their duration in Sheriff's custody.

**Mandates:** Mandated. This Activity supports the mandate of the Sheriff's Office under A.R.S. §§11-441 and 31-121, which require the Sheriff's Office to be responsible for County jails and inmate detention.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of inmates not assaulted by other inmates while in custody	100.0%	100.0%	100.0%	99.8%	(0.2%)	-0.2%
Output	Number of inmate meals served	9,213,707	9,376,904	9,382,685	9,235,624	(141,280)	-1.5%
Output	Number of pounds of items laundered	3,435,389	3,333,000	4,946,911	4,000,000	667,000	20.0%
Output	Number of inmates served daily in Sheriff's detention facilities	3,011,256	3,074,080	2,908,190	2,895,180	(178,900)	-5.8%
Demand	Number of inmates assigned to Sheriff's detention facilities (ADJP)	8,106	8,118	7,932	7,932	(186)	-2.3%
Expenditure Ratio	Total activity expenditure per inmate in Sheriff's custody	\$ 34.73	\$ 36.35	\$ 37.79	\$ 38.94	\$ (2.58)	-7.1%
<i>Revenue</i>							
	214 - SHERIFF JAIL ENHANCEMENT	\$ 1,400,010	\$ 1,482,444	\$ 1,482,444	\$ 1,482,444	\$ -	0.0%
	255 - DETENTION OPERATIONS	27,868,746	30,469,852	26,465,716	25,876,232	(4,593,620)	-15.1%
	TOTAL SOURCES	\$ 29,268,756	\$ 31,952,296	\$ 27,948,160	\$ 27,358,676	\$ (4,593,620)	-14.4%
<i>Expenditure</i>							
	214 - SHERIFF JAIL ENHANCEMENT	\$ 475,551	\$ 2,443,763	\$ 2,066,389	\$ 1,657,265	\$ 786,498	32.2%
	252 - INMATE SERVICES	1,086,151	1,955,654	1,979,464	1,038,330	917,324	46.9%
	255 - DETENTION OPERATIONS	103,021,722	107,349,703	105,864,304	110,032,168	(2,682,465)	-2.5%
	TOTAL USES	\$104,583,424	\$111,749,120	\$109,910,157	\$112,727,763	\$ (978,643)	-0.9%

**Activity Narrative:** The decline in the jail population has decreased demand and output measures for this activity. An exception to this is the increase in pounds of items laundered. The long winter in FY 2016 increased bedding utilized by inmates, therefore increasing laundry considerably as compared to FY 2015.

**Base Adjustments:**

**Sheriff Jail Enhancement Fund (214) Non Recurring**

- Increase Building and Improvements by \$450,000 for dayroom dividers to comply with the Graves v. Arpaio court order.

**Inmate Education Activity**

The purpose of the Inmate Education Activity is to provide general education and special education classes to qualifying jailed juvenile and adult inmates so they can complete required hours to earn their GEDs or diplomas.

**Mandates:** Mandated. A.R.S. §§15-913.01 and 31-121 establish that the Sheriff's Office must offer an education program for inmates under the age of 18 and disabled inmates under the age of 21. The teaching method for this program is to be determined by the Sheriff's Office and the Education Services Agency.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of adult inmate participants who receive GEDs	0.0%	5.2%	0.7%	0.7%	(4.5%)	-85.6%
Output	Number of adult inmates that participate in GED classes	1,066	1,000	803	803	(197)	-19.7%
Output	Number of adult inmates that obtain a GED degree	-	72	6	6	(66)	-91.7%
Demand	Number of inmates for which education classes are mandated	1,310	1,200	1,093	1,093	(107)	-8.9%
Demand	Number of qualifying inmates participating in mandatory special education classes	515	500	425	425	(75)	-15.0%
Expenditure Ratio	Total activity expenditure per inmate education participant	\$ 1,529.48	\$ 2,039.47	\$ 1,542.51	\$ 1,514.50	\$ 524.97	25.7%
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ 288,625	\$ 324,420	\$ 285,884	\$ 785,940	\$ 461,520	142.3%
	TOTAL SOURCES	\$ 288,625	\$ 324,420	\$ 285,884	\$ 785,940	\$ 461,520	142.3%
<i>Expenditure</i>							
	251 - SHERIFF GRANTS	\$ 214,816	\$ 382,448	\$ 182,670	\$ 724,240	\$ (341,792)	-89.4%
	214 - SHERIFF JAIL ENHANCEMENT	-	-	5,217	-	-	N/A
	252 - INMATE SERVICES	1,424,791	1,860,965	1,422,498	865,985	994,980	53.5%
	TOTAL USES	\$ 1,639,607	\$ 2,243,413	\$ 1,610,385	\$ 1,590,225	\$ 653,188	29.1%

**Activity Narrative:** The average length of stay of an inmate in Maricopa County Jail is less than 30 days. This creates a natural time barrier for preparation and successful completion of a GED test. The number of individuals participating in GED classes has also decreased.

**Inmate Intake and Release Activity**

The purpose of the Inmate Intake and Release Activity is to provide proper and efficient acceptance, booking, identification, classification, and release to inmates so they can be accurately assigned to jail facilities, held for other agencies, or released from Sheriff's custody.

**Mandates:** Mandated. This Activity supports the mandate of the Sheriff's Office under A.R.S. §§11-441, 31-121, 31-122, 31-101, 31-124, and 13-3890 which require the Sheriff's Office to be responsible for County jails and inmate detention.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of inmates assigned to housing or released within 24 hours	99.9%	99.9%	100.0%	100.0%	0.1%	0.1%
Result	Percent of inmates accurately released	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of bookings	101,809	107,269	104,549	103,242	(4,027)	-3.8%
Output	Number of releases	101,711	107,019	104,725	104,725	(2,294)	-2.1%
Output	Number of prisoners refused for booking	34	16	32	32	16	100.0%
Output	Total number of inmates processed into (assigned to housing) and out of the jails (inmate releases)	203,486	214,288	207,067	207,058	(7,230)	-3.4%
Output	Number of inmate ten prints taken	N/A	107,269	96,794	103,242	(4,027)	-3.8%
Demand	Number of prisoners accepted for booking	178,576	107,269	103,210	103,210	(4,059)	-3.8%
Demand	Number of inmates ordered for release	101,711	107,019	103,848	103,848	(3,171)	-3.0%
Expenditure Ratio	Total activity cost (IAR) per inmate processed into and out of the jails.	\$ 102.12	\$ 103.39	\$ 106.63	\$ 100.09	\$ 3.29	3.2%
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ 145,902	\$ 284,137	\$ 426,088	\$ 291,909	\$ 7,772	2.7%
	255 - DETENTION OPERATIONS	31,802	20,000	33,096	35,233	15,233	76.2%
	TOTAL SOURCES	\$ 177,704	\$ 304,137	\$ 459,184	\$ 327,142	\$ 23,005	7.6%
<i>Expenditure</i>							
	251 - SHERIFF GRANTS	\$ 234,663	\$ 291,759	\$ 343,021	\$ 297,280	\$ (5,521)	-1.9%
	214 - SHERIFF JAIL ENHANCEMENT	32,267	38,680	23,512	38,680	-	0.0%
	255 - DETENTION OPERATIONS	20,512,551	21,824,054	21,713,008	20,388,992	1,435,062	6.6%
	TOTAL USES	\$ 20,779,481	\$ 22,154,493	\$ 22,079,541	\$ 20,724,952	\$ 1,429,541	6.5%

**Activity Narrative:** Correctional Health Services streamlined their pre-booking health screening process in FY 2015 to improve identification of individuals needing immediate or extraordinary medical treatment. As a result, this has increased the number of individuals refused at booking so they can be provided proper medical treatment.

### Inmate Labor Activity

The purpose of the Inmate Labor Activity is to provide and monitor work hours to fully sentenced and eligible inmates so they can perform labor intensive functions in the jails at a reduced cost to the public and receive time reduction credit toward their sentences.

**Mandates:** Discretionary. A.R.S. §11-455 and A.R.S. Title 31, Chapter 1, Article 3 (§§31-141 through 31-146) establish that the Sheriff's Office may require convicted inmates to perform labor as part of their sentence. The Sheriff's Office is responsible for maintaining management and supervision of inmates who are performing labor.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Jail Institutional Services inmate labor hours requested met	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Inmate Labor Hours Worked	598,127	648,613	553,270	553,270	(95,343)	-14.7%
Demand	Number of inmate labor hours requested for Jail Institutional Services Divisions	1,004,073	953,857	1,005,622	1,005,622	51,765	5.4%
Expenditure Ratio	Total activity expenditure per inmate labor hour worked	\$ 0.69	\$ 0.64	\$ 0.77	\$ 0.81	\$ (0.17)	-26.6%
<i>Expenditure</i>							
	214 - SHERIFF JAIL ENHANCEMENT	\$ 250	\$ -	\$ -	\$ -	\$ -	N/A
	255 - DETENTION OPERATIONS	411,623	415,522	424,228	448,722	(33,200)	-8.0%
	TOTAL USES	\$ 411,873	\$ 415,522	\$ 424,228	\$ 448,722	\$ (33,200)	-8.0%

**Activity Narrative:** Interest by inmates participating in inmate labor activities continues to outpace the opportunities available for this to occur. The total cost for this activity by inmate service-hour-of-work is expected to be \$.81 in FY 2017.

### Inmate Related Mandates Activity

The purpose of the Inmate Related Mandates Activity is to provide mandated services including religious services, grievance hearings, legal materials, library services, and mail to inmates so they can receive items and services mandated to them by law.

**Mandates:** Mandated. This Activity supports the overall mandate of the Custody Management Program.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of inmate grievances heard	18.2%	14.5%	14.8%	14.8%	0.3%	2.1%
Output	Number of inmates who receive mandated	7,973	8,118	7,932	7,932	(186)	-2.3%
Output	Number of inmate grievances reviewed	16,106	16,500	18,116	18,116	1,616	9.8%
Demand	Number of inmates	7,973	8,118	7,932	7,932	(186)	-2.3%
Demand	Number of inmate grievances filed	16,106	16,500	18,116	18,116	1,616	9.8%
Expenditure Ratio	Total activity expenditure per inmate for mandated services	\$ 2,101.32	\$ 2,276.86	\$ 2,433.99	\$ 2,406.19	\$ (129.33)	-5.7%
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ -	\$ 221,735	\$ 139,723	\$ 209,585	\$ (12,150)	-5.5%
	255 - DETENTION OPERATIONS	235	-	-	-	-	N/A
	TOTAL SOURCES	\$ 235	\$ 221,735	\$ 139,723	\$ 209,585	\$ (12,150)	-5.5%
<i>Expenditure</i>							
	251 - SHERIFF GRANTS	\$ -	\$ 209,585	\$ 129,528	\$ 209,585	\$ -	0.0%
	214 - SHERIFF JAIL ENHANCEMENT	72,143	6,797	10,058	6,797	-	0.0%
	252 - INMATE SERVICES	816,450	671,252	786,613	574,916	96,336	14.4%
	254 - INMATE HEALTH SERVICES	194,850	-	6,227	-	-	N/A
	255 - DETENTION OPERATIONS	15,669,323	17,595,896	18,373,995	18,294,596	(698,700)	-4.0%
	TOTAL USES	\$ 16,752,766	\$ 18,483,530	\$ 19,306,421	\$ 19,085,894	\$ (602,364)	-3.3%

### Inmate Skills and Training Activity

The purpose of the Inmate Skills and Training Activity is to provide vocational, coping, life-training, and skills to adult and juvenile inmates so they can use their time more productively and maintain acceptable behavior while in jail.

**Mandates:** Discretionary.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of inmate participants that complete skills or training course requirements	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Inmate Skills Training Participants	9,911	9,700	9,424	9,424	(276)	-2.8%
Output	Number of participants who complete skills or training course requirements	9,911	9,700	9,424	9,424	(276)	-2.8%
Demand	Number of inmates eligible for skills training programs	9,911	9,700	9,424	9,424	(276)	-2.8%
Expenditure Ratio	Total activity expenditure per skills training program participant	\$ 185.49	\$ 177.21	\$ 178.34	\$ 157.54	\$ 19.67	11.1%
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ 10,801	\$ -	\$ 12,150	\$ -	\$ -	N/A
	203 - SHERIFF DONATIONS	50,814	26,774	61,680	33,969	7,195	26.9%
	252 - INMATE SERVICES	181	-	-	-	-	N/A
	TOTAL SOURCES	\$ 61,796	\$ 26,774	\$ 73,830	\$ 33,969	\$ 7,195	26.9%
<i>Expenditure</i>							
	251 - SHERIFF GRANTS	\$ 22,951	\$ -	\$ -	\$ -	\$ -	N/A
	203 - SHERIFF DONATIONS	83,582	26,774	61,680	33,969	(7,195)	-26.9%
	214 - SHERIFF JAIL ENHANCEMENT	7,949	1,690	710	1,690	-	0.0%
	252 - INMATE SERVICES	1,723,913	1,690,508	1,618,257	1,449,004	241,504	14.3%
	TOTAL USES	\$ 1,838,395	\$ 1,718,972	\$ 1,680,647	\$ 1,484,663	\$ 234,309	13.6%

### Inmate Substance Abuse Recovery Activity

The purpose of the Inmate Substance Abuse Recovery Activity is to provide treatment and rehabilitation sessions to adult and juvenile inmates so they can stay out of jail after they are released.

**Mandates:** Discretionary.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Alpha Program Graduates	N/A	N/A	N/A	39.6%	N/A	N/A
Output	Number of Alpha program participants	549	N/A	N/A	616	N/A	N/A
Output	Number of inmates that complete the Alpha program and graduate	276	244	244	244	-	0.0%
Demand	Number of qualifying Alpha participants	N/A	1,548	616	616	(932)	-60.2%
Expenditure Ratio	Total activity expenditure per Alpha program participant	\$ 2,308.20	N/A	N/A	\$ 2,229.34	N/A	N/A
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ 13,619	\$ 60,000	\$ 46,055	\$ 62,519	\$ 2,519	4.2%
	252 - INMATE SERVICES	-	-	-	90,000	90,000	N/A
	TOTAL SOURCES	\$ 13,619	\$ 60,000	\$ 46,055	\$ 152,519	\$ 92,519	154.2%
<i>Expenditure</i>							
	251 - SHERIFF GRANTS	\$ 21,930	\$ 60,000	\$ 56,292	\$ 61,421	\$ (1,421)	-2.4%
	214 - SHERIFF JAIL ENHANCEMENT	71,563	6,759	6,608	6,759	-	0.0%
	252 - INMATE SERVICES	1,168,000	1,476,807	1,324,771	1,302,466	174,341	11.8%
	255 - DETENTION OPERATIONS	5,708	24,760	9,735	2,626	22,134	89.4%
	TOTAL USES	\$ 1,267,201	\$ 1,568,326	\$ 1,397,406	\$ 1,373,272	\$ 195,054	12.4%

**Activity Narrative:** The measures for this activity are new for FY 2017 and reliable data for analysis were not available in FY 2016.

### Jail Intelligence and Security Activity

The purpose of the Jail Intelligence and Security Activity is to provide active monitoring of inmate mail activity, interactions, and phone conversations to Sheriff's custody officials, law enforcement and criminal justice agencies so they can be informed of threats, prevent crimes, and maintain jail security.

**Mandates:** Mandated. This Activity supports the mandate of the Sheriff's Office under A.R.S. §§11-441 and 31-121, which require the Sheriff's Office to be responsible for County jails and inmate detention.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Jail intelligence items forwarded to law enforcement for action	0.9%	1.0%	1.2%	1.1%	0.1%	9.8%
Output	Number Jail intelligence items processed (reviewed/analyzed)	110,317	115,000	94,912	94,912	(20,088)	-17.5%
Output	Number of threats detected/identified	193	200	265	265	65	32.5%
Demand	Number of jail intelligence items/requests	110,317	115,000	94,912	94,912	(20,088)	-17.5%
Expenditure Ratio	Total activity expenditure per jail intelligence item processed	\$ 22.31	\$ 24.75	\$ 27.21	\$ 31.13	\$ (6.39)	-25.8%
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ 95,606	\$ 102,465	\$ 76,750	\$ 104,000	\$ 1,535	1.5%
	TOTAL SOURCES	\$ 95,606	\$ 102,465	\$ 76,750	\$ 104,000	\$ 1,535	1.5%
<i>Expenditure</i>							
	251 - SHERIFF GRANTS	\$ 88,572	\$ 101,312	\$ 66,081	\$ 104,000	\$ (2,688)	-2.7%
	214 - SHERIFF JAIL ENHANCEMENT	40,924	14,197	16,233	14,197	-	0.0%
	255 - DETENTION OPERATIONS	2,332,038	2,730,191	2,500,624	2,836,547	(106,356)	-3.9%
	TOTAL USES	\$ 2,461,534	\$ 2,845,700	\$ 2,582,938	\$ 2,954,744	\$ (109,044)	-3.8%

**Activity Narrative:** The reduction in jail intelligence items to be processed is based on the forecasted level of items reviewed/analyzed. The current economic and social trends may necessitate an increase in the number of jail items processed.

**Enforcement and Detention Operational Resources Program**

The purpose of the Enforcement and Detention Operational Resources Program is to provide comprehensive support services to Law Enforcement and Custody so they can meet goals and objectives efficiently and in compliance with legal standards by a qualified and productive workforce.

**Program Results**

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of vehicles receiving preventative maintenance in 48 hrs. or less	59.7%	58.7%	52.8%	59.4%	0.7%	1.1%
Percent of service requests completed	N/A	N/A	N/A	99.7%	N/A	N/A
Percent of academy participants that graduate	N/A	N/A	N/A	74.8%	N/A	N/A
Percent of respondents that agree they are more knowledgeable of MCSO after participating in an event	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of respondents that agree the Sheriff's Office is fulfilling its stated mission	N/A	N/A	N/A	95.0%	N/A	N/A
Percent of requests to produce/furnish evidentiary items in storage met	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of fixed wing flight mission requests met for extraditions	100.0%	100.0%	99.0%	100.0%	0.0%	0.0%
Percent of internal affairs cases completed within required timeframes	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this Program include:

- Aviation
- Employee Professional Standards
- Information and Communications Technology
- Mandated Enforcement and Detention Training
- Property and Evidence
- Sheriff's Vehicle Fleet
- Community Outreach

**Aviation Activity**

The purpose of the Aviation Activity is to provide aerial transportation and observations to the Sheriff's Office and other agencies so they can expedite accomplishment of public safety objectives.

**Mandates:** Discretionary.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of fixed wing flight mission requests met for extraditions	100.0%	100.0%	99.0%	100.0%	0.0%	0.0%
Output	Number of prisoner transport missions flown	103	120	103	104	(16)	-13.3%
Output	Number of aviation missions flown	1,203	1,418	1,341	1,380	(38)	-2.7%
Output	Number of prisoners returned	152	120	115	115	(5)	-4.2%
Output	Number of fixed wing missions flown	103	100	104	104	4	4.0%
Output	Number of helicopter missions flown	1,100	1,312	1,276	1,276	(36)	-2.7%
Demand	Number of requests for prisoner transports (Aviation extradition missions)	152	120	104	104	(16)	-13.3%
Demand	Number of flight missions requested	1,368	1,230	776	1,563	333	27.1%
Demand	Number of helicopter missions requested	1,179	972	1,342	1,447	475	48.9%
Demand	Number of fixed wing missions requested	N/A	N/A	N/A	116	N/A	N/A
Expenditure Ratio	Total activity expenditure per aviation mission flown	\$ 3,164.96	\$ 1,906.04	\$ 2,049.60	\$ 1,963.55	\$ (57.51)	-3.0%
<i>Revenue</i>							
	100 - GENERAL	\$ -	\$ -	\$ 75,000	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ 75,000	\$ -	\$ -	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,807,047	\$ 2,701,847	\$ 2,747,757	\$ 2,708,788	\$ (6,941)	-0.3%
	212 - SHERIFF RICO	396	912	543	912	-	0.0%
	214 - SHERIFF JAIL ENHANCEMENT	-	-	210	-	-	N/A
	TOTAL USES	\$ 3,807,443	\$ 2,702,759	\$ 2,748,510	\$ 2,709,700	\$ (6,941)	-0.3%

**Activity Narrative:** MCSO has been able to grant nearly all requests for prisoner transport missions in FY 2016. There is still a high demand for fixed wing and helicopter missions which are not able to be granted due to prioritization of resources.

### Employee Professional Standards Activity

The purpose of the Employee Professional Standards Activity is to provide internal affairs investigations, background investigations, polygraph examinations, and applicant pre-screenings to the Maricopa County Sheriff's Office so they can hire and retain qualified employees who meet and maintain Sheriff's Office standards.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of internal affairs cases completed within required timeframes	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of internal affairs cases completed	N/A	N/A	N/A	686	N/A	N/A
Demand	Number of internal affairs cases initiated	N/A	N/A	N/A	1,104	N/A	N/A
Expenditure Ratio	Activity Cost per internal affairs case completed	N/A	N/A	N/A	\$ 7,212.56	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 5,248,500	\$ 4,736,312	\$ 5,073,538	\$ 4,944,547	\$ (208,235)	-4.4%
	212 - SHERIFF RICO	-	3,266	1,362	3,266	-	0.0%
	214 - SHERIFF JAIL ENHANCEMENT	100	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	120	-	-	-	-	N/A
	TOTAL USES	\$ 5,248,720	\$ 4,739,578	\$ 5,074,900	\$ 4,947,813	\$ (208,235)	-4.4%

**Activity Narrative:** The measures for this activity are new for FY 2017; therefore historical comparison data is not available.

**Information and Communications Technology Activity**

The purpose of the Information and Communications Technology Activity is to provide centralized leadership and coordination for voice, data, radio, and other enforcement and detention communications systems, as well as, support to enforcement, detention and civilian personnel so they can communicate and operate more efficiently in day to day public safety, custody, and overall Sheriff's operations.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED	
						VAR	%
Result	Percent of service requests completed	N/A	N/A	N/A	99.7%	N/A	N/A
Output	Number of devices supported	N/A	N/A	N/A	8,119	N/A	N/A
Output	Number of service requests completed	N/A	N/A	N/A	25,843	N/A	N/A
Output	Number of work orders opened	N/A	N/A	N/A	25,923	N/A	N/A
Demand	Number of MCSO active devices	N/A	N/A	N/A	8,119	N/A	N/A
Expenditure Ratio	Activity cost per device supported	N/A	N/A	N/A	\$ 75.95	N/A	N/A
<i>Revenue</i>							
	100 - GENERAL	\$ 171,368	\$ 173,344	\$ 174,497	\$ 289,505	\$ 116,161	67.0%
	TOTAL SOURCES	\$ 171,368	\$ 173,344	\$ 174,497	\$ 289,505	\$ 116,161	67.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,787,032	\$ 2,218,734	\$ 1,953,597	\$ 2,188,184	\$ 30,550	1.4%
	214 - SHERIFF JAIL ENHANCEMENT	6,891	-	-	-	-	N/A
	252 - INMATE SERVICES	201,094	161,838	185,857	135,706	26,132	16.1%
	255 - DETENTION OPERATIONS	228,409	28,420	4,505	142,775	(114,355)	-402.4%
	TOTAL USES	\$ 3,223,426	\$ 2,408,992	\$ 2,143,959	\$ 2,466,665	\$ (57,673)	-2.4%

**Activity Narrative:** The measures for this activity are new for FY 2017; therefore historical comparison data is not available.

**Mandated Enforcement and Detention Training Activity**

The purpose of the Mandated Enforcement and Detention Training Activity is to provide detention and enforcement basic and incumbent training programs, firearms and non-lethal weapons training facilities and records, employee course certification records, and bullet proof/stab proof vest acquisitions and assignments primarily to Maricopa County Sheriff's Office compensated sworn and detention personnel so they can be prepared/certified to perform jobs safely and maintain proficiency standards for mandated certifications.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of academy participants that graduate	N/A	N/A	N/A	74.8%	N/A	N/A
Output	Number enforcement and detention personnel whose annual training and proficiency requirements were evaluated	2,784	2,757	2,757	2,765	8	0.3%
Output	Number of detention academy attendees that graduate	212	184	184	212	28	15.2%
Output	Number of law enforcement academy attendees that graduate	58	40	40	40	-	0.0%
Output	Number of detention academy participants	N/A	N/A	N/A	282	N/A	N/A
Output	Number of law enforcement academy participants	N/A	N/A	N/A	50	N/A	N/A
Output	Total Number of academy participants (detention and sworn)	N/A	N/A	N/A	337	N/A	N/A
Demand	Number of MCSO personnel who are required to meet mandated proficiency standards	2,780	2,757	2,770	2,765	8	0.3%
Demand	Number of detention officer candidates who enter detention academies	239	287	287	287	-	0.0%
Demand	Number of law enforcement deputy candidates who enter sworn academies	47	65	65	50	(15)	-23.1%
Expenditure Ratio	Total activity expenditure per certified enforcement and detention FTE	\$ 2,371.18	\$ 2,325.80	\$ 2,315.23	\$ 2,216.52	\$ 109.27	4.7%
<b>Revenue</b>							
	100 - GENERAL	\$ 7,258	\$ -	\$ 2,166	\$ 1,500	\$ 1,500	N/A
	251 - SHERIFF GRANTS	20,736	20,000	25,000	25,000	5,000	25.0%
	TOTAL SOURCES	\$ 27,994	\$ 20,000	\$ 27,166	\$ 26,500	\$ 6,500	32.5%
<b>Expenditure</b>							
	100 - GENERAL	\$ 3,856,215	\$ 3,978,623	\$ 3,974,219	\$ 3,761,144	\$ 217,479	5.5%
	251 - SHERIFF GRANTS	7,195	25,000	16,733	25,000	-	0.0%
	212 - SHERIFF RICO	312	5,970	4,381	5,970	-	0.0%
	214 - SHERIFF JAIL ENHANCEMENT	308,765	111,734	68,339	111,734	-	0.0%
	255 - DETENTION OPERATIONS	2,428,881	2,290,890	2,319,421	2,224,831	66,059	2.9%
	TOTAL USES	\$ 6,601,368	\$ 6,412,217	\$ 6,383,093	\$ 6,128,679	\$ 283,538	4.4%

**Activity Narrative:** In FY 2017, the high demand for the number of law enforcement deputy candidates who enter sworn academies and the number of detention officer candidates who enter detention academies are expected to persist as staff retention continues to be an issue for these positions.

### Property and Evidence Activity

The purpose of the Property and Evidence Activity is to provide safekeeping, storage, transporting, testing, and destroying of evidentiary and other property to criminal justice agencies (law enforcement courts, detention/correction) so they can have items available for examination and review, released or disposed of according to mandate.

**Mandates:** Mandated. A.R.S. § 28-3511 establishes the Sheriff's Office duties to acquire and maintain evidence, as well as impound vehicles. Further, A.R.S. § 28-3513 requires that any administrative costs recovered from vehicle impounds be deposited into a special fund for the purpose of implementing A.R.S. § 28-872 and A.R.S. § 28-3513.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of requests to produce/furnish evidentiary items in storage met	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of sworn and detention items destroyed, disposed of and/or released	22,681	25,152	13,198	13,198	(11,954)	-47.5%
Output	Number of evidentiary item safekeeping transactions completed	89,685	95,692	77,238	77,238	(18,454)	-19.3%
Output	Number of evidentiary items requests filled	30,433	33,568	25,124	25,124	(8,444)	-25.2%
Demand	Number of new items received for safekeeping (sworn and detention)	36,571	36,972	37,944	37,944	972	2.6%
Demand	Number of requests for evidentiary items to be produced/furnished	30,433	33,568	25,124	25,124	(8,444)	-25.2%
Demand	Number of mandated towed vehicle impounds received	1,323	1,232	1,785	1,785	553	44.9%
Expenditure Ratio	Total activity expenditure per evidentiary item safekeeping transaction completed	\$ 13.07	\$ 15.82	\$ 20.82	\$ 16.77	\$ (0.95)	-6.0%
<b>Revenue</b>							
	100 - GENERAL	\$ 808	\$ -	\$ 85,428	\$ -	\$ -	N/A
	258 - SHERIFF TOWING AND IMPOUND	158,750	226,100	211,100	211,100	(15,000)	-6.6%
	TOTAL SOURCES	\$ 159,558	\$ 226,100	\$ 296,528	\$ 211,100	\$ (15,000)	-6.6%
<b>Expenditure</b>							
	100 - GENERAL	\$ 1,013,659	\$ 1,286,467	\$ 1,381,612	\$ 1,073,193	\$ 213,274	16.6%
	212 - SHERIFF RICO	-	3,950	1,647	3,950	-	0.0%
	258 - SHERIFF TOWING AND IMPOUND	158,503	223,096	224,850	217,850	5,246	2.4%
	TOTAL USES	\$ 1,172,162	\$ 1,513,513	\$ 1,608,109	\$ 1,294,993	\$ 218,520	14.4%

**Activity Narrative:** The increase in output in FY 2015 is due to a backlog of items to be recorded and destroyed, disposed of and/or released in property and evidence. Conversely, in FY 2016, the number of evidentiary items to be destroyed, disposed of and/or released decreased significantly as a result of the court monitor placing restrictions on destruction procedures for MCSO.

A large portion of this work was completed through FY 2016 and the figures for FY 2017 represent the normal demand for evidentiary processing.

### Sheriff's Vehicle Fleet Activity

The purpose of the Sheriff's Vehicle Fleet Activity is to provide safe and reliable vehicles, fleet records, registrations, and preventive maintenance/repair notices to Sheriff's operations so they can patrol the County, respond to calls for service, transport arrestees and inmates, deliver meals and laundry, command incidents, and transport officials safely, cost effectively and without interruption in service.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of vehicles receiving preventative maintenance in 48 hrs. or less	59.7%	58.7%	52.8%	59.4%	0.7%	1.1%
Output	Number of Vehicles on preventive maintenance inventory (assigned vehicles managed)	816	811	838	839	28	3.5%
Demand	Number of vehicles in MCSO fleet	813	808	829	830	22	2.7%
Expenditure Ratio	Total activity expenditure per vehicle maintained in MCSO fleet	\$ 452.99	\$ 438.36	\$ 408.81	\$ 393.81	\$ 44.55	10.2%
<b>Expenditure</b>							
	100 - GENERAL	\$ 369,416	\$ 355,507	\$ 342,687	\$ 330,406	\$ 25,101	7.1%
	TOTAL USES	\$ 369,416	\$ 355,507	\$ 342,687	\$ 330,406	\$ 25,101	7.1%

### Community Outreach Activity

The purpose of the Community Outreach Activity is to provide events and means for one-way, two-way and multi-modal communication to the public including citizen groups or individuals, inmate families and other interested persons or parties so they can be more knowledgeable and can provide feedback regarding support and concerns of Sheriff's Office Enforcement and Detention/Jail programs.

**Mandates:** Administrative Mandate

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of respondents that agree they are more knowledgeable of MCSO after participating in an event	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of respondents that agree the Sheriff's Office is fulfilling its stated mission	N/A	N/A	N/A	95.0%	N/A	N/A
Output	Number of Community Outreach events	180	N/A	730	1,430	N/A	N/A
Output	Number of Community Comments surveys reviewed	N/A	N/A	N/A	400	N/A	N/A
Output	Number of respondents that agree they are more knowledgeable about Sheriff's Office programs	N/A	N/A	N/A	400	N/A	N/A
Output	Number of respondents that agree the Sheriff's Office is fulfilling its stated mission	N/A	N/A	N/A	380	N/A	N/A
Demand	Number of Community Outreach Events Anticipated	N/A	N/A	N/A	1,430	N/A	N/A
Expenditure Ratio	Activity Cost per Outreach event reported	\$ 1,414.97	N/A	N/A	\$ 215.54	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 254,695	\$ 304,227	\$ 303,190	\$ 308,222	\$ (3,995)	-1.3%
	TOTAL USES	\$ 254,695	\$ 304,227	\$ 303,190	\$ 308,222	\$ (3,995)	-1.3%

**Activity Narrative:** The measures for this activity are new for FY 2017; therefore, historical comparison data is not available.

### Enforcement Program

The purpose of the Enforcement Program is to provide law enforcement response relative to crime, criminal activity, and events that disrupt order and threaten public safety so the public feels safe and secure in the community.

**Mandates:** The purpose of the Enforcement Program is to support the overall mandate of the Sheriff's Office under A.R.S. §11-441. Also, A.R.S. §41-4258 establishes that the Sheriff's Office is responsible for coordinating, developing, and implementing homeland security strategies.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of level 1 priority calls dispatched under threshold	90.8%	94.9%	90.7%	90.7%	(4.2%)	-4.5%
Percent of days MCSO is prepared to respond	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Patrol Districts that benefit from posse assistance	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of investigations cases cleared by arrest	20.0%	20.4%	21.1%	21.1%	0.7%	3.5%
Percent of Priority 1 calls responded to within 5 minutes or less	44.7%	51.6%	50.9%	50.8%	(0.8%)	-1.6%
Percent of missions resulting in rescue	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Warrant Confirmations and Orders of Protection completed	98.1%	98.0%	96.3%	96.3%	(1.7%)	-1.7%
Percent of No-Injury Specialized Weapons and Tactics Division Responses/Assists (officers or civilians)	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this Program include:

- Disaster and Community Threat Disruption Response
- Dispatch
- Enforcement Support
- Investigations
- Patrol
- Search and Rescue
- Special Weapons and Tactics (SWAT)
- Warrant and Records Information Processing

### Disaster and Community Threat Disruption Response Activity

The purpose of the Disaster and Community Threat Disruption Response Activity is to provide response preparedness and intelligence to law enforcement agencies and the State of Arizona Homeland Security so they can at all times avoid acts of terrorism and other serious criminal activity, reduce vulnerabilities to critical hazards, and minimize damage to allow recovery.

**Mandates:** Mandated. A.R.S. §41-4258 establishes that the Sheriff's Office is responsible for coordinating, developing and implementing homeland securities strategies.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of days MCSO is prepared to respond	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of days in the year MCSO is prepared to respond	365	365	365	365	-	0.0%
Demand	Number of days in the year	365	365	365	365	-	0.0%
Expenditure Ratio	Total activity (DSTR) expenditure per day	\$ 6,955.87	\$ 6,374.37	\$ 8,413.37	\$ 7,648.55	\$ (1,274.17)	-20.0%
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ 646,490	\$ 1,183,137	\$ 1,033,308	\$ 905,777	\$ (277,360)	-23.4%
	212 - SHERIFF RICO	3,626	-	-	-	-	N/A
	TOTAL SOURCES	\$ 650,116	\$ 1,183,137	\$ 1,033,308	\$ 905,777	\$ (277,360)	-23.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,496,570	\$ 1,805,506	\$ 2,037,573	\$ 1,885,942	\$ (80,436)	-4.5%
	251 - SHERIFF GRANTS	1,042,321	521,140	1,033,308	905,777	(384,637)	-73.8%
	TOTAL USES	\$ 2,538,891	\$ 2,326,646	\$ 3,070,881	\$ 2,791,719	\$ (465,073)	-20.0%

### Dispatch Activity

The purpose of the Dispatch Activity is to provide 24-hour public safety and emergency radio communications to public safety personnel and the general public so they can have calls handled properly and Priority 1 calls can be dispatched within 2 minutes or less.

**Mandates:** Mandated. A.R.S. §11-441 establishes the duty of the Sheriff's Office to preserve the peace, and suppress all riots and insurrections which come to the knowledge of the Sheriff's Office.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of level 1 priority calls dispatched under threshold	90.8%	94.9%	90.7%	90.7%	(4.2%)	-4.5%
Output	Number of Police Service Communications	270,147	290,000	305,644	305,644	15,644	5.4%
Output	Number of Priority 1 calls dispatched	2,568	3,000	2,924	2,924	(76)	-2.5%
Output	Total average Number of incoming switchboard and complaint calls handled	309,155	280,000	299,171	299,168	19,168	6.8%
Output	Number of priority 1 calls for service dispatched under threshold	N/A	N/A	N/A	2,652	N/A	N/A
Demand	Number of Incoming police service communications	270,147	290,000	305,644	305,644	15,644	5.4%
Expenditure Ratio	Total activity expenditure per Police Service call dispatched	\$ 14.00	\$ 13.97	\$ 12.72	\$ 13.42	\$ 0.55	3.9%
<i>Revenue</i>							
	100 - GENERAL	\$ 273,215	\$ 423,522	\$ 432,586	\$ 647,629	\$ 224,107	52.9%
	TOTAL SOURCES	\$ 273,215	\$ 423,522	\$ 432,586	\$ 647,629	\$ 224,107	52.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,193,186	\$ 2,330,777	\$ 2,169,423	\$ 2,507,783	\$ (177,006)	-7.6%
	255 - DETENTION OPERATIONS	1,587,684	1,719,330	1,719,330	1,592,873	126,457	7.4%
	TOTAL USES	\$ 3,780,870	\$ 4,050,107	\$ 3,888,753	\$ 4,100,656	\$ (50,549)	-1.2%

**Activity Narrative:** The demand for the number of incoming police service communications, and the output for the number of police service communications dispatched are expected to increase through 2016 and remain stable in FY 2017. The total average number of incoming switchboard and complaint calls handles is expected to decrease slightly in FY 2016 and 2017.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Expenditures by \$126,457 for the allocations of dispatch to the General Fund.

**Detention Fund (255) Operating**

- Decrease Expenditures by \$126,457 for the allocations of dispatch to the Detention Fund.

**Enforcement Support Activity**

The purpose of the Enforcement Support Activity is to provide supplemental personnel, including volunteers and reserves, equipment, vehicles, and horses to the Sheriff's Office so they can have the increased capacity necessary to meet public safety needs and initiatives.

**Mandates:** Mandated. A.R.S. §11-441 establishes the duty of the Sheriff's Office to preserve the peace, and suppress all riots and insurrections which come to the knowledge of the Sheriff's Office.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Patrol Districts that benefit from posse assistance	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of animals seized	490	200	169	167	(33)	-16.5%
Output	Number of Posse volunteer hours reported	238,674	200,000	215,204	215,204	15,204	7.6%
Output	Number of Patrol Districts that benefitted from posse volunteer service	28	28	28	28	-	0.0%
Demand	Number of animal abuse incidents	1,524	300	239	291	(9)	-3.0%
Demand	Number of Active Posse members	992	1,000	952	952	(48)	-4.8%
Demand	Number of MCSO Patrol Districts that rely on Posse assistance	28	28	28	28	-	0.0%
Expenditure Ratio	Activity cost per posse volunteer hour worked	\$ 14.42	\$ 16.62	\$ 12.92	\$ 13.60	\$ 3.02	18.2%
<i>Revenue</i>							
	206 - OFFICER SAFETY EQUIPMENT	\$ 137,480	\$ 52,000	\$ 52,000	\$ 52,000	\$ -	0.0%
	TOTAL SOURCES	\$ 137,480	\$ 52,000	\$ 52,000	\$ 52,000	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,416,124	\$ 3,222,465	\$ 2,746,247	\$ 2,525,262	\$ 697,203	21.6%
	206 - OFFICER SAFETY EQUIPMENT	-	52,000	-	352,000	(300,000)	-576.9%
	212 - SHERIFF RICO	25,444	49,823	34,362	49,319	504	1.0%
	TOTAL USES	\$ 3,441,568	\$ 3,324,288	\$ 2,780,609	\$ 2,926,581	\$ 397,707	12.0%

### Investigations Activity

The purpose of the Investigations Activity is to provide criminal investigative services to the public and the prosecution so they can have criminals arrested and cases can be cleared.

**Mandates:** Mandated. This Activity supports the overall mandate of the Enforcement Program. Also, A.R.S. §13-4405 mandates the Sheriff's Office, in instances where the Sheriff's Office is the investigator of an offense, provide victims with required legal process and resource information.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of investigations cases cleared by arrest	20.0%	20.4%	21.1%	21.1%	0.7%	3.5%
Output	Number of Cases Cleared	11,772	11,727	12,580	12,580	853	7.3%
Demand	Number of Cases assigned/undertaken (cases to be handled)	13,138	12,227	15,678	15,678	3,451	28.2%
Expenditure Ratio	Total activity expenditure per case cleared	\$ 2,055.69	\$ 2,193.52	\$ 2,056.26	\$ 2,067.11	\$ 126.41	5.8%
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ 3,790,915	\$ 4,105,184	\$ 3,496,977	\$ 4,226,836	\$ 121,652	3.0%
	212 - SHERIFF RICO	966,775	1,750,000	1,750,000	1,750,000	-	0.0%
	TOTAL SOURCES	\$ 4,757,690	\$ 5,855,184	\$ 5,246,977	\$ 5,976,836	\$ 121,652	2.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 19,296,103	\$ 20,067,917	\$ 20,398,888	\$ 20,219,257	\$ (151,340)	-0.8%
	251 - SHERIFF GRANTS	4,002,168	4,076,063	3,813,409	4,204,889	(128,826)	-3.2%
	212 - SHERIFF RICO	901,347	1,579,423	1,652,960	1,580,095	(672)	-0.0%
	214 - SHERIFF JAIL ENHANCEMENT	-	-	2,479	-	-	N/A
	TOTAL USES	\$ 24,199,618	\$ 25,723,403	\$ 25,867,736	\$ 26,004,241	\$ (280,838)	-1.1%

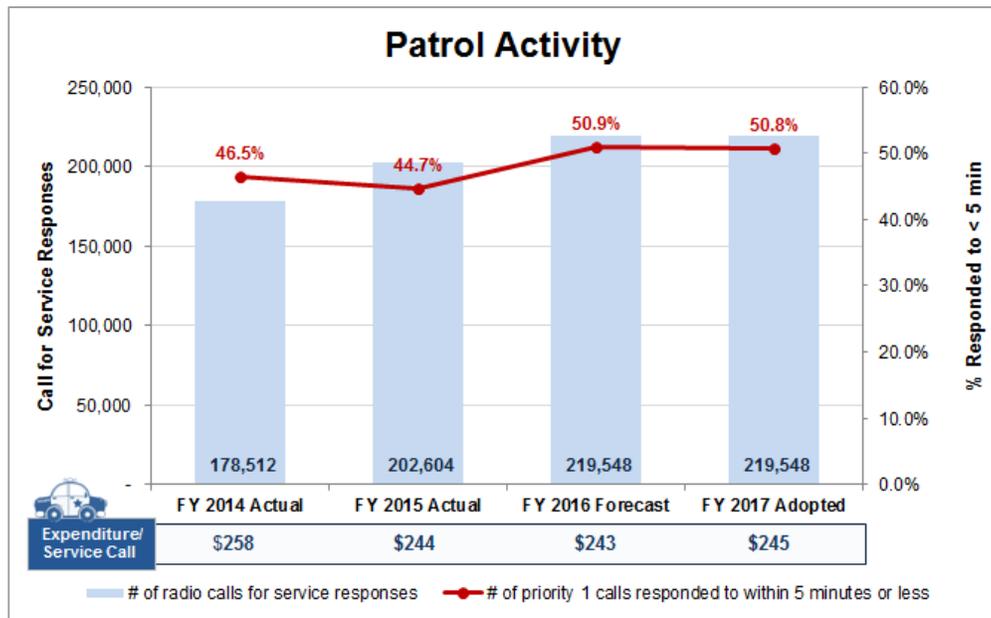
**Activity Narrative:** MCSO is incrementally improving the percentage of cases cleared by arrest and the total activity expenditure per case cleared. They have been able to take on more cases (7.3%) while only increasing the budget for this activity by 1.1%.

### Patrol Activity

The purpose of the Patrol Activity is to provide 24-hour preventive enforcement and law enforcement response to the general public in County districts, at the lakes, on park trails and to contracted cities and towns so they can be protected from criminal activity and offenders and receive prompt response to public safety emergencies.

**Mandates:** Mandated. This Activity supports the overall mandate of the Enforcement Program. Additionally, A.R.S. §41-4258 establishes that the Sheriff’s Office is responsible for coordinating, developing, and implementing homeland securities strategies.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Priority 1 calls responded to within 5 minutes or less	44.7%	51.6%	50.9%	50.8%	(0.8%)	-1.6%
Output	Number of Radio calls for service responses (Number of responses)	202,604	210,000	219,548	219,548	9,548	4.5%
Output	Number of Priority 1 calls responded to	2,944	2,472	3,124	3,124	652	26.4%
Output	Part 1 (Violent) Crimes Reported	7,289	6,968	6,968	7,295	327	4.7%
Output	Number of on-view (deputy viewed) incident responses	103,704	110,000	128,498	128,500	18,500	16.8%
Demand	Number Radio calls for service dispatched to patrol (Number of incidents)	202,604	210,000	219,548	219,548	9,548	4.5%
Expenditure Ratio	Total activity expenditure per call for service response	\$ 243.97	\$ 262.74	\$ 242.51	\$ 245.29	\$ 17.44	6.6%
<b>Revenue</b>							
	100 - GENERAL	\$ 11,947,580	\$ 13,482,383	\$ 14,056,001	\$ 13,936,183	\$ 453,800	3.4%
	251 - SHERIFF GRANTS	1,475,380	1,268,942	1,040,421	992,371	(276,571)	-21.8%
	TOTAL SOURCES	\$ 13,422,960	\$ 14,751,325	\$ 15,096,422	\$ 14,928,554	\$ 177,229	1.2%
<b>Expenditure</b>							
	100 - GENERAL	\$ 48,790,610	\$ 53,207,415	\$ 51,586,010	\$ 52,793,937	\$ 413,478	0.8%
	251 - SHERIFF GRANTS	633,355	1,900,054	1,615,909	992,371	907,683	47.8%
	206 - OFFICER SAFETY EQUIPMENT	-	-	10,777	-	-	N/A
	212 - SHERIFF RICO	5,497	67,111	29,590	67,111	-	0.0%
	TOTAL USES	\$ 49,429,462	\$ 55,174,580	\$ 53,242,286	\$ 53,853,419	\$ 1,321,161	2.4%



**Activity Narrative:** In FY 2016, MCSO is responding to increased calls for service (volume) while increasing the percentage of priority 1 calls they respond to in five minutes or less (timeliness). Notably, Maricopa County is one of the larger counties in the nation in terms of square miles.

Expenditures are increasing in FY 2017 primarily in overtime and overtime benefits to support continued county-wide service. Innovations such as the jail wagon program and a streamlined booking health assessment call process have assisted in maintaining expenditures per service call under \$250.

### Search and Rescue Activity

The purpose of the Search and Rescue Activity is to provide search or rescue missions to persons who are lost, injured or in distress primarily in Maricopa County so they can be aided and taken to safety or recovered.

**Mandates:** Mandated. This Activity supports the overall mandate of the Enforcement Program.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of missions resulting in rescue	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number Search and rescue missions	48	60	54	54	(6)	-10.0%
Demand	Number Search and rescue incidents reported	48	60	54	54	(6)	-10.0%
Expenditure Ratio	Total activity expenditure per search and rescue mission undertaken	\$ 106,330.10	\$ 4,639.53	\$ 3,968.81	\$ 3,206.67	\$ 1,432.87	30.9%
<i>Revenue</i>							
	100 - GENERAL	\$ -	\$ -	\$ 1,371	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ 1,371	\$ -	\$ -	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 5,103,845	\$ 278,372	\$ 214,316	\$ 173,160	\$ 105,212	37.8%
	TOTAL USES	\$ 5,103,845	\$ 278,372	\$ 214,316	\$ 173,160	\$ 105,212	37.8%

### Special Weapons and Tactics (SWAT) Activity

The purpose of the Special Weapons and Tactics (SWAT) Activity is to provide specialized high risk and tactical law enforcement responses which include Chemical, Biological, Radioactive, Nuclear Explosive (CBRNE) handling, hostage situations, riots, and other incidents requiring the utilization of specialized weapons and tactics, including K-9s, to the public and other law enforcement agencies so they can benefit from avoidance of, or protection from, critical or catastrophic events, serious injury or death.

**Mandates:** Mandated. This Activity supports the overall mandate of the Enforcement Program.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of No-Injury Specialized Weapons and Tactics Division Responses/Assists (officers or civilians)	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Specialized Weapons and Tactics (SWAT) Division Incident Responses and/or Assists	163	252	273	273	21	8.3%
Output	Number of K-9 Sniffs (K-9 Calls for Service)	2,223	2,900	3,185	3,185	285	9.8%
Output	Number of Chemical, biological, radioactive, nuclear explosive and explosive ordnance responses	132	68	58	58	(10)	-14.7%
Demand	Number of Calls for Service and/or Incidents Requiring Specialized Weapons and Tactics (SWAT)	163	252	273	273	21	8.3%
Demand	Number of Chemical, biological, radioactive, nuclear explosive and explosive ordnance reported incidents	141	68	58	58	(10)	-14.7%
Expenditure Ratio	Total activity expenditure per SWAT Division incident response or assist	\$ 22,256.36	\$ 16,265.47	\$ 15,114.81	\$ 15,258.63	\$ 1,006.83	6.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,345,098	\$ 3,815,490	\$ 3,834,497	\$ 3,865,957	\$ (50,467)	-1.3%
	212 - SHERIFF RICO	-	22,807	9,507	22,807	-	0.0%
	214 - SHERIFF JAIL ENHANCEMENT	1,117	-	7,542	-	-	N/A
	255 - DETENTION OPERATIONS	281,571	260,601	274,798	276,843	(16,242)	-6.2%
	TOTAL USES	\$ 3,627,786	\$ 4,098,898	\$ 4,126,344	\$ 4,165,607	\$ (66,709)	-1.6%

**Activity Narrative:** In FY 2016, the SWAT unit has been able to respond to an increase in assistance requests of 67% as compared to FY 2015, within nearly the same budget appropriation, while maintaining a 100% no-injury rate. The higher number of service demands are expected to continue in FY 2017.

**Warrants and Records Information Processing Activity**

The purpose of the Warrants and Records Information Processing Activity is to provide validations and confirmations for warrants, criminal records, orders of protection, and sex offender registrations to criminal justice agencies and the public so they can increase public safety.

**Mandates:** Mandated. A.R.S. §41-1750 mandates that all criminal information be reported to the Department of Public Safety.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of Warrant Confirmations and Orders of Protection completed	98.1%	98.0%	96.3%	96.3%	(1.7%)	-1.7%
Output	Number of warrant confirmations and orders of protection completed (processed)	63,425	63,516	62,313	64,696	1,180	1.9%
Output	Number of sex offender registration actions completed	5,840	5,920	6,016	6,016	96	1.6%
Output	Number of warrant confirmations completed	41,962	43,012	48,958	36,805	(6,207)	-14.4%
Demand	Number of warrants and orders of protection received	64,641	64,840	64,696	64,696	(144)	-0.2%
Demand	Number of sex offender registration actions submitted by registrants to process	5,840	5,920	6,016	6,016	96	1.6%
Demand	Number of criminal records requests	146,303	148,500	148,500	148,500	-	0.0%
Expenditure Ratio	Total activity expenditure per warrant confirmation and orders of protection action completed	\$ 28.83	\$ 28.25	\$ 28.14	\$ 28.18	\$ 0.07	0.2%
<i>Revenue</i>							
	100 - GENERAL	\$ 33,724	\$ 35,000	\$ 39,850	\$ -	\$ (35,000)	-100.0%
	255 - DETENTION OPERATIONS	-	-	-	37,770	37,770	N/A
	TOTAL SOURCES	\$ 33,724	\$ 35,000	\$ 39,850	\$ 37,770	\$ 2,770	7.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,828,736	\$ 1,794,237	\$ 1,753,210	\$ 1,823,191	\$ (28,954)	-1.6%
	TOTAL USES	\$ 1,828,736	\$ 1,794,237	\$ 1,753,210	\$ 1,823,191	\$ (28,954)	-1.6%

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 98,849,320</b>	<b>\$ 15,191,036</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 3,840,794</b>	<b>\$ -</b>
<i>MCSO Exp Adjust for Overtime</i>	<i>3,840,794</i>	<i>-</i>
Agenda Item:		
<i>C-50-16-090-M-00</i>		
<b>FY 2016 Revised Budget</b>	<b>\$ 102,690,114</b>	<b>\$ 15,191,036</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ (3,840,794)</b>	<b>\$ -</b>
<i>MCSO Exp Adjust for Overtime</i>	<i>(3,840,794)</i>	<i>-</i>
Agenda Item:		
<i>C-50-16-090-M-00</i>		
<b>FY 2017 Baseline Budget</b>	<b>\$ 98,849,320</b>	<b>\$ 15,191,036</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ (167,986)</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	<i>1,456,191</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	<i>10,818</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>(1,634,995)</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 3,983,431</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(1,466,940)</i>	<i>-</i>
<i>Increase Overtime and Overtime Benefits</i>	<i>\$ 633,775</i>	<i>-</i>
<i>Decrease Education and Training</i>	<i>(249,994)</i>	<i>-</i>
<i>Decrease Vacant Positions to the Minimum of the Range</i>	<i>(205,628)</i>	<i>-</i>
<i>Net Change to Other Supplies and Services</i>	<i>(22,023)</i>	<i>-</i>
<i>Reduce Benefits for PSDROP</i>	<i>(1,623,070)</i>	<i>-</i>
<i>Radio Charges Adjustment</i>		<i>16,353</i>
<i>Risk Management Adjustment</i>		<i>(193,214)</i>
<i>Base Telecom Adjustment</i>		<i>(38,592)</i>
<i>Personnel Fund or Function Shifts</i>		<i>3,907,228</i>
<i>Reallocate Overtime from Melendres Operating</i>	<i>\$ 3,907,228</i>	<i>-</i>
<i>Personnel Savings</i>		<i>1,758,596</i>
<i>Decrease Vacancy Savings from 6.68% to 5.17%</i>	<i>\$ 1,758,596</i>	<i>-</i>
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 244,872</b>
<i>ProgRevenue Volume Inc/Dec</i>		<i>244,872</i>
<b>Reallocations</b>	<b>\$ (3,221,249)</b>	<b>\$ -</b>
<i>Reallocation of Sheriff General and Detention Funds</i>	<i>(3,221,249)</i>	<i>-</i>
<i>Increase Indirect Cost Allocation Out</i>	<i>\$ (3,347,706)</i>	<i>-</i>
<i>Decrease Dispatch Cost Allocation Out</i>	<i>126,457</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 99,443,516</b>	<b>\$ 15,435,908</b>
<i>Percent Change from Baseline Amount</i>	<i>0.6%</i>	<i>1.6%</i>

General Fund (100) MCSO Judgement Order

	Expenditures	Revenue
<b>MCSO JUDGMENT ORDER OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 14,510,847</b>	<b>\$ -</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ (3,840,794)</b>	<b>\$ -</b>
MCSO Exp Adjust for Overtime	(3,840,794)	-
Agenda Item:		
C-50-16-090-M-00		
<b>FY 2016 Revised Budget</b>	<b>\$ 10,670,053</b>	<b>\$ -</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 3,840,794</b>	<b>\$ -</b>
MCSO Exp Adjust for Overtime	3,840,794	-
Agenda Item:		
C-50-16-090-M-00		
<b>FY 2017 Baseline Budget</b>	<b>\$ 14,510,847</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ (55,729)</b>	<b>\$ -</b>
Employee Health/Dental Premiums	99,162	-
Vacancy Savings Assoc with Benefit Adjustments	1,417	-
Retirement Contributions	(156,308)	-
<b>Base Adjustments</b>	<b>\$ (4,215,237)</b>	<b>\$ -</b>
Other Base Adjustments	(176,115)	-
Decrease General Supplies	\$ (22,049)	-
Decrease Other Benefits	(92,977)	-
Decrease Non Capital Equipment	(15,000)	-
Decrease Education and Training	(31,000)	-
Decrease Vacant Positions to the Minimum of the Range	(972)	-
Net Change in Other Personnel	(14,117)	-
Personnel Fund or Function Shifts	(3,907,228)	-
Reallocate Overtime to General Fund Operating	\$ (3,907,228)	-
Personnel Savings	(131,894)	-
Increase Vacancy Savings from 1.99% to 3.90%	\$ (131,894)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 10,239,881</b>	<b>\$ -</b>
Percent Change from Baseline Amount	-29.4%	

Sheriff Donations Fund (203)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 26,774</b>	<b>\$ 26,774</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 26,774</b>	<b>\$ 26,774</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 26,774</b>	<b>\$ 26,774</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 7,195</b>	<b>\$ -</b>
Other Base Adjustments	7,195	-
Increase Supplies and Services	\$ 7,195	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 7,195</b>
ProgRevenue Volume Inc/Dec	-	7,195
<b>FY 2017 Adopted Budget</b>	<b>\$ 33,969</b>	<b>\$ 33,969</b>
Percent Change from Baseline Amount	26.9%	26.9%

Sheriff Donations Fund (203) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 155,410	\$ 78,511	\$ 78,511	\$ 123,303	\$ 123,303
Sources:					
Operating	\$ 51,471	\$ 26,774	\$ 26,774	\$ 61,680	\$ 33,969
Total Sources:	\$ 51,471	\$ 26,774	\$ 26,774	\$ 61,680	\$ 33,969
Uses:					
Operating	\$ 3,418	\$ 26,774	\$ 26,774	\$ 61,680	\$ 33,969
Non-Recurring	80,164	-	-	-	-
Total Uses:	\$ 83,582	\$ 26,774	\$ 26,774	\$ 61,680	\$ 33,969
Structural Balance	\$ 48,053	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 4	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 123,303	\$ 78,511	\$ 78,511	\$ 123,303	\$ 123,303
Total Ending Spendable Fund Balance	\$ 123,303	\$ 78,511	\$ 78,511	\$ 123,303	\$ 123,303

Sheriff Officer Safety Equipment Fund (206)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 52,000	\$ 52,000
<b>FY 2016 Revised Budget</b>	\$ 52,000	\$ 52,000
<b>FY 2017 Baseline Budget</b>	\$ 52,000	\$ 52,000
<b>FY 2017 Adopted Budget</b>	\$ 52,000	\$ 52,000
<i>Percent Change from Baseline Amount</i>	0.0%	0.0%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	\$ -	\$ -
<b>FY 2016 Revised Budget</b>	\$ -	\$ -
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
<b>FY 2017 Tentative Budget</b>	\$ -	\$ -
<i>Percent Change from Baseline Amount</i>		
Adjustments:		
<b>Non Recurring</b>	\$ 300,000	\$ -
<i>Other Non Recurring</i>	300,000	-
<i>Officer Safety Equipment</i>	\$ 300,000	-
<b>FY 2017 Adopted Budget</b>	\$ 300,000	\$ -
<i>Percent Change from Baseline Amount</i>		

Sheriff Officer Safety Equipment Fund (206) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 155,139	\$ 208,335	\$ 208,335	\$ 292,617	\$ 333,840
Sources:					
Operating	\$ 137,480	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000
Non-Recurring	-	-	-	-	300,000
Total Sources:	\$ 137,480	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000
Uses:					
Operating	\$ -	\$ 52,000	\$ 52,000	\$ 10,777	\$ 52,000
Non-Recurring	-	-	-	-	300,000
Total Uses:	\$ -	\$ 52,000	\$ 52,000	\$ 10,777	\$ 352,000
Structural Balance	\$ 137,480	\$ -	\$ -	\$ 41,223	\$ -
Accounting Adjustments	\$ (2)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 292,617	\$ 208,335	\$ 208,335	\$ 333,840	\$ 33,840
Total Ending Spendable Fund Balance	\$ 292,617	\$ 208,335	\$ 208,335	\$ 333,840	\$ 33,840

Sheriff RICO Fund (212)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 1,750,000	\$ 1,750,000
<b>FY 2016 Revised Budget</b>	\$ 1,750,000	\$ 1,750,000
<b>FY 2017 Baseline Budget</b>	\$ 1,750,000	\$ 1,750,000
<b>FY 2017 Adopted Budget</b>	\$ 1,750,000	\$ 1,750,000
<i>Percent Change from Baseline Amount</i>	<i>0.0%</i>	<i>0.0%</i>

Sheriff RICO Fund (212) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ (3,991)	\$ -	\$ -	\$ -	\$ -
Sources:					
Operating	\$ 970,401	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Non-Recurring	-	-	-	-	-
Total Sources:	\$ 970,401	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Uses:					
Operating	\$ 966,413	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Non-Recurring	-	-	-	-	-
Total Uses:	\$ 966,413	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Structural Balance	\$ 3,988	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ -	\$ -	\$ -	\$ -
Total Ending Spendable Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -

Sheriff Jail Enhancement Fund (214)

	Expenditures	Revenue
<b>OPERATING</b>		
FY 2016 Adopted Budget	\$ 1,482,444	\$ 1,482,444
FY 2016 Revised Budget	\$ 1,482,444	\$ 1,482,444
FY 2017 Baseline Budget	\$ 1,482,444	\$ 1,482,444
FY 2017 Adopted Budget	\$ 1,482,444	\$ 1,482,444
<i>Percent Change from Baseline Amount</i>	<i>0.0%</i>	<i>0.0%</i>
<b>NON RECURRING NON PROJECT</b>		
FY 2016 Adopted Budget	\$ 1,236,498	\$ -
FY 2016 Revised Budget	\$ 1,236,498	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (1,236,498)	\$ -
<i>Other Non Recurring</i>	<i>(1,236,498)</i>	<i>-</i>
FY 2017 Baseline Budget	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 450,000	\$ -
<i>Non Recurring Carry Forward</i>	<i>450,000</i>	<i>-</i>
<i>Dayroom Dividers for Graves v. Arpaio</i>	<i>\$ 450,000</i>	<i>-</i>
FY 2017 Adopted Budget	\$ 450,000	\$ -
<i>Percent Change from Baseline Amount</i>		

Sheriff Jail Enhancement Fund (214) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 2,701,398	\$ 1,801,378	\$ 1,801,378	\$ 2,989,714	\$ 2,203,216
Sources:					
Operating	\$ 1,400,010	\$ 1,482,444	\$ 1,482,444	\$ 1,482,444	\$ 1,482,444
Total Sources:	\$ 1,400,010	\$ 1,482,444	\$ 1,482,444	\$ 1,482,444	\$ 1,482,444
Uses:					
Operating	\$ 1,111,701	\$ 1,482,444	\$ 1,482,444	\$ 1,482,444	\$ 1,482,444
Non-Recurring	-	1,236,498	1,236,498	786,498	450,000
Total Uses:	\$ 1,111,701	\$ 2,718,942	\$ 2,718,942	\$ 2,268,942	\$ 1,932,444
Structural Balance	\$ 288,309	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 7	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 2,989,714	\$ 564,880	\$ 564,880	\$ 2,203,216	\$ 1,753,216
Total Ending Spendable Fund Balance	\$ 2,989,714	\$ 564,880	\$ 564,880	\$ 2,203,216	\$ 1,753,216

Sheriff Grants Fund (251)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 7,184,985</b>	<b>\$ 7,184,985</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 411,328</b>	<b>\$ 411,328</b>
<i>Sheriff FY 2016 Grant Recon</i>	411,328	411,328
	Agenda Item:	
	<i>C-50-16-043-G-00</i>	
<b>FY 2016 Revised Budget</b>	<b>\$ 7,596,313</b>	<b>\$ 7,596,313</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (411,328)</b>	<b>\$ (411,328)</b>
<i>Sheriff FY 2016 Grant Recon</i>	(411,328)	(411,328)
	Agenda Item:	
	<i>C-50-16-043-G-00</i>	
<b>FY 2017 Baseline Budget</b>	<b>\$ 7,184,985</b>	<b>\$ 7,184,985</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 4,020</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>	35,680	-
<i>Vacancy Savings Assoc with Benefit Adjustments</i>	(1,110)	-
<i>Retirement Contributions</i>	(30,550)	-
<b>Base Adjustments</b>	<b>\$ (198,063)</b>	<b>\$ -</b>
<i>Risk Management Adjustment</i>	(35,771)	-
<i>Personnel Savings</i>	(162,292)	-
<i>Increase Vacancy Savings from 11.79% to 16.41%</i>	\$ (162,292)	-
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 633,630</b>	<b>\$ 439,587</b>
<i>Grant Reconciliation</i>	633,630	439,587
<b>FY 2017 Adopted Budget</b>	<b>\$ 7,624,572</b>	<b>\$ 7,624,572</b>
<i>Percent Change from Baseline Amount</i>	6.1%	6.1%

Sheriff Grants Fund (251) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ (764,637)	\$ (764,637)	\$ (764,637)	\$ (730,620)	\$ (730,620)
Sources:					
Operating	\$ 6,359,526	\$ 7,184,985	\$ 7,596,313	\$ 7,465,907	\$ 7,624,572
Total Sources:	\$ 6,359,526	\$ 7,184,985	\$ 7,596,313	\$ 7,465,907	\$ 7,624,572
Uses:					
Operating	\$ 6,325,515	\$ 7,184,985	\$ 7,596,313	\$ 7,465,907	\$ 7,624,572
Total Uses:	\$ 6,325,515	\$ 7,184,985	\$ 7,596,313	\$ 7,465,907	\$ 7,624,572
Structural Balance	\$ 34,011	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 6	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(730,620)	(764,637)	(764,637)	(730,620)	(730,620)
Total Ending Spendable Fund Balance	\$ (730,620)	\$ (764,637)	\$ (764,637)	\$ (730,620)	\$ (730,620)

Inmate Services Fund (252)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 11,250,326</b>	<b>\$ 11,250,326</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 11,250,326</b>	<b>\$ 11,250,326</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 11,250,326</b>	<b>\$ 11,250,326</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 130,890</b>	<b>\$ -</b>
Employee Health/Dental Premiums	176,930	-
Vacancy Savings Assoc with Benefit Adjustments	(51,789)	-
Retirement Contributions	5,749	-
<b>Base Adjustments</b>	<b>\$ (1,784,864)</b>	<b>\$ -</b>
Other Base Adjustments	(132,635)	-
Decrease Health Care Services	\$ (109,586)	-
Decrease Vacant Positions to the Minimum of the Range	(45,124)	-
Net Change in Other Personnel	22,075	-
Radio Charges Adjustment	270	-
Risk Management Adjustment	(14,268)	-
Base Telecom Adjustment	5,490	-
Personnel Savings	(1,643,721)	-
Increase Vacancy Savings from 15.53% to 35.97%	\$ (1,643,721)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (1,653,974)</b>
ProgRevenue Volume Inc/Dec	-	(1,653,974)
<b>FY 2017 Adopted Budget</b>	<b>\$ 9,596,352</b>	<b>\$ 9,596,352</b>
Percent Change from Baseline Amount	-14.7%	-14.7%
	<b>Expenditures</b>	<b>Revenue</b>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:	Agenda Item:	
<b>Non Recurring</b>		
Sheriff Jail Surv Install	C-50-16-050-M-00	\$ 750,000
		750,000
<b>FY 2016 Revised Budget</b>	<b>\$ 750,000</b>	<b>\$ -</b>
Adjustments:	Agenda Item:	
<b>Non Recurring</b>		
Sheriff Jail Surv Install	C-50-16-050-M-00	\$ (750,000)
		(750,000)
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Capital Improvement Program</b>		
Transfer to Capital Proj Fund		\$ 6,000,000
Transfer for Intake Transfer and Release Project	\$ 6,000,000	6,000,000
<b>FY 2017 Tentative Budget</b>	<b>\$ 6,000,000</b>	<b>\$ -</b>
Percent Change from Baseline Amount		
Adjustments:		
<b>Non Recurring</b>		
Non Recurring Fund Transfer		\$ 750,000
NICE Vision Project	\$ 750,000	750,000
<b>FY 2017 Adopted Budget</b>	<b>\$ 6,750,000</b>	<b>\$ -</b>
Percent Change from Baseline Amount		

Inmate Services Fund (252) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 8,171,654	\$ 8,397,572	\$ 8,397,572	\$ 8,522,321	\$ 7,107,024
Sources:					
Operating	\$ 11,278,349	\$ 11,250,326	\$ 11,250,326	\$ 10,150,326	\$ 9,596,352
Total Sources:	\$ 11,278,349	\$ 11,250,326	\$ 11,250,326	\$ 10,150,326	\$ 9,596,352
Uses:					
Operating	\$ 10,927,695	\$ 11,250,326	\$ 11,250,326	\$ 10,815,623	\$ 9,596,352
Non-Recurring	-	-	750,000	750,000	6,750,000
Total Uses:	\$ 10,927,695	\$ 11,250,326	\$ 12,000,326	\$ 11,565,623	\$ 16,346,352
Structural Balance	\$ 350,654	\$ -	\$ -	\$ (665,297)	\$ -
Accounting Adjustments	\$ 13	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 8,522,321	\$ 8,397,572	\$ 7,647,572	\$ 7,107,024	\$ 357,024
Total Ending Spendable Fund Balance	\$ 8,522,321	\$ 8,397,572	\$ 7,647,572	\$ 7,107,024	\$ 357,024

Inmate Health Services Fund (254) Operating

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 300,873	\$ 300,873
<b>FY 2016 Revised Budget</b>	\$ 300,873	\$ 300,873
<b>FY 2017 Baseline Budget</b>	\$ 300,873	\$ 300,873
Adjustments:		
<b>Base Adjustments</b>	\$ 69,077	\$ -
Other Base Adjustments	69,077	-
Increase Supplies and Services for Correctional Health Needs	\$ 69,077	-
<b>Fees and Other Revenues</b>	\$ -	\$ 69,077
ProgRevenue Volume Inc/Dec	-	69,077
<b>FY 2017 Adopted Budget</b>	\$ 369,950	\$ 369,950
<i>Percent Change from Baseline Amount</i>	23.0%	23.0%

Inmate Health Services Fund (254) Non Recurring

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 300,000</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 300,000</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (300,000)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(300,000)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 106,620</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>106,620</i>	<i>-</i>
<i>Refrigerator/Freezer</i>	<i>\$ 6,643</i>	
<i>Scales</i>	<i>2,055</i>	
<i>Wheelchairs</i>	<i>39,000</i>	
<i>Stryker Cots</i>	<i>12,500</i>	
<i>Stretchers</i>	<i>6,422</i>	
<i>Infirmiry Beds</i>	<i>40,000</i>	
<b>FY 2017 Adopted Budget</b>	<b>\$ 106,620</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		

Inmate Health Services Fund (254) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 638,325	\$ 402,055	\$ 402,055	\$ 644,665	\$ 344,665
Sources:					
Operating	\$ 346,338	\$ 300,873	\$ 300,873	\$ 300,873	\$ 369,950
Total Sources:	\$ 346,338	\$ 300,873	\$ 300,873	\$ 300,873	\$ 369,950
Uses:					
Operating	\$ 199,999	\$ 300,873	\$ 300,873	\$ 300,873	\$ 369,950
Non-Recurring	140,000	300,000	300,000	300,000	106,620
Total Uses:	\$ 339,999	\$ 600,873	\$ 600,873	\$ 600,873	\$ 476,570
Structural Balance	\$ 146,339	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 644,665	\$ 102,055	\$ 102,055	\$ 344,665	\$ 238,045
Total Ending Spendable Fund Balance	\$ 644,665	\$ 102,055	\$ 102,055	\$ 344,665	\$ 238,045

Detention Fund (255)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 212,498,230</b>	<b>\$ 30,509,852</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 212,498,230</b>	<b>\$ 30,509,852</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 212,498,230</b>	<b>\$ 30,509,852</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 3,358,814</b>	<b>\$ -</b>
Employee Health/Dental Premiums	3,340,025	-
Vacancy Savings Assoc with Benefit Adjustments	(332,190)	-
Retirement Contributions	350,979	-
<b>Base Adjustments</b>	<b>\$ (458,847)</b>	<b>\$ -</b>
Other Base Adjustments	1,461,902	-
Increase Overtime and Overtime Benefits	\$ 2,548,051	-
Decrease Due to Requested Change in Pay Rates	(305,677)	-
Decrease Fuel	(468,130)	-
Decrease Rent and Operating Leases	(232,747)	-
Decrease Capital Equipment	(67,000)	-
Net Change in Other Personnel	(12,595)	-
Radio Charges Adjustment	72,751	-
Risk Management Adjustment	(269,293)	-
Base Telecom Adjustment	181,348	-
Personnel Savings	(1,534,653)	-
Increase Vacancy Savings from 8.67% to 9.64%	\$ (1,534,653)	-
Vacant Position Elimination	(370,902)	-
Eliminate 6.0 Position due to Video Court	\$ (370,902)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (4,324,097)</b>
ProgRevenue Volume Inc/Dec	-	(4,324,097)
<b>Reallocations</b>	<b>\$ 3,221,249</b>	<b>\$ -</b>
Reallocation of Sheriff General and Detention Funds	3,221,249	-
Increase Indirect Cost Allocation In	\$ 3,347,706	-
Decrease Dispatch Allocation In	(126,457)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 218,619,446</b>	<b>\$ 26,185,755</b>
Percent Change from Baseline Amount	2.9%	-14.2%

Sheriff Towing & Impound Fund (258)

	Expenditures		Revenue	
<b>OPERATING</b>				
<b>FY 2016 Adopted Budget</b>	\$	226,100	\$	226,100
<b>FY 2016 Revised Budget</b>	\$	226,100	\$	226,100
<b>FY 2017 Baseline Budget</b>	\$	226,100	\$	226,100
Adjustments:				
<b>Employee Retirement and Benefits</b>	\$	545	\$	-
Employee Health/Dental Premiums		2,662		-
Retirement Contributions		(2,117)		-
<b>Base Adjustments</b>	\$	(15,545)	\$	-
Other Base Adjustments		(21,231)		-
Allocate Operating Cost to Non-Recurring	\$	(15,429)		-
Decrease Other Supplies and Services		(5,802)		-
Risk Management Adjustment			9	-
Base Telecom Adjustment			80	-
Personnel Savings			5,597	-
Decrease Vacancy Savings from 3.72% to 0.00%	\$	5,597		-
<b>Fees and Other Revenues</b>	\$	-	\$	(15,000)
ProgRevenue Volume Inc/Dec				(15,000)
<b>FY 2017 Recommended Budget</b>	\$	211,100	\$	211,100
<i>Percent Change from Baseline Amount</i>		-6.6%		-6.6%
<b>NON RECURRING NON PROJECT</b>				
<b>FY 2016 Adopted Budget</b>	\$	-	\$	-
<b>FY 2016 Revised Budget</b>	\$	-	\$	-
<b>FY 2017 Baseline Budget</b>	\$	-	\$	-
Adjustments:				
<b>Base Adjustments</b>	\$	15,429	\$	-
Other Base Adjustments		15,429		-
Allocate Operating Costs from Operating	\$	15,429		-
<b>FY 2017 Adopted Budget</b>	\$	15,429	\$	-
<i>Percent Change from Baseline Amount</i>				

Sheriff Towing & Impound Fund (258) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 140,145	\$ 123,869	\$ 123,869	\$ 140,392	\$ 125,392
Sources:					
Operating	\$ 158,750	\$ 226,100	\$ 226,100	\$ 211,100	\$ 211,100
Total Sources:	\$ 158,750	\$ 226,100	\$ 226,100	\$ 211,100	\$ 211,100
Uses:					
Operating	\$ 158,503	\$ 226,100	\$ 226,100	\$ 226,100	\$ 211,100
Non-Recurring	-	-	-	-	15,429
Total Uses:	\$ 158,503	\$ 226,100	\$ 226,100	\$ 226,100	\$ 226,529
Structural Balance	\$ 247	\$ -	\$ -	\$ (15,000)	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 140,392	\$ 123,869	\$ 123,869	\$ 125,392	\$ 109,963
Total Ending Spendable Fund Balance	\$ 140,392	\$ 123,869	\$ 123,869	\$ 125,392	\$ 109,963

## Superior Court

*Analysis by Kirstin Chernin, Management and Budget Analyst*

### Summary

#### Mission

The mission of the Superior Court is to provide equal justice under law to litigants, defendants, victims, and the public so that they can resolve disputes.

#### Vision

The Superior Court of Arizona in Maricopa County will be the leader in delivering justice through innovation and effective programs.

### Strategic Goals

#### Safe Communities

**By June 30, 2015 95% of civil cases filed in the Superior Court will be resolved within 18 months and 99% resolved after 24 months.**

Status: At FY 2016 mid-year, the Superior Court resolved 92.20% of civil cases within 18 months, and 95.59% of civil cases within 24 months. The civil department is dedicated to the timely and efficient processing of cases. The Superior Court is consistently exploring innovations that will improve timeliness, as exemplified by the start of the court's pioneering commercial court calendar in July of 2015. The department will continually be watchful for potential improvements as they are identified. Goal will be updated during the FY 2018 Strategic Business Plan Process.

#### Safe Communities

**By June 30, 2015, 96% of family cases filed in Superior Court will be resolved within 12 months and 99% after 24 months.**

Status: At FY 2016 mid-year, the Superior Court resolved 95.76% of family cases within 12 months, and 99.49% within 24 months. Superior Court continues to meet this goal due to the innovative programs within the Family Court Division that provide efficient and effective case flow management. The case resolution rate is anticipated to continue at this pace providing these programs continue to be available. Goal will be updated during the FY 2018 Strategic Business Plan Process.

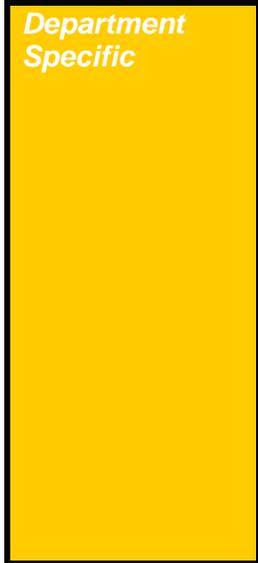
#### Safe Communities

**By June 30, 2016, 85% of criminal felony cases filed in Superior Court will be resolved within 180 days, and 90% will be resolved within 365 days.**

Status: At FY 2016 mid-year, the Superior Court did not meet the goal to resolve 85% of felony matters within 180 days. Only 70% of criminal felony cases were resolved within 180 days. The goal of resolving felony matters within 365 days was met as 91% of the matters were resolved within one year. The Superior Court continues to implement case management strategies to work toward resolving 85% of the criminal cases within 180 days. However, with an increase in case



complexity, the time to disposition rate has declined. Meeting this goal continues to be a challenge because of numerous complex cases that have not concluded for various reasons. The resolution rate is also dependent upon the Department's justice partners and the ability of those agencies to resolve matters timely. Goal will be updated during the FY 2018 Strategic Business Plan Process.



**By June 30, 2016, 85% of the Superior Court Judicial Officers and Administrators surveyed, agree that the Court Management System meets their needs.**

Status: The Judicial Branch continues to rewrite the Case Management System, and is currently working on the following modules:

- eSentencing
- eOrders
- Criminal iCISng Phase II
- ePreSentence Report
- Adult Probation paperless process and automated forms
- eDistribution of orders
- ePetition to Revoke Phase II eSearch Warrant Phase II edata exchanges
- Walk away orders
- Family Court iCISng Phase I - Pre Decree

Goal will be updated during the FY 2018 Strategic Business Plan Process.



**By June 30, 2017, 86% of the Superior Court users surveyed, agree that the Court treats its customers with fairness, equality and respect.**

Status: The CourTools survey developed by the National Center for State Courts was conducted in March 2015, and court users ranked the Court at 82% on this measure.



**By June 30, 2017, 90% of the Superior Court users surveyed, agree that the Court is accessible.**

Status: The CourTools survey developed by the National Center for State Courts was conducted in March 2015 and court users ranked the Court at 91% on this measure.

Sources by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CPAD - CAPITAL ADJUDICATION	\$ 196,040	\$ 197,366	\$ 199,469	\$ 98,020	\$ 198,684	\$ (785)	-0.4%
FELA - FELONY ADJUDICATION	2,778,527	2,832,108	2,817,681	2,828,107	2,810,050	(7,631)	-0.3%
80CJ - CRIMINAL JUSTICE	\$ 2,974,567	\$ 3,029,474	\$ 3,017,150	\$ 2,926,127	\$ 3,008,734	\$ (8,416)	-0.3%
CVAD - CIVIL ADJUDICATION	\$ 2,697,462	\$ 2,498,404	\$ 2,540,072	\$ 2,779,447	\$ 2,686,988	\$ 146,916	5.8%
80CV - CIVIL AND TAX JUSTICE	\$ 2,697,462	\$ 2,498,404	\$ 2,540,072	\$ 2,779,447	\$ 2,686,988	\$ 146,916	5.8%
FPRE - FAMILY PRE DECREE JUDGMENT	\$ 3,227,521	\$ 2,966,814	\$ 3,056,626	\$ 3,023,125	\$ 3,103,314	\$ 46,688	1.5%
FPST - FAMILY POST DECREE JUDGMENT	2,043,840	1,829,342	1,879,342	2,193,909	1,921,217	41,875	2.2%
80FA - FAMILY ADJUDICATION	\$ 5,271,361	\$ 4,796,156	\$ 4,935,968	\$ 5,217,034	\$ 5,024,531	\$ 88,563	1.8%
JDEL - JUV DELINQUENCY ADJUDICATION	\$ 408,851	\$ 507,127	\$ 425,990	\$ 436,384	\$ 486,397	\$ 60,407	14.2%
JDEP - JUV DEPENDENCY ADJUDICATION	943,602	1,270,223	1,635,949	861,414	1,449,227	(186,722)	-11.4%
80JJ - JUVENILE JUSTICE	\$ 1,352,453	\$ 1,777,350	\$ 2,061,939	\$ 1,297,798	\$ 1,935,624	\$ (126,315)	-6.1%
CITR - CT INTERPRETATION TRANSLATION	\$ -	\$ 500	\$ 250	\$ -	\$ -	\$ (250)	-100.0%
CSEC - COURT SECURITY	2,717	600	600	1,386	2,340	1,740	290.0%
JURR - JURORS	898,277	703,030	694,280	892,624	807,633	113,353	16.3%
PICO - PUB INFO AND COMMUNITY OUTRCH	1,435,124	1,379,971	1,461,053	1,460,702	1,478,086	17,033	1.2%
80OS - COURT OPERATIONS SUPPORT	\$ 2,336,118	\$ 2,084,101	\$ 2,156,183	\$ 2,354,712	\$ 2,288,059	\$ 131,876	6.1%
PBMH - PROBATE AND MENTAL HEALTH	\$ 403,086	\$ 403,000	\$ 403,000	\$ 402,902	\$ 393,000	\$ (10,000)	-2.5%
80PM - PROBATE MENTAL HEALTH COURT	\$ 403,086	\$ 403,000	\$ 403,000	\$ 402,902	\$ 393,000	\$ (10,000)	-2.5%
FACI - FACILITIES MANAGEMENT	\$ -	\$ -	\$ 2,063,343	\$ -	\$ 293	\$ (2,063,050)	-100.0%
HRAC - HUMAN RESOURCES	-	46,000	1,000	587	33,137	32,137	3213.7%
ODIR - EXECUTIVE MANAGEMENT	14,552	-	-	-	-	-	N/A
POOL - POOLED COSTS	-	70,846	-	-	-	-	N/A
PROC - PROCUREMENT	37	100	100	-	117	17	17.0%
SPPT - OPERATIONS SUPPORT	-	-	36,000	-	36,000	-	0.0%
99AS - INDIRECT SUPPORT	\$ 14,589	\$ 116,946	\$ 2,100,443	\$ 587	\$ 69,547	\$ (2,030,896)	-96.7%
GGOV - GENERAL GOVERNMENT	\$ 78,311	\$ -	\$ -	\$ 1,960,793	\$ -	\$ -	N/A
RISK - RISK PREMIUMS	-	4,629	4,629	-	4,629	-	0.0%
99GV - GENERAL OVERHEAD	\$ 78,311	\$ 4,629	\$ 4,629	\$ 1,960,793	\$ 4,629	\$ -	0.0%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 5,459	\$ 10,000	\$ 15,000	\$ 11,641	\$ 15,000	\$ -	0.0%
TSPT - TECHNOLOGY SUPPORT	1,903,272	1,800,000	1,800,000	1,833,975	1,940,314	140,314	7.8%
99IT - INFORMATION TECHNOLOGY	\$ 1,908,731	\$ 1,810,000	\$ 1,815,000	\$ 1,845,616	\$ 1,955,314	\$ 140,314	7.7%
<b>TOTAL PROGRAMS</b>	<b>\$ 17,036,678</b>	<b>\$ 16,520,060</b>	<b>\$ 19,034,384</b>	<b>\$ 18,785,016</b>	<b>\$ 17,366,426</b>	<b>\$ (1,667,958)</b>	<b>-8.8%</b>

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
CPAD - CAPITAL ADJUDICATION	\$ 491,813	\$ 503,114	\$ 512,453	\$ 502,711	\$ 485,982	\$ 26,471	5.2%
FELA - FELONY ADJUDICATION	21,809,143	22,992,145	23,249,738	23,197,588	23,283,369	(33,631)	-0.1%
80CJ - CRIMINAL JUSTICE	\$ 22,300,956	\$ 23,495,259	\$ 23,762,191	\$ 23,700,299	\$ 23,769,351	\$ (7,160)	0.0%
CVAD - CIVIL ADJUDICATION	\$ 9,472,491	\$ 9,011,390	\$ 8,741,954	\$ 8,722,554	\$ 8,338,466	\$ 403,488	4.6%
TAXA - TAX ADJUDICATION	540,370	547,313	594,963	599,263	610,656	(15,693)	-2.6%
80CV - CIVIL AND TAX JUSTICE	\$ 10,012,861	\$ 9,558,703	\$ 9,336,917	\$ 9,321,817	\$ 8,949,122	\$ 387,795	4.2%
FPRE - FAMILY PRE DECREE JUDGMENT	\$ 10,539,478	\$ 10,811,294	\$ 10,816,550	\$ 10,346,172	\$ 10,508,857	\$ 307,693	2.8%
FPST - FAMILY POST DECREE JUDGMENT	5,014,227	5,059,992	5,134,985	4,779,733	4,811,995	322,990	6.3%
80FA - FAMILY ADJUDICATION	\$ 15,553,705	\$ 15,871,286	\$ 15,951,535	\$ 15,125,905	\$ 15,320,852	\$ 630,683	4.0%
CTCS - CRADLES TO CRAYONS	\$ 1,138,493	\$ 1,174,145	\$ 1,157,922	\$ 1,135,730	\$ 1,210,141	\$ (52,219)	-4.5%
JDEL - JUV DELINQUENCY ADJUDICATION	5,011,779	5,078,421	5,090,331	5,141,186	5,051,771	38,560	0.8%
JDEP - JUV DEPENDENCY ADJUDICATION	5,395,848	6,011,007	7,128,239	6,141,880	7,342,256	(214,017)	-3.0%
80JJ - JUVENILE JUSTICE	\$ 11,546,120	\$ 12,263,573	\$ 13,376,492	\$ 12,418,796	\$ 13,604,168	\$ (227,676)	-1.7%
CITR - CT INTERPRETATION TRANSLATION	\$ 4,330,654	\$ 4,318,246	\$ 4,892,219	\$ 4,541,643	\$ -	\$ 4,892,219	100.0%
CSEC - COURT SECURITY	7,199,503	7,124,869	7,235,042	7,217,990	7,294,897	(59,855)	-0.8%
JURR - JURORS	4,571,184	4,918,051	5,040,877	4,479,985	4,423,870	617,007	12.2%
PICO - PUB INFO AND COMMUNITY OUTRCH	2,445,641	3,464,439	5,292,702	2,653,003	3,725,263	1,567,439	29.6%
800S - COURT OPERATIONS SUPPORT	\$ 18,546,982	\$ 19,825,605	\$ 22,460,840	\$ 18,892,621	\$ 15,444,030	\$ 7,016,810	31.2%
PBMH - PROBATE AND MENTAL HEALTH	\$ 4,079,085	\$ 4,327,197	\$ 4,406,605	\$ 4,382,119	\$ 4,321,917	\$ 84,688	1.9%
80PM - PROBATE MENTAL HEALTH COURT	\$ 4,079,085	\$ 4,327,197	\$ 4,406,605	\$ 4,382,119	\$ 4,321,917	\$ 84,688	1.9%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 595,696	\$ 733,355	\$ 753,883	\$ 714,578	\$ 862,417	\$ (108,534)	-14.4%
FACI - FACILITIES MANAGEMENT	1,221,898	1,094,538	1,495,020	1,707,483	2,722,505	(1,227,485)	-82.1%
HRAC - HUMAN RESOURCES	1,940,538	1,995,228	2,132,532	2,177,420	2,390,341	(257,809)	-12.1%
ODIR - EXECUTIVE MANAGEMENT	1,278,626	240,012	240,212	243,323	234,431	5,781	2.4%
POOL - POOLED COSTS	-	(20,846)	-	-	-	-	N/A
PROC - PROCUREMENT	308,408	251,627	323,321	306,066	256,678	66,643	20.6%
RMGT - RISK MANAGEMENT	292,895	313,452	313,452	266,941	245,630	67,822	21.6%
SPPT - OPERATIONS SUPPORT	1,092,994	2,037,346	2,399,463	2,239,220	2,435,096	(35,633)	-1.5%
99AS - INDIRECT SUPPORT	\$ 6,731,055	\$ 6,644,712	\$ 7,657,883	\$ 7,655,031	\$ 9,147,098	\$ (1,489,215)	-19.4%
GGOV - GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ 2,063,093	\$ -	\$ -	N/A
INFR - INFRASTRUCTURE	1,231,271	1,239,803	1,239,803	1,307,388	1,981,013	(741,210)	-59.8%
MPOS - ELECTED OR STATUTORY OFFICIALS	189,616	192,035	192,035	196,746	193,269	(1,234)	-0.6%
RISK - RISK PREMIUMS	251,184	269,705	269,705	269,701	201,029	68,676	25.5%
99GV - GENERAL OVERHEAD	\$ 1,672,071	\$ 1,701,543	\$ 1,701,543	\$ 3,836,928	\$ 2,375,311	\$ (673,768)	-39.6%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 5,752,198	\$ 6,622,604	\$ 3,453,914	\$ 3,452,295	\$ 4,094,040	\$ (640,126)	-18.5%
DACR - DATA CENTER	1,599,756	472,367	1,247,574	1,199,395	519,375	728,199	58.4%
TSPT - TECHNOLOGY SUPPORT	1,604,123	1,717,513	4,111,251	3,863,196	4,465,547	(354,296)	-8.6%
VANS - INFRASTRUCTURE NETWORK SVCS	765,716	768,822	769,418	776,505	771,883	(2,465)	-0.3%
99IT - INFORMATION TECHNOLOGY	\$ 9,721,793	\$ 9,581,306	\$ 9,582,157	\$ 9,291,391	\$ 9,850,845	\$ (268,688)	-2.8%
<b>TOTAL PROGRAMS</b>	<b>\$ 100,164,628</b>	<b>\$ 103,269,184</b>	<b>\$ 108,236,163</b>	<b>\$ 104,624,907</b>	<b>\$ 102,782,694</b>	<b>\$ 5,453,469</b>	<b>5.0%</b>

Sources by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 1,403,264	\$ 2,040,793	\$ 2,418,040	\$ 1,368,984	\$ 1,969,672	\$ (448,368)	-18.5%
<b>SUBTOTAL</b>	<b>\$ 1,403,264</b>	<b>\$ 2,040,793</b>	<b>\$ 2,418,040</b>	<b>\$ 1,368,984</b>	<b>\$ 1,969,672</b>	<b>\$ (448,368)</b>	<b>-18.5%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 3,014,579	\$ 2,699,218	\$ 2,794,084	\$ 2,791,277	\$ 2,849,755	\$ 55,671	2.0%
0635 - OTHER CHARGES FOR SERVICES	12,530,331	11,723,011	11,702,704	12,488,173	12,488,424	785,720	6.7%
<b>SUBTOTAL</b>	<b>\$ 15,544,910</b>	<b>\$ 14,422,229</b>	<b>\$ 14,496,788</b>	<b>\$ 15,279,450</b>	<b>\$ 15,338,179</b>	<b>\$ 841,391</b>	<b>5.8%</b>
<b>FINES &amp; FOREFEITS</b>							
0637 - FINES & FOREFEITS	\$ 5,245	\$ 1,850	\$ 1,850	\$ 3,878	\$ 1,901	\$ 51	2.8%
<b>SUBTOTAL</b>	<b>\$ 5,245</b>	<b>\$ 1,850</b>	<b>\$ 1,850</b>	<b>\$ 3,878</b>	<b>\$ 1,901</b>	<b>\$ 51</b>	<b>2.8%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 35,927	\$ 37,463	\$ 35,863	\$ 36,060	\$ 35,309	\$ (554)	-1.5%
0650 - MISCELLANEOUS REVENUE	47,332	17,725	18,750	33,551	21,365	2,615	13.9%
<b>SUBTOTAL</b>	<b>\$ 83,259</b>	<b>\$ 55,188</b>	<b>\$ 54,613</b>	<b>\$ 69,611</b>	<b>\$ 56,674</b>	<b>\$ 2,061</b>	<b>3.8%</b>
<b>ALL REVENUES</b>	<b>\$ 17,036,678</b>	<b>\$ 16,520,060</b>	<b>\$ 16,971,291</b>	<b>\$ 16,721,923</b>	<b>\$ 17,366,426</b>	<b>\$ 395,135</b>	<b>2.3%</b>
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ -	\$ -	\$ 2,063,093	\$ 2,063,093	\$ -	\$ (2,063,093)	-100.0%
<b>ALL OTHER FINANCING SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,063,093</b>	<b>\$ 2,063,093</b>	<b>\$ -</b>	<b>\$ (2,063,093)</b>	<b>-100.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 17,036,678</b>	<b>\$ 16,520,060</b>	<b>\$ 19,034,384</b>	<b>\$ 18,785,016</b>	<b>\$ 17,366,426</b>	<b>\$ (1,667,958)</b>	<b>-8.8%</b>

Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 63,124,642	\$ 64,708,884	\$ 64,649,938	\$ 64,366,018	\$ 64,682,234	\$ (32,296)	0.0%
0705 - TEMPORARY PAY	484,369	441,931	571,700	464,135	678,011	(106,311)	-18.6%
0710 - OVERTIME	259,635	201,430	271,884	270,424	271,884	-	0.0%
0750 - FRINGE BENEFITS	23,968,968	25,851,303	25,762,004	25,634,007	27,295,736	(1,533,732)	-6.0%
0790 - OTHER PERSONNEL SERVICES	45,575	53,300	451,664	46,594	94,695	356,969	79.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(13,745,897)	(14,546,876)	(14,374,479)	(14,506,331)	(16,600,383)	2,225,904	15.5%
0796 - PERSONNEL SERVICES ALLOC-IN	7,965,108	8,764,356	8,591,959	8,631,591	8,319,140	272,819	3.2%
<b>SUBTOTAL</b>	<b>\$ 82,102,400</b>	<b>\$ 85,474,328</b>	<b>\$ 85,924,670</b>	<b>\$ 84,906,438</b>	<b>\$ 84,741,317</b>	<b>\$ 1,183,353</b>	<b>1.4%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 2,630,185	\$ 4,370,426	\$ 2,267,250	\$ 1,822,671	\$ 2,102,481	\$ 164,769	7.3%
0803 - FUEL	15,407	30,500	30,500	17,318	17,000	13,500	44.3%
0804 - NON-CAPITAL EQUIPMENT	1,732,927	-	2,368,000	2,189,012	1,500,000	868,000	36.7%
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	-	(18,024)	18,024	N/A
<b>SUBTOTAL</b>	<b>\$ 4,378,519</b>	<b>\$ 4,400,926</b>	<b>\$ 4,665,750</b>	<b>\$ 4,029,001</b>	<b>\$ 3,601,457</b>	<b>\$ 1,064,293</b>	<b>22.8%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 6,081,359	\$ 4,879,086	\$ 6,950,152	\$ 6,081,701	\$ 4,120,023	\$ 2,830,129	40.7%
0811 - HEALTH CARE SERVICES	162,043	146,181	146,181	123,855	124,000	22,181	15.2%
0812 - OTHER SERVICES	3,261,365	2,377,665	4,074,986	3,482,711	5,191,861	(1,116,875)	-27.4%
0820 - RENT & OPERATING LEASES	211,712	218,037	318,287	264,107	315,970	2,317	0.7%
0825 - REPAIRS AND MAINTENANCE	875,513	881,765	881,765	1,021,765	1,340,600	(458,835)	-52.0%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	-	29,610	(29,610)	N/A
0839 - INTERNAL SERVICE CHARGES	1,510,681	1,481,074	1,481,074	1,565,469	2,227,563	(746,489)	-50.4%
0841 - TRAVEL	218,425	376,992	405,262	329,863	346,902	58,360	14.4%
0842 - EDUCATION AND TRAINING	175,748	142,129	166,499	95,846	111,375	55,124	33.1%
0843 - POSTAGE/FREIGHT/SHIPPING	395,081	452,680	452,930	394,117	411,859	41,071	9.1%
0872 - SERVICES-ALLOCATION OUT	-	-	-	-	(25,473)	25,473	N/A
0873 - SERVICES-ALLOCATION IN	292,895	292,895	292,895	266,941	245,630	47,265	16.1%
<b>SUBTOTAL</b>	<b>\$ 13,184,822</b>	<b>\$ 11,248,504</b>	<b>\$ 15,170,031</b>	<b>\$ 13,626,375</b>	<b>\$ 14,439,920</b>	<b>\$ 730,111</b>	<b>4.8%</b>
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ -	\$ -	\$ 412,619	\$ -	\$ -	\$ 412,619	100.0%
0920 - CAPITAL EQUIPMENT	475,318	2,145,426	-	-	-	-	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	23,569	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 498,887</b>	<b>\$ 2,145,426</b>	<b>\$ 412,619</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 412,619</b>	<b>100.0%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 100,164,628</b>	<b>\$ 103,269,184</b>	<b>\$ 106,173,070</b>	<b>\$ 102,561,814</b>	<b>\$ 102,782,694</b>	<b>\$ 3,390,376</b>	<b>3.2%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ -	\$ -	\$ 2,063,093	\$ 2,063,093	\$ -	\$ 2,063,093	100.0%
<b>ALL OTHER FINANCING USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,063,093</b>	<b>\$ 2,063,093</b>	<b>\$ -</b>	<b>\$ 2,063,093</b>	<b>100.0%</b>
<b>TOTAL USES</b>	<b>\$ 100,164,628</b>	<b>\$ 103,269,184</b>	<b>\$ 108,236,163</b>	<b>\$ 104,624,907</b>	<b>\$ 102,782,694</b>	<b>\$ 5,453,469</b>	<b>5.0%</b>

Sources by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 2,171,403	\$ 1,880,100	\$ 1,880,100	\$ 2,241,399	\$ 2,200,000	\$ 319,900	17.0%
<b>FUND TOTAL SOURCES</b>	\$ 2,171,403	\$ 1,880,100	\$ 1,880,100	\$ 2,241,399	\$ 2,200,000	\$ 319,900	17.0%
238 SUPERIOR COURT GRANTS							
OPERATING	\$ 2,927,925	\$ 3,432,507	\$ 3,899,566	\$ 2,659,026	\$ 3,432,507	\$ (467,059)	-12.0%
<b>FUND TOTAL SOURCES</b>	\$ 2,927,925	\$ 3,432,507	\$ 3,899,566	\$ 2,659,026	\$ 3,432,507	\$ (467,059)	-12.0%
208 JUDICIAL ENHANCEMENT							
OPERATING	\$ 512,058	\$ 476,000	\$ 476,000	\$ 498,803	\$ 499,000	\$ 23,000	4.8%
<b>FUND TOTAL SOURCES</b>	\$ 512,058	\$ 476,000	\$ 476,000	\$ 498,803	\$ 499,000	\$ 23,000	4.8%
256 PROBATE FEES							
OPERATING	\$ 395,969	\$ 392,000	\$ 392,000	\$ 394,742	\$ 392,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 395,969	\$ 392,000	\$ 392,000	\$ 394,742	\$ 392,000	\$ -	0.0%
257 CONCILIATION COURT FEES							
OPERATING	\$ 1,601,997	\$ 1,372,000	\$ 1,372,000	\$ 1,618,035	\$ 1,583,362	\$ 211,362	15.4%
<b>FUND TOTAL SOURCES</b>	\$ 1,601,997	\$ 1,372,000	\$ 1,372,000	\$ 1,618,035	\$ 1,583,362	\$ 211,362	15.4%
259 SUPERIOR COURT SPECIAL REVENUE							
OPERATING	\$ 4,929,394	\$ 4,598,154	\$ 4,598,154	\$ 4,881,783	\$ 4,881,783	\$ 283,629	6.2%
<b>FUND TOTAL SOURCES</b>	\$ 4,929,394	\$ 4,598,154	\$ 4,598,154	\$ 4,881,783	\$ 4,881,783	\$ 283,629	6.2%
261 LAW LIBRARY							
OPERATING	\$ 1,245,904	\$ 1,165,971	\$ 1,165,971	\$ 1,230,297	\$ 1,188,774	\$ 22,803	2.0%
<b>FUND TOTAL SOURCES</b>	\$ 1,245,904	\$ 1,165,971	\$ 1,165,971	\$ 1,230,297	\$ 1,188,774	\$ 22,803	2.0%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	\$ 2,141,359	\$ 2,218,728	\$ 2,202,900	\$ 2,202,900	\$ 2,202,900	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 2,141,359	\$ 2,218,728	\$ 2,202,900	\$ 2,202,900	\$ 2,202,900	\$ -	0.0%
271 EXPEDITED CHILD SUPPORT							
OPERATING	\$ 686,623	\$ 600,000	\$ 600,000	\$ 677,500	\$ 677,500	\$ 77,500	12.9%
<b>FUND TOTAL SOURCES</b>	\$ 686,623	\$ 600,000	\$ 600,000	\$ 677,500	\$ 677,500	\$ 77,500	12.9%
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	\$ 114,007	\$ 99,000	\$ 99,000	\$ 115,606	\$ 108,000	\$ 9,000	9.1%
<b>FUND TOTAL SOURCES</b>	\$ 114,007	\$ 99,000	\$ 99,000	\$ 115,606	\$ 108,000	\$ 9,000	9.1%
277 EMANCIPATION ADMIN COSTS							
OPERATING	\$ 654	\$ -	\$ -	\$ 482	\$ -	\$ -	N/A
<b>FUND TOTAL SOURCES</b>	\$ 654	\$ -	\$ -	\$ 482	\$ -	\$ -	N/A
280 SUPERIOR COURT BUILDING REPAIR							
NON RECURRING NON PROJECT	\$ -	\$ -	\$ 2,063,093	\$ 2,063,093	\$ -	\$ (2,063,093)	-100.0%
<b>FUND TOTAL SOURCES</b>	\$ -	\$ -	\$ 2,063,093	\$ 2,063,093	\$ -	\$ (2,063,093)	-100.0%
281 CHILDRENS ISSUES EDUCATION							
OPERATING	\$ 106,328	\$ 105,000	\$ 105,000	\$ 29	\$ -	\$ (105,000)	-100.0%
<b>FUND TOTAL SOURCES</b>	\$ 106,328	\$ 105,000	\$ 105,000	\$ 29	\$ -	\$ (105,000)	-100.0%
282 DOM REL MEDIATION EDUCATION							
OPERATING	\$ 203,057	\$ 180,600	\$ 180,600	\$ 201,321	\$ 200,600	\$ 20,000	11.1%
<b>FUND TOTAL SOURCES</b>	\$ 203,057	\$ 180,600	\$ 180,600	\$ 201,321	\$ 200,600	\$ 20,000	11.1%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 17,036,678	\$ 16,520,060	\$ 16,971,291	\$ 16,721,923	\$ 17,366,426	\$ 395,135	2.3%
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	\$ -	\$ -	\$ 2,063,093	\$ 2,063,093	\$ -	\$ (2,063,093)	-100.0%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 17,036,678	\$ 16,520,060	\$ 19,034,384	\$ 18,785,016	\$ 17,366,426	\$ (1,667,958)	-8.8%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
DISASTER REC EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ 97,933	\$ (97,933)	N/A
OPERATING	82,166,712	83,111,344	85,151,380	83,671,095	81,854,793	3,296,587	3.9%
DISASTER REC EQUIPMENT	1,136,092	668,000	668,000	668,000	337,000	331,000	49.6%
SUP CT FOR THE RECORD EQUIP	1,305,641	1,500,000	1,500,000	1,500,000	1,500,000	-	0.0%
NON RECURRING NON PROJECT	9,000	245,926	245,926	245,926	3,000	242,926	98.8%
SUP COURT CASE MGMT SYSTEM	1,840,003	1,899,500	1,899,500	1,899,500	1,899,500	-	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 86,457,448</b>	<b>\$ 87,424,770</b>	<b>\$ 89,464,806</b>	<b>\$ 87,984,521</b>	<b>\$ 85,692,226</b>	<b>\$ 3,772,580</b>	<b>4.2%</b>
238 SUPERIOR COURT GRANTS							
OPERATING	\$ 2,941,385	\$ 3,432,507	\$ 3,899,566	\$ 2,519,542	\$ 3,432,507	\$ 467,059	12.0%
<b>FUND TOTAL USES</b>	<b>\$ 2,941,385</b>	<b>\$ 3,432,507</b>	<b>\$ 3,899,566</b>	<b>\$ 2,519,542</b>	<b>\$ 3,432,507</b>	<b>\$ 467,059</b>	<b>12.0%</b>
208 JUDICIAL ENHANCEMENT							
OPERATING	\$ 389,437	\$ 476,000	\$ 476,000	\$ 417,291	\$ 499,000	\$ (23,000)	-4.8%
NON RECURRING NON PROJECT	-	29,901	29,901	29,901	-	29,901	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 389,437</b>	<b>\$ 505,901</b>	<b>\$ 505,901</b>	<b>\$ 447,192</b>	<b>\$ 499,000</b>	<b>\$ 6,901</b>	<b>1.4%</b>
256 PROBATE FEES							
OPERATING	\$ 379,200	\$ 392,000	\$ 392,000	\$ 392,000	\$ 392,000	\$ -	0.0%
NON RECURRING NON PROJECT	95,800	138,756	138,756	138,756	50,000	88,756	64.0%
<b>FUND TOTAL USES</b>	<b>\$ 475,000</b>	<b>\$ 530,756</b>	<b>\$ 530,756</b>	<b>\$ 530,756</b>	<b>\$ 442,000</b>	<b>\$ 88,756</b>	<b>16.7%</b>
257 CONCILIATION COURT FEES							
OPERATING	\$ 1,211,200	\$ 1,372,000	\$ 1,372,000	\$ 1,372,000	\$ 1,583,362	\$ (211,362)	-15.4%
NON RECURRING NON PROJECT	175,000	206,566	206,566	206,566	-	206,566	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 1,386,200</b>	<b>\$ 1,578,566</b>	<b>\$ 1,578,566</b>	<b>\$ 1,578,566</b>	<b>\$ 1,583,362</b>	<b>\$ (4,796)</b>	<b>-0.3%</b>
259 SUPERIOR COURT SPECIAL REVENUE							
OPERATING	\$ 4,150,895	\$ 4,598,154	\$ 4,598,154	\$ 4,584,036	\$ 4,881,783	\$ (283,629)	-6.2%
NON RECURRING NON PROJECT	252,771	696,603	696,603	696,603	246,371	450,232	64.6%
<b>FUND TOTAL USES</b>	<b>\$ 4,403,666</b>	<b>\$ 5,294,757</b>	<b>\$ 5,294,757</b>	<b>\$ 5,280,639</b>	<b>\$ 5,128,154</b>	<b>\$ 166,603</b>	<b>3.1%</b>
261 LAW LIBRARY							
OPERATING	\$ 571,994	\$ 1,165,971	\$ 1,165,971	\$ 592,851	\$ 1,165,971	\$ -	0.0%
NON RECURRING NON PROJECT	-	-	2,063,093	2,063,093	-	2,063,093	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 571,994</b>	<b>\$ 1,165,971</b>	<b>\$ 3,229,064</b>	<b>\$ 2,655,944</b>	<b>\$ 1,165,971</b>	<b>\$ 2,063,093</b>	<b>63.9%</b>
264 SUPERIOR COURT FILL THE GAP							
OPERATING	\$ 2,147,891	\$ 2,218,728	\$ 2,202,900	\$ 2,202,900	\$ 2,202,900	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 2,147,891</b>	<b>\$ 2,218,728</b>	<b>\$ 2,202,900</b>	<b>\$ 2,202,900</b>	<b>\$ 2,202,900</b>	<b>\$ -</b>	<b>0.0%</b>
271 EXPEDITED CHILD SUPPORT							
OPERATING	\$ 585,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 677,500	\$ (77,500)	-12.9%
NON RECURRING NON PROJECT	325,000	113,621	113,621	113,621	-	113,621	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 910,000</b>	<b>\$ 713,621</b>	<b>\$ 713,621</b>	<b>\$ 713,621</b>	<b>\$ 677,500</b>	<b>\$ 36,121</b>	<b>5.1%</b>
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	\$ 100,000	\$ 99,000	\$ 99,000	\$ 99,000	\$ 108,000	\$ (9,000)	-9.1%
NON RECURRING NON PROJECT	50,000	9,000	9,000	9,000	-	9,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 150,000</b>	<b>\$ 108,000</b>	<b>\$ 108,000</b>	<b>\$ 108,000</b>	<b>\$ 108,000</b>	<b>\$ -</b>	<b>0.0%</b>
280 SUPERIOR COURT BUILDING REPAIR							
NON RECURRING NON PROJECT	\$ -	\$ -	\$ 412,619	\$ 412,619	\$ 1,650,474	\$ (1,237,855)	-300.0%
<b>FUND TOTAL USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 412,619</b>	<b>\$ 412,619</b>	<b>\$ 1,650,474</b>	<b>\$ (1,237,855)</b>	<b>-300.0%</b>
281 CHILDRENS ISSUES EDUCATION							
OPERATING	\$ 106,007	\$ 105,000	\$ 105,000	\$ -	\$ -	\$ 105,000	100.0%
NON RECURRING NON PROJECT	25,000	10,007	10,007	10,007	-	10,007	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 131,007</b>	<b>\$ 115,007</b>	<b>\$ 115,007</b>	<b>\$ 10,007</b>	<b>\$ -</b>	<b>\$ 115,007</b>	<b>100.0%</b>
282 DOM REL MEDIATION EDUCATION							
OPERATING	\$ 175,600	\$ 180,600	\$ 180,600	\$ 180,600	\$ 200,600	\$ (20,000)	-11.1%
NON RECURRING NON PROJECT	25,000	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 200,600</b>	<b>\$ 180,600</b>	<b>\$ 180,600</b>	<b>\$ 180,600</b>	<b>\$ 200,600</b>	<b>\$ (20,000)</b>	<b>-11.1%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 94,925,321</b>	<b>\$ 97,751,304</b>	<b>\$ 100,242,571</b>	<b>\$ 96,631,315</b>	<b>\$ 97,096,349</b>	<b>\$ 3,146,222</b>	<b>3.1%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 5,239,307</b>	<b>\$ 5,517,880</b>	<b>\$ 7,993,592</b>	<b>\$ 7,993,592</b>	<b>\$ 5,686,345</b>	<b>\$ 2,307,247</b>	<b>28.9%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 100,164,628</b>	<b>\$ 103,269,184</b>	<b>\$ 108,236,163</b>	<b>\$ 104,624,907</b>	<b>\$ 102,782,694</b>	<b>\$ 5,453,469</b>	<b>5.0%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CIVIL AND TAX JUSTICE							
CIVIL ADJUDICATION	104.00	100.00	94.00	94.00	91.00	(3.00)	(3.2%)
TAX ADJUDICATION	5.00	5.00	6.00	6.00	6.00	-	0.0%
PROGRAM TOTAL	109.00	105.00	100.00	100.00	97.00	(3.00)	(3.0%)
COURT OPERATIONS SUPPORT							
COURT SECURITY	153.00	154.00	153.00	153.00	153.00	-	0.0%
CT INTERPRETATION TRANSLATION	41.00	41.00	41.00	41.00	41.00	-	0.0%
JURORS	14.00	14.00	14.00	14.00	14.00	-	0.0%
PUB INFO AND COMMUNITY OUTRCH	35.50	39.50	39.00	39.00	39.00	-	0.0%
PROGRAM TOTAL	243.50	248.50	247.00	247.00	247.00	-	0.0%
CRIMINAL JUSTICE							
CAPITAL ADJUDICATION	5.00	5.00	5.00	5.00	5.00	-	0.0%
FELONY ADJUDICATION	263.50	272.50	273.50	272.50	274.50	1.00	0.4%
PROGRAM TOTAL	268.50	277.50	278.50	277.50	279.50	1.00	0.4%
FAMILY ADJUDICATION							
FAMILY POST DECREE JUDGMENT	58.00	59.60	51.60	51.60	58.60	7.00	13.6%
FAMILY PRE DECREE JUDGMENT	118.00	116.00	121.00	121.00	121.00	-	0.0%
PROGRAM TOTAL	176.00	175.60	172.60	172.60	179.60	7.00	4.1%
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	38.00	40.00	39.00	40.00	41.00	2.00	5.1%
EXECUTIVE MANAGEMENT	12.00	1.00	1.00	1.00	1.00	-	0.0%
FACILITIES MANAGEMENT	18.00	18.00	18.00	18.00	18.00	-	0.0%
HUMAN RESOURCES	35.00	34.00	36.60	36.60	36.60	-	0.0%
OPERATIONS SUPPORT	8.00	20.00	23.00	23.00	23.00	-	0.0%
PROCUREMENT	10.00	9.00	9.00	9.00	8.00	(1.00)	(11.1%)
PROGRAM TOTAL	121.00	122.00	126.60	127.60	127.60	1.00	0.8%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	46.00	45.00	35.00	35.00	35.00	-	0.0%
DATA CENTER	5.00	6.00	6.00	6.00	6.00	-	0.0%
INFRASTRUCTURE NETWORK SVCS	8.00	8.00	8.00	8.00	8.00	-	0.0%
TECHNOLOGY SUPPORT	37.00	38.00	45.00	45.00	45.00	-	0.0%
PROGRAM TOTAL	96.00	97.00	94.00	94.00	94.00	-	0.0%
JUVENILE JUSTICE							
CRADLES TO CRAYONS	18.00	18.00	18.00	18.00	18.00	-	0.0%
JUV DELINQUENCY ADJUDICATION	67.00	68.00	68.00	68.00	68.00	-	0.0%
JUV DEPENDENCY ADJUDICATION	75.00	74.00	87.00	83.00	86.00	(1.00)	(1.1%)
PROGRAM TOTAL	160.00	160.00	173.00	169.00	172.00	(1.00)	(0.6%)
PROBATE MENTAL HEALTH COURT							
PROBATE AND MENTAL HEALTH	54.00	57.00	57.00	56.00	56.00	(1.00)	(1.8%)
PROGRAM TOTAL	54.00	57.00	57.00	56.00	56.00	(1.00)	(1.8%)
DEPARTMENT TOTAL	1,229.00	1,243.60	1,249.70	1,244.70	1,253.70	4.00	0.3%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	7.00	7.00	7.00	7.00	7.00	-	0.0%
Accounting Specialist	16.00	16.00	16.00	16.00	16.00	-	0.0%
Admin/Operations Specialist	18.00	17.00	16.00	16.00	16.00	-	0.0%
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Applications Development Mgr	3.00	3.00	3.00	3.00	3.00	-	0.0%
Applications Development Supv	1.00	-	-	-	-	-	N/A
Attorney	3.00	3.00	1.60	1.60	1.60	-	0.0%
Attorney - Senior Counsel	-	-	1.00	1.00	1.00	-	0.0%
Attorney - Senior Law Researcher	6.00	7.00	7.00	7.00	7.00	-	0.0%
Bailiff	120.00	120.60	123.60	123.60	123.60	-	0.0%
Business Systems Analyst	3.00	4.00	5.00	5.00	5.00	-	0.0%
Business Systems Analyst-Sr/Ld	4.00	4.00	4.00	4.00	4.00	-	0.0%
CASA Coordinator	6.00	6.00	6.00	6.00	6.00	-	0.0%
Collections Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collector	2.00	2.00	2.00	2.00	2.00	-	0.0%
Communicatn Ofcr/Govt Liaison	2.00	2.00	2.00	2.00	2.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Communicatns Mgr-Crim Justice	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Operator	4.00	4.00	4.00	4.00	4.00	-	0.0%
Computer Operator - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Conference Officer	13.00	13.00	13.00	13.00	13.00	-	0.0%
Counselor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Court Commissioner	59.00	61.00	61.00	61.00	62.00	1.00	1.6%
Court Conciliator	14.00	14.00	14.00	14.00	21.00	7.00	50.0%
Court Interpreter	33.00	34.00	33.00	33.00	33.00	-	0.0%
Court Interpreter Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Court Interpreter Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Court Probate Investigator	6.00	6.00	7.00	7.00	7.00	-	0.0%
Court Reporter	51.50	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	1.00	-	0.0%
Data Architect	3.00	1.00	1.00	1.00	1.00	-	0.0%
Database Administrator	1.00	-	-	-	-	-	N/A
Database Administrator - Senior/Lead	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Superior Court	7.00	7.00	8.00	8.00	8.00	-	0.0%
Director - Superior Court	1.00	1.00	1.00	1.00	1.00	-	0.0%
Educator Bachelor's	5.00	6.00	6.00	6.00	6.00	-	0.0%
Executive Assistant - Elected Official	-	2.00	2.00	2.00	2.00	-	0.0%
Family Court Case Manager	-	-	6.00	-	-	(6.00)	(100.0%)
Finance Manager - Large	3.00	3.00	3.00	3.00	3.00	-	0.0%
Finance Support Supervisor	2.00	3.00	3.00	3.00	3.00	-	0.0%
Finance/Business Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Grant-Contract Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Help Desk Coordinator	6.00	6.00	6.00	6.00	6.00	-	0.0%
Help Desk Coordinator - Sr/Ld	3.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Analyst	7.00	8.00	7.00	6.00	6.00	(1.00)	(14.3%)
Human Resources Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Manager	3.00	3.00	4.00	4.00	4.00	-	0.0%
Human Resources Mngr - Courts	1.00	-	-	-	-	-	N/A
Human Resources Specialist	4.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Support Supv	-	1.00	1.00	2.00	2.00	1.00	100.0%
Intern	1.00	1.00	-	-	-	-	N/A
IT Division Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
IT Program Manager	-	1.00	1.00	1.00	1.00	-	0.0%
IT Security Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Senior Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	3.00	3.00	2.00	2.00	2.00	-	0.0%
Judicial Assistant	163.00	165.00	164.00	164.00	165.00	1.00	0.6%
Judicial Assistant Senior/Lead	4.00	4.00	4.00	4.00	4.00	-	0.0%
Justice System Administrator	8.00	8.00	7.00	8.00	8.00	1.00	14.3%
Justice System Clerk	151.00	65.00	72.00	69.00	69.00	(3.00)	(4.2%)
Justice System Clerk Associate	-	86.00	80.00	80.00	80.00	-	0.0%
Justice System Clerk Associate	-	2.00	-	-	-	-	N/A
Justice System Clerk Lead	21.00	19.00	20.00	20.00	20.00	-	0.0%
Justice System Clerk Senior	-	5.00	6.00	6.00	6.00	-	0.0%
Justice System Clerk Supervisor	28.00	31.00	30.00	30.00	30.00	-	0.0%
Justice System Manager	11.00	11.00	11.00	11.00	11.00	-	0.0%
Legal Assistant	12.00	12.00	6.00	11.00	11.00	5.00	83.3%
Legal Assistant Supv	-	1.00	1.00	1.00	1.00	-	0.0%
Librarian	4.00	4.00	4.00	4.00	4.00	-	0.0%
Library Clerk	.50	.50	-	-	-	-	N/A
Library Paraprofessional	5.00	4.00	4.00	4.00	4.00	-	0.0%
Library Small Branch Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	10.00	9.00	13.00	11.00	11.00	(2.00)	(15.4%)
Management Assistant	2.00	3.00	3.00	3.00	3.00	-	0.0%
Media Specialist	-	1.00	1.00	1.00	1.00	-	0.0%
Mental Health Director – Juvenile	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	3.00	3.00	4.00	4.00	4.00	-	0.0%
Office Assistant Specialized	18.00	15.00	13.00	13.00	13.00	-	0.0%
Operations Support Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations Support Anlist-Sr/Ld	1.00	1.00	-	-	-	-	N/A
PC/LAN Technician	7.00	7.00	7.00	7.00	7.00	-	0.0%
PC/LAN Technician - Senior/Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Polygraph Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	4.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Procurement Supervisor - Dept	2.00	2.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	12.00	11.00	13.00	13.00	13.00	-	0.0%
Programmer/Analyst	5.00	5.00	5.00	5.00	5.00	-	0.0%
Programmer/Analyst - Senior/Lead	12.00	14.00	14.00	14.00	14.00	-	0.0%
Psychologist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Quality Assurance Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Quality Assurance Analyst-Sr/Ld	3.00	3.00	3.00	3.00	3.00	-	0.0%
Security Asst Division Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Security Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Security Inspector	2.00	2.00	2.00	2.00	2.00	-	0.0%
Security Officer	128.00	130.00	130.00	130.00	130.00	-	0.0%
Security Officer Manager	4.00	4.00	4.00	4.00	4.00	-	0.0%
Security Officer Supervisor	12.00	11.00	11.00	11.00	11.00	-	0.0%
Social Worker	7.00	7.00	9.00	9.00	9.00	-	0.0%
Social Worker Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Software Architect	-	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Superior Court Judge	98.00	98.00	98.00	98.00	98.00	-	0.0%
Systems Admin & Analysis Mgr	-	-	1.00	1.00	1.00	-	0.0%
Systems Administrator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Systems Administrator - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trades Generalist	7.00	7.00	8.00	8.00	8.00	-	0.0%
Trades Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trades Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Trainer	4.00	2.00	2.00	2.00	2.00	-	0.0%
Training Officer	2.00	3.00	3.00	3.00	3.00	-	0.0%
Warehouse/Inventory Specialist	5.00	5.00	4.00	4.00	4.00	-	0.0%
Warehouse/Inventory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer	3.00	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>1,229.00</b>	<b>1,243.60</b>	<b>1,249.70</b>	<b>1,244.70</b>	<b>1,253.70</b>	<b>4.00</b>	<b>0.3%</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	1,163.00	1,177.60	1,183.70	1,178.70	1,187.70	4.00	0.3%
208 JUDICIAL ENHANCEMENT	6.00	6.00	6.00	6.00	6.00	-	0.0%
238 SUPERIOR COURT GRANTS	27.00	26.00	27.00	27.00	25.00	(2.00)	(7.4%)
256 PROBATE FEES	-	1.00	-	-	-	-	N/A
261 LAW LIBRARY	-	3.00	3.00	3.00	3.00	-	0.0%
264 SUPERIOR COURT FILL THE GAP	33.00	30.00	30.00	30.00	32.00	2.00	6.7%
<b>Department Total</b>	<b>1,229.00</b>	<b>1,243.60</b>	<b>1,249.70</b>	<b>1,244.70</b>	<b>1,253.70</b>	<b>4.00</b>	<b>0.3%</b>

Significant Variance Analysis

In the General Fund (100), there is an addition of 2.0 FTE for a new Juvenile Court and 7.0 FTE for Court Conciliators in the Family Post-Decree/Judgment Activity. This increase is partially offset by the inactivation of 5.0 FTE resulting in an increase of 4.0 FTE overall. In the Superior Court Grants Fund (238), there is a 2.0 FTE decrease due to a reduction in grant funding, and the positions were moved to the Superior Court Fill the Gap Fund (264).

General Adjustments

**Base Adjustments**

**General Fund (100) Operating**

- Increase Regular Benefits by \$1,564,632 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$94,924 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$24,331 for the impact of the changes in retirement contribution rates.

- Decrease Internal Service Charges by \$64,833 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$742,017 for the impact of the changes in the base level telecommunication charges.
- Increase Internal Service Charges by \$3,425 for the impact of the changes in the radio charges.
- Increase Expenditures by \$83,573 for Market Study Adjustments.
- Decrease Expenditures by \$41,124 for education and training based on actuals' and forecasted levels.
- Decrease Expenditures by \$40,821 for postage/freight/shipping based on actuals and forecasted levels.
- Decrease Expenditures by \$42,459 for travel.
- Increase Expenditures by \$2,838 for the net change in other personnel, supplies, and services.
- Decrease Vacancy Savings by \$150,566 based on prior years' actual expenditures and the FY 2016 Forecast. This results in changing the budgeted personnel savings rate from 5.60% in FY 2016 to 5.43% in FY 2017.
- Increase Revenue by \$319,900 based on the FY 2016 Forecast.
- Increase Expenditures by \$167,711 for the reallocation from Juvenile Probation for pay rate adjustments.

**General Fund (100) Disaster Recovery Equipment Operating**

- Increase Expenditures by \$97,933 for Disaster Recovery Operating Costs.

**General Fund (100) Disaster Recovery Equipment**

- Increase Expenditures by \$337,000 for Disaster Recovery Equipment.

**General Fund (100) Superior Court for the Record Equipment**

- Increase Expenditures by \$1,500,000 for eCourtroom Refresh.

**General Fund (100) Superior Court Case Management System**

- Increase Expenditures by \$1,899,500 for iCISng Project continuation.

**Superior Court Judicial Enhancement Fund (208) Operating**

- Increase Regular Benefits by \$4,935 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$28 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by \$488 for the impact of the changes in risk management charges.
- Increase Expenditures by \$29,901 for the restoration of operating costs due to increased revenues.
- Increase Expenditures by \$11,412 for the net change in personnel supplies and services.
- Increase Vacancy Savings by \$22,788 based on prior years' actual expenditures and the FY 2016 Forecast. This results in changing the budgeted personnel savings rate from 2.81% in FY 2016 to 7.98% in FY 2017.
- Increase Revenue by \$23,000 based on FY 2016 Forecast.
- 

**Superior Court Grants Fund (238) Operating**

- Increase Regular Benefits by \$33,284 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$16 for the impact of the changes in retirement contribution rates.

- Decrease Internal Service Charges by \$1,403 for the impact of the changes in risk management charges.
- Increase Vacancy Savings by \$235,865 based on prior years' actual expenditures and the FY 2016 Forecast. This results in changing the budgeted personnel savings rate from 8.11% in FY 2016 to 15.92% in FY 2017.
- Increase Expenditures by \$203,968 to reflect an expected increase in grant awards for FY 2017.

**Conciliation Court Fees Fund (257) Operating**

- Increase Revenue by \$211,362 based on FY 2016 Forecast.

**Law Library Fees Fund (261) Operating**

- Increase Regular Benefits by \$3,962 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$16 for the impact of the changes in retirement rates.
- Increase Expenditures by \$76,070 for other services based on prior year actuals' and FY 2016 Forecast.
- Increase Vacancy Savings by \$80,048 based on prior years' actual expenditures and the FY 2016 Forecast. This results in changing the budgeted personnel savings rate from 0.00% in FY 2016 to 36.00% in FY 2017.
- Increase Revenue by \$22,803 based on the FY 2016 Forecast.

**Superior Court Fill the Gap (264) Operating**

- Increase Regular Benefits by \$42,505 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$83 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by \$1,952 for the impact of the changes in risk management charges.
- Increase Expenditures by \$42,412 for the net change in other personnel based on prior year Actuals' and FY 2016 Forecast.
- Increase Vacancy Savings by \$83,048 based on prior years' actual expenditures and the FY 2016 Forecast. This results in changing the budgeted personnel savings rate from 0.00% in FY 2016 to 3.99% in FY 2017.

**Expedited Child Support Fund (271) Operating**

- Increase Revenue by \$77,500 based on FY 2016 Forecast.

**Spousal Maintenance Enforcement Enhancement Fund (276) Operating**

- Increase Revenue by \$9,000 based on FY 2016 Forecast.

**Superior Court Building Repair Fund (280) Non Recurring**

- Increase Expenditures by \$1,650,474 for the Law Library Resource Center and a new Courtroom.

**Children's Issues Education Fund (281) Operating**

- Decrease Revenue and Expenditures by \$105,000 based on FY 2016 Forecast.

**Domestic Relations Mediation Education Fund (282) Operating**

- Increase Revenue by \$20,000 based on FY 2016 Forecast.

## Programs and Activities

### Civil and Tax Justice Program

The purpose of the Civil and Tax Justice Program is to provide resolutions in civil and tax cases to litigants so they can have fair and timely justice.

**Mandates:** Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction in any case that is not legally directed to other court jurisdictions.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of Civil cases resolved within 18 months.	79.7%	91.0%	91.3%	93.0%	2.0%	2.2%
Percent of tax cases resolved within 9 months	53.5%	46.3%	48.0%	48.0%	1.7%	3.7%

Activities that comprise this program include:

- Civil Adjudication
- Tax Adjudication

### Civil Adjudication Activity

The purpose of the Civil Adjudication Activity is to provide resolution of Superior Court civil cases to litigants so they can be afforded timely and just legal resolutions.

**Mandates:** Arizona Constitution, Article VI, Section 14 and A.R.S. §12-123 gives the Superior Court jurisdiction in any cases that are not specifically assigned to another court in statute.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Civil cases resolved within 18 months.	79.7%	91.0%	91.3%	93.0%	2.0%	2.2%
Output	Number of Civil cases resolved.	40,486	40,000	37,420	37,000	(3,000)	-7.5%
Demand	Number of Civil (CVAD) cases filed.	34,475	42,260	40,124	39,000	(3,260)	-7.7%
Expenditure Ratio	Total activity expenditure per Civil case resolved.	\$ 233.97	\$ 218.55	\$ 234.26	\$ 225.36	\$ (6.82)	-3.1%
<i>Revenue</i>							
	100 - GENERAL	\$ 14,251	\$ 24,000	\$ 35,224	\$ 26,449	\$ 2,449	10.2%
	259 - SUPERIOR COURT SPECIAL REVENUE	2,683,211	2,516,072	2,744,223	2,660,539	144,467	5.7%
	TOTAL SOURCES	\$ 2,697,462	\$ 2,540,072	\$ 2,779,447	\$ 2,686,988	\$ 146,916	5.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 7,292,194	\$ 6,025,105	\$ 6,006,083	\$ 5,751,158	\$ 273,947	4.5%
	208 - JUDICIAL ENHANCEMENT	70,497	72,049	71,671	67,308	4,741	6.6%
	259 - SUPERIOR COURT SPECIAL REVENUE	2,109,800	2,644,800	2,644,800	2,520,000	124,800	4.7%
	TOTAL USES	\$ 9,472,491	\$ 8,741,954	\$ 8,722,554	\$ 8,338,466	\$ 403,488	4.6%

**Activity Narrative:** In FY 2015, the Commercial Court was implemented as a directive from the Arizona Supreme Court to address complex business matters. For FY 2017, three judges are now assigned to hear these cases resulting in more cases being resolved within 18 months.

### Tax Adjudication Activity

The purpose of the Tax Adjudication Activity is to provide property tax appeals to litigants so they can receive timely and just legal resolutions.

**Mandates:** Arizona Constitution, Article VI, Section 14 and A.R.S. §12-123 gives the Superior Court jurisdiction in any cases that are not specifically assigned to another court in statute. §§12-161 – 163

defines "Tax Court"; assigns the administrative supervision of tax court to the presiding judge of the Superior Court; and authorizes the Office of the Tax Court (the Maricopa County Superior Court) to fund the personnel and budget requirements of the Office as determined by the presiding judge.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of tax cases resolved within 9 months	53.5%	46.3%	48.0%	48.0%	1.7%	3.7%
Output	Number of all record tax cases resolved.	1,037	1,381	1,114	1,300	(81)	-5.9%
Output	Number of Large Record Tax cases resolved.	734	764	760	738	(26)	-3.4%
Output	Number of Small Record Tax cases resolved.	303	300	291	284	(16)	-5.3%
Demand	Number of Large Record Tax cases filed.	730	762	750	711	(51)	-6.7%
Demand	Number of Small Record Tax cases filed.	303	476	452	446	(30)	-6.3%
Expenditure Ratio	Total activity expenditure per tax case resolved	\$ 521.09	\$ 430.82	\$ 537.94	\$ 469.74	\$ (38.91)	-9.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 540,370	\$ 594,963	\$ 599,263	\$ 610,656	\$ (15,693)	-2.6%
	TOTAL USES	\$ 540,370	\$ 594,963	\$ 599,263	\$ 610,656	\$ (15,693)	-2.6%

**Activity Narrative:** There have been less property tax appeals from property assessments because of the improving real estate market.

### Court Operations Support Program

The purpose of the Court Operations Support Program is to provide ancillary support services to defendants, justice partners, and the public so they can receive timely and just resolutions.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of Spanish Interpretations	92.5%	94.0%	93.3%	91.1%	(2.9%)	-3.1%
Percent of people screened without incident	98.5%	98.5%	98.5%	98.2%	(0.3%)	-0.3%
Percent of Jurors reporting for service	11.3%	11.0%	11.1%	11.2%	0.2%	1.8%
Percent of user satisfaction.	98.9%	98.0%	98.0%	98.0%	0.0%	0.0%

Activities that comprise this program include:

- Court Interpretation & Translation
- Jurors
- Public Information & Community Outreach
- Court Security

### Court Interpretation and Translation Activity

The purpose of the Court Interpretation and Translation Activity is to provide interpretation and translation to non-English speaking litigants so they can understand court proceedings.

**Mandates:** A.R.S. §§12-241 and 12-242 establish that Superior Court will retain the services of interpreters to translate court proceedings for litigants who need such services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Spanish Interpretations	92.5%	94.0%	93.3%	91.1%	(2.9%)	-3.1%
Output	Number of Interpretation requests completed	48,247	48,500	47,481	48,500	-	0.0%
Demand	Number of Interpretation requests received	48,247	48,500	47,481	48,500	-	0.0%
Expenditure Ratio	Total activity expenditure per Interpretation request completed	\$ 89.76	\$ 100.87	\$ 112.03	\$ -	\$ 100.87	100.0%
<b>Revenue</b>							
	100 - GENERAL	\$ -	\$ 250	\$ -	\$ -	\$ (250)	-100.0%
	TOTAL SOURCES	\$ -	\$ 250	\$ -	\$ -	\$ (250)	-100.0%
<b>Expenditure</b>							
	100 - GENERAL	\$ 4,072,937	\$ 4,674,208	\$ 4,265,672	\$ -	\$ 4,674,208	100.0%
	264 - SUPERIOR COURT FILL THE GAP	257,717	218,011	275,971	-	218,011	100.0%
	TOTAL USES	\$ 4,330,654	\$ 4,892,219	\$ 4,541,643	\$ -	\$ 4,892,219	100.0%

**Activity Narrative:** The budget for Court Interpretation and Translation has been reallocated to Non Departmental in order to distribute the costs between the Superior Court, the County Attorney and Public Defense.

**Base Adjustments:**

**General Fund (100) Operating**

- Reallocation of \$4,142,301 from the FY 2016 Adopted Budget for Court Interpretation, Transcription, and Translation.

**Court Security Activity**

The purpose of the Court Security Activity is to provide physical and electronic deterrent services to Court participants and the public so they can have a safe and secure environment in which to conduct judicial proceedings and other court business.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of people screened without incident	98.5%	98.5%	98.5%	98.2%	(0.3%)	-0.3%
Output	Number of people screened.	3,237,708	3,250,000	3,263,112	3,263,110	13,110	0.4%
Demand	Number of people entering court facilities.	3,237,708	3,250,000	3,263,112	3,263,110	13,110	0.4%
Expenditure Ratio	Total activity expenditure per person screened.	\$ 2.22	\$ 2.23	\$ 2.20	\$ 2.24	\$ (0.01)	-0.4%
<b>Revenue</b>							
	100 - GENERAL	\$ 2,717	\$ 600	\$ 1,386	\$ 2,340	\$ 1,740	290.0%
	TOTAL SOURCES	\$ 2,717	\$ 600	\$ 1,386	\$ 2,340	\$ 1,740	290.0%
<b>Expenditure</b>							
	100 - GENERAL	\$ 7,199,503	\$ 7,235,042	\$ 7,217,990	\$ 7,294,897	\$ (59,855)	-0.8%
	TOTAL USES	\$ 7,199,503	\$ 7,235,042	\$ 7,217,990	\$ 7,294,897	\$ (59,855)	-0.8%

**Activity Narrative:** The number of people entering the courthouses remains consistent. Probation violation matters are increasing so additional defendants are expected.

**Jurors Activity**

The purpose of the Jurors Activity is to provide impartial jury panels to defendants and litigants so that they can benefit from informed decisions in court cases.

**Mandates:** A.R.S. §21-301 establishes that the jury commissioner of the Superior Court is responsible for the maintenance of the master juror list. A.R.S. §21-331 establishes that the Superior Court is responsible for issuing summons to juror candidates for service in the Superior Court or, if authorized by intergovernmental agreements, for service in Justice Courts or municipal courts. Juries are to be conducted as prescribed by A.R.S. §§21-101 through 21-351. A.R.S. §21-402 establishes that the

Presiding Judge of the Superior Court shall summon a grand jury three times per year (or additional times, per a petition from the County Attorney). Grand juries are to be conducted as prescribed by A.R.S. §§21-401 through 21-416.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Jurors reporting for service	11.3%	11.0%	11.1%	11.2%	0.2%	1.8%
Output	Number of jurors sent to a courtroom.	51,515	52,000	52,288	53,000	1,000	1.9%
Demand	Number of jurors reporting for service.	53,354	54,000	54,232	55,000	1,000	1.9%
Expenditure Ratio	Total activity expenditure per juror sent to a courtroom.	\$ 88.74	\$ 96.94	\$ 90.65	\$ 83.47	\$ 13.47	13.9%
<i>Revenue</i>							
	100 - GENERAL	\$ 821,146	\$ 649,280	\$ 846,090	\$ 759,857	\$ 110,577	17.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	77,131	45,000	46,534	47,776	2,776	6.2%
	TOTAL SOURCES	\$ 898,277	\$ 694,280	\$ 892,624	\$ 807,633	\$ 113,353	16.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 4,463,091	\$ 4,465,877	\$ 3,910,989	\$ 3,848,870	\$ 617,007	13.8%
	259 - SUPERIOR COURT SPECIAL REVENUE	108,093	575,000	568,996	575,000	-	0.0%
	TOTAL USES	\$ 4,571,184	\$ 5,040,877	\$ 4,479,985	\$ 4,423,870	\$ 617,007	12.2%

**Activity Narrative:** The Superior Court trial rate is increasing resulting in larger juror pools.

**Base Adjustments:**

**Superior Court Special Revenue Fund (259) Operating**

- Increase Expenditures by \$140,000 for Grand Jury Transcripts.
- Increase Expenditures by \$75,000 for Items for Jurors.
- Increase Expenditures by \$68,629 for Juror fees and mileage.

**Superior Court Special Revenue Fund (259) Non Recurring**

- Increase Expenditures by \$246,371 for Juror fees and mileage.

**Public Information & Community Outreach Activity**

The purpose of the Public Information and Community Outreach Activity is to provide website access to the public and litigants so they can access case information and court forms without having to make a trip to a courthouse.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of user satisfaction.	98.9%	98.0%	98.0%	98.0%	0.0%	0.0%
Output	Number of website sessions completed.	102,846,490	150,000,000	149,661,370	149,661,360	(338,640)	-0.2%
Demand	Number of website sessions requested.	103,526,010	150,000,000	149,734,490	149,734,480	(265,520)	-0.2%
Expenditure Ratio	Total activity expenditure per website session.	\$ 0.02	\$ 0.04	\$ 0.02	\$ 0.02	\$ 0.01	29.5%
<i>Revenue</i>							
	238 - SUPERIOR COURT GRANTS	\$ -	\$ 114,000	\$ 47,500	\$ 112,158	\$ (1,842)	-1.6%
	259 - SUPERIOR COURT SPECIAL REVENUE	189,220	181,082	182,905	177,154	(3,928)	-2.2%
	261 - LAW LIBRARY	1,245,904	1,165,971	1,230,297	1,188,774	22,803	2.0%
	TOTAL SOURCES	\$ 1,435,124	\$ 1,461,053	\$ 1,460,702	\$ 1,478,086	\$ 17,033	1.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,701,074	\$ 1,768,556	\$ 1,873,130	\$ 2,274,704	\$ (506,148)	-28.6%
	238 - SUPERIOR COURT GRANTS	-	114,000	12,054	112,158	1,842	1.6%
	259 - SUPERIOR COURT SPECIAL REVENUE	172,573	181,082	174,968	177,154	3,928	2.2%
	261 - LAW LIBRARY	571,994	3,229,064	592,851	1,161,247	2,067,817	64.0%
	TOTAL USES	\$ 2,445,641	\$ 5,292,702	\$ 2,653,003	\$ 3,725,263	\$ 1,567,439	29.6%

## Criminal Justice Program

The purpose of the Criminal Justice Program is to provide felony cases to defendants, victims, and the public so they can have timely and just legal resolutions.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of Capital cases resolved within 545 days.	10.0%	32.1%	30.4%	29.2%	(3.0%)	-9.3%
Percent of General Felony cases resolved within 180 days.	76.2%	80.0%	76.8%	75.4%	(4.6%)	-5.8%

Activities that comprise this program include:

- Capital Adjudication
- Felony Adjudication

### Capital Adjudication Activity

The purpose of the Capital Adjudication Activity is to provide resolution of Superior court capital cases to defendants and victims so that they are afforded timely and just legal resolutions.

**Mandates:** Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction in any cases that are not specifically assigned to another court in statute. A.R.S. §13-751 et.seq. provides Arizona courts with the parameters for the sentence of death.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Capital cases resolved within 545 days.	10.0%	32.1%	30.4%	29.2%	(3.0%)	-9.3%
Output	Number of Capital cases resolved.	20	15	16	13	(2)	-13.3%
Demand	Number of Capital cases filed.	12	19	17	16	(3)	-15.8%
Expenditure Ratio	Total activity expenditure per Capital case resolved.	\$ 24,590.65	\$ 34,163.53	\$ 31,419.44	\$ 37,383.23	\$ (3,219.70)	-9.4%
<i>Revenue</i>							
	238 - SUPERIOR COURT GRANTS	\$ 196,040	\$ 199,469	\$ 98,020	\$ 198,684	\$ (785)	-0.4%
	TOTAL SOURCES	\$ 196,040	\$ 199,469	\$ 98,020	\$ 198,684	\$ (785)	-0.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 294,887	\$ 312,984	\$ 310,683	\$ 316,894	\$ (3,910)	-1.2%
	238 - SUPERIOR COURT GRANTS	196,926	199,469	192,028	169,088	30,381	15.2%
	TOTAL USES	\$ 491,813	\$ 512,453	\$ 502,711	\$ 485,982	\$ 26,471	5.2%

**Activity Narrative:** The capital cases are not being resolved within 545 days because of the case complexity that requires specialized case management and justice partner collaboration.

### Felony Adjudication Activity

The purpose of the General Felony Adjudication Activity is to provide resolved felony cases to defendants and victims so they can be afforded timely and just legal resolutions.

**Mandates:** Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction in any cases that are not specifically assigned to another court in statute. Chapter 13 of the Arizona Revised Statutes establishes the Criminal Code for courts to follow in the State of Arizona.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of General Felony cases resolved within 180 days.	76.2%	80.0%	76.8%	75.4%	(4.6%)	-5.8%
Output	Number of General Felony cases resolved.	31,617	34,000	32,403	32,600	(1,400)	-4.1%
Demand	Number of General Felony cases filed.	31,569	34,800	32,417	33,360	(1,440)	-4.1%
Expenditure Ratio	Total activity expenditure per General Felony case resolved.	\$ 689.79	\$ 683.82	\$ 715.91	\$ 714.21	\$ (30.40)	-4.4%
<i>Revenue</i>							
	100 - GENERAL	\$ 3,760	\$ 100	\$ -	\$ 117	\$ 17	17.0%
	238 - SUPERIOR COURT GRANTS	62,196	84,681	70,334	54,033	(30,648)	-36.2%
	208 - JUDICIAL ENHANCEMENT	512,058	476,000	498,803	499,000	23,000	4.8%
	259 - SUPERIOR COURT SPECIAL REVENUE	59,154	54,000	56,070	54,000	-	0.0%
	264 - SUPERIOR COURT FILL THE GAP	2,141,359	2,202,900	2,202,900	2,202,900	-	0.0%
	TOTAL SOURCES	\$ 2,778,527	\$ 2,817,681	\$ 2,828,107	\$ 2,810,050	\$ (7,631)	-0.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 19,741,825	\$ 21,070,176	\$ 21,100,355	\$ 20,988,630	\$ 81,546	0.4%
	238 - SUPERIOR COURT GRANTS	61,928	84,681	56,670	8,712	75,969	89.7%
	208 - JUDICIAL ENHANCEMENT	61,216	62,432	62,315	58,501	3,931	6.3%
	259 - SUPERIOR COURT SPECIAL REVENUE	54,000	54,000	54,000	54,000	-	0.0%
	264 - SUPERIOR COURT FILL THE GAP	1,890,174	1,978,449	1,924,248	2,173,526	(195,077)	-9.9%
	TOTAL USES	\$ 21,809,143	\$ 23,249,738	\$ 23,197,588	\$ 23,283,369	\$ (33,631)	-0.1%

**Activity Narrative:** The trial rate has dramatically increased, and as a result, there is not an adequate number of Judicial Officers to hear trials within 180 days.

### Family Adjudication Program

The purpose of the Family Adjudication Program is to provide resolved pre-decree and post-decree cases to litigants so they can have timely and just legal resolutions.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of Pre-Decree Family Court cases resolved within 12 months.	96.6%	97.0%	96.4%	96.0%	(1.0%)	-1.0%
Percent of Post-Decree Family Court cases resolved within 7 months.	87.1%	82.0%	83.0%	83.0%	1.0%	1.2%

Activities that comprise this program include:

- Family Pre-Decree/Judgment
- Family Post-Decree/Judgment

### Family Pre-Decree/Judgment Activity

The purpose of the Family Pre-Decree/Judgment Activity is to provide resolved pre-decree Family Court cases to litigants so they can receive timely and just legal resolutions.

**Mandates:** This activity supports the overall mandate of the Family Adjudication Program. A.R.S. Title 25 includes the statutes regarding Marital and Domestic Relations, including Marriage; Husband and Wife, Property and Contract Rights; Dissolution of Marriage; Child Custody and Visitation; Family Support Duties; Maternity and Paternity Proceedings; Covenant Marriage; Uniform Child Custody Jurisdiction and Enforcement Act; and Uniform Interstate Family Support Act.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Pre-Decree Family Court cases resolved within 12 months.	96.6%	97.0%	96.4%	96.0%	(1.0%)	-1.0%
Output	Number of Pre-Decree Family Court cases resolved.	35,309	34,750	35,153	35,153	403	1.2%
Demand	Number of Pre-Decree Family Court cases filed.	35,497	34,500	35,057	35,057	557	1.6%
Expenditure Ratio	Total activity expenditure per Pre-Decree Family Court case resolved.	\$ 298.49	\$ 311.27	\$ 294.32	\$ 298.95	\$ 12.32	4.0%
<i>Revenue</i>							
	100 - GENERAL	\$ -	\$ 100	\$ -	\$ 117	\$ 17	17.0%
	238 - SUPERIOR COURT GRANTS	1,405,189	1,480,526	1,289,455	1,411,835	(68,691)	-4.6%
	257 - CONCILIATION COURT FEES	1,601,997	1,372,000	1,618,035	1,583,362	211,362	15.4%
	276 - SPOUSAL MAINT ENF ENHANCEMENT	114,007	99,000	115,606	108,000	9,000	9.1%
	281 - CHILDRENS ISSUES EDUCATION	106,328	105,000	29	-	(105,000)	-100.0%
	TOTAL SOURCES	\$ 3,227,521	\$ 3,056,626	\$ 3,023,125	\$ 3,103,314	\$ 46,688	1.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 7,176,986	\$ 7,460,878	\$ 7,370,673	\$ 7,419,905	\$ 40,973	0.5%
	238 - SUPERIOR COURT GRANTS	1,418,515	1,480,526	1,205,886	1,328,814	151,712	10.2%
	208 - JUDICIAL ENHANCEMENT	72,570	73,573	73,040	68,776	4,797	6.5%
	257 - CONCILIATION COURT FEES	1,386,200	1,578,566	1,578,566	1,583,362	(4,796)	-0.3%
	259 - SUPERIOR COURT SPECIAL REVENUE	204,200	-	-	-	-	N/A
	276 - SPOUSAL MAINT ENF ENHANCEMENT	150,000	108,000	108,000	108,000	-	0.0%
	281 - CHILDRENS ISSUES EDUCATION	131,007	115,007	10,007	-	115,007	100.0%
	TOTAL USES	\$ 10,539,478	\$ 10,816,550	\$ 10,346,172	\$ 10,508,857	\$ 307,693	2.8%

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Allocation Out by \$9,000 to the Spousal Maintenance Enforcement Enhancement Fund.

**Conciliation Court Fees Fund (257) Operating**

- Increase Expenditures by \$211,362 for Parent Conference Reports.

**Spousal Maintenance Enforcement Enhancement Fund (276) Operating**

- Increase Allocation In by \$9,000 from the General Fund.

**Family Post-Decree/Judgment Activity**

The purpose of the Family Post-Decree/Judgment Activity is to provide resolved post-decree Family Court cases to litigants so they can receive timely and just legal resolutions.

**Mandates:** This activity supports the overall mandate of the Family Adjudication Program. A.R.S. Title 25 includes the statutes regarding Marital and Domestic Relations, including: Marriage; Husband and Wife, Property and Contract Rights; Dissolution of Marriage; Child Custody and Visitation; Family Support Duties; Maternity and Paternity Proceedings; Covenant Marriage; Uniform Child Custody Jurisdiction and Enforcement Act; and Uniform Interstate Family Support Act.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Post-Decree Family Court cases resolved within 7 months.	87.1%	82.0%	83.0%	83.0%	1.0%	1.2%
Output	Number of Post-Decree Family Court cases resolved.	26,205	25,500	25,760	25,760	260	1.0%
Demand	Number of Post-Decree Family Court cases filed.	22,037	25,404	25,605	25,605	201	0.8%
Expenditure Ratio	Total activity expenditure per Post-Decree Family Court case resolved.	\$ 191.35	\$ 201.37	\$ 185.55	\$ 186.80	\$ 14.57	7.2%
<b>Revenue</b>							
	100 - GENERAL	\$ 1,015,402	\$ 847,742	\$ 963,389	\$ 992,117	\$ 144,375	17.0%
	238 - SUPERIOR COURT GRANTS	128,469	250,000	341,783	50,000	(200,000)	-80.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	10,289	1,000	9,916	1,000	-	0.0%
	271 - EXPEDITED CHILD SUPPORT	686,623	600,000	677,500	677,500	77,500	12.9%
	282 - DOM REL MEDIATION EDUCATION	203,057	180,600	201,321	200,600	20,000	11.1%
	TOTAL SOURCES	\$ 2,043,840	\$ 1,879,342	\$ 2,193,909	\$ 1,921,217	\$ 41,875	2.2%
<b>Expenditure</b>							
	100 - GENERAL	\$ 3,775,158	\$ 3,951,889	\$ 3,847,637	\$ 3,924,833	\$ 27,056	0.7%
	238 - SUPERIOR COURT GRANTS	128,469	250,000	-	8,062	241,938	96.8%
	259 - SUPERIOR COURT SPECIAL REVENUE	-	38,875	37,875	1,000	37,875	97.4%
	271 - EXPEDITED CHILD SUPPORT	910,000	713,621	713,621	677,500	36,121	5.1%
	282 - DOM REL MEDIATION EDUCATION	200,600	180,600	180,600	200,600	(20,000)	-11.1%
	TOTAL USES	\$ 5,014,227	\$ 5,134,985	\$ 4,779,733	\$ 4,811,995	\$ 322,990	6.3%

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Allocation Out by \$20,000 to the Domestic Relations Mediation Education Fund.

**Expedited Child Support Fund (271) Operating**

- Increase Expenditures by \$77,500 for Parent Conference Reports.

**Domestic Relations Mediation Education Fund (282) Operating**

- Increase Allocation In by \$20,000 from the General Fund.

**Juvenile Justice Program**

The purpose of the Juvenile Justice Program is to provide adjudicated dependency and delinquency matters to juveniles so they can have timely and just legal resolutions.

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of adjudication hearings for non-detained juveniles held within 30 days	69.3%	72.3%	72.0%	71.3%	(1.0%)	-1.4%
Percent of preliminary protective hearings held within 7 business days after removal from home	80.1%	85.0%	83.9%	82.6%	(2.4%)	-2.8%
Percent of Cradles to Crayons youth with petitions filed who had a permanency hearing within 6 months of the petition filing.	N/A	95.0%	95.0%	95.0%	0.0%	0.0%
Percent of Cradles to Crayons youth with petitions filed who had a permanency established within 365 days of the petition filing.	N/A	95.0%	95.0%	95.0%	0.0%	0.0%

Activities that comprise this program include:

- Cradle to Crayons
- Juvenile Dependency Adjudication
- Juvenile Delinquency Adjudication

### Cradle to Crayons Activity

The purpose of the Cradle to Crayons Activity is to provide permanency hearings to youth aged 0 to 3 so they can be placed in a permanent environment in a timely manner.

**Mandates:** Essential services in lieu of mandate.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Cradles to Crayons youth with petitions filed who had a permanency hearing within 6 months of the petition filing.	N/A	95.0%	95.0%	95.0%	0.0%	0.0%
Result	Percent of Cradles to Crayons youth with petitions filed who had a permanency established within 365 days of the petition filing.	N/A	95.0%	95.0%	95.0%	0.0%	0.0%
Output	Number of assignments to Cradles to Crayons judges	-	2,016	2,016	3,000	984	48.8%
Output	Number of Cradles to Crayons youth who receive comprehensive services and referrals.	-	2,000	2,000	3,000	1,000	50.0%
Demand	Number of Dependency petitions filed for youth aged 0 to 3 within the year.	2,460	2,139	2,139	3,000	861	40.3%
Expenditure Ratio	Total activity expenditure per youth receiving Cradles to Crayons services.	N/A	\$ 578.96	\$ 567.87	\$ 403.38	\$ 175.58	30.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,138,493	\$ 1,157,922	\$ 1,135,730	\$ 1,210,141	\$ (52,219)	-4.5%
	TOTAL USES	\$ 1,138,493	\$ 1,157,922	\$ 1,135,730	\$ 1,210,141	\$ (52,219)	-4.5%

**Activity Narrative:** The Cradle to Crayons program is continuing to expand. Due to the increased number of petitions, all Juvenile Court judges will hear Cradles to Crayons cases.

### Juvenile Delinquency Adjudication Activity

The purpose of the Juvenile Delinquency Adjudication Activity is to provide adjudicated dependency and delinquency matters to juveniles so they can receive timely and just legal resolutions.

**Mandates:** A.R.S. §8-202 establishes that the Juvenile Division of the Superior Court shall have jurisdiction in all offenses related to delinquency of a minor. A.R.S. §8-302 allows for the transfer of any criminal case to Juvenile Court as long as the juvenile is not being tried as an adult pursuant to A.R.S. §13-501.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of adjudication hearings for non-detained juveniles held within 30 days	69.3%	72.3%	72.0%	71.3%	(1.0%)	-1.4%
Output	Number of Delinquency cases resolved.	5,338	6,631	5,936	5,753	(878)	-13.2%
Demand	Number of Delinquency cases filed.	6,060	6,846	6,517	6,332	(514)	-7.5%
Expenditure Ratio	Total activity expenditure per Delinquency case resolved.	\$ 938.89	\$ 767.66	\$ 866.10	\$ 878.11	\$ (110.45)	-14.4%
<i>Revenue</i>							
	100 - GENERAL	\$ 314,090	\$ 357,678	\$ 395,310	\$ 418,593	\$ 60,915	17.0%
	238 - SUPERIOR COURT GRANTS	94,761	68,312	41,074	67,804	(508)	-0.7%
	TOTAL SOURCES	\$ 408,851	\$ 425,990	\$ 436,384	\$ 486,397	\$ 60,407	14.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 4,871,299	\$ 4,964,533	\$ 5,022,283	\$ 4,937,616	\$ 26,917	0.5%
	238 - SUPERIOR COURT GRANTS	83,788	68,312	61,377	58,069	10,243	15.0%
	208 - JUDICIAL ENHANCEMENT	56,692	57,486	57,526	56,086	1,400	2.4%
	TOTAL USES	\$ 5,011,779	\$ 5,090,331	\$ 5,141,186	\$ 5,051,771	\$ 38,560	0.8%

**Activity Narrative:** Delinquency filings are trending down, but the complexity of processing these cases has increased. Case management processes are lengthy because of the paper based case management of these matters.

**Juvenile Dependency Adjudication Activity**

The purpose of the Juvenile Dependency Adjudication Activity is to provide established dependency to juveniles so they can ensure that their well-being is maintained.

**Mandates:** Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction to resolve matters of divorce and annulment of marriages. This activity supports the overall adjudication of dependency cases in compliance with case processing guidelines pursuant to Title Eight of A.R.S.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of preliminary protective hearings held within 7 business days after removal from home	80.1%	85.0%	83.9%	82.6%	(2.4%)	-2.8%
Output	Number of Dependency cases resolved.	14,221	14,700	15,635	15,984	1,284	8.7%
Demand	Number of Dependency cases filed.	17,089	16,500	17,038	17,958	1,458	8.8%
Expenditure Ratio	Total activity expenditure per Dependency case resolved.	\$ 379.43	\$ 484.91	\$ 392.83	\$ 459.35	\$ 25.56	5.3%
<i>Revenue</i>							
	238 - SUPERIOR COURT GRANTS	\$ 942,948	\$ 1,635,949	\$ 860,932	\$ 1,449,227	\$ (186,722)	-11.4%
	277 - EMANCIPATION ADMIN COSTS	654	-	482	-	-	N/A
	TOTAL SOURCES	\$ 943,602	\$ 1,635,949	\$ 861,414	\$ 1,449,227	\$ (186,722)	-11.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 4,329,210	\$ 5,427,098	\$ 5,124,144	\$ 5,527,777	\$ (100,679)	-1.9%
	238 - SUPERIOR COURT GRANTS	1,019,221	1,635,949	950,397	1,703,017	(67,068)	-4.1%
	208 - JUDICIAL ENHANCEMENT	47,417	65,192	67,339	111,462	(46,270)	-71.0%
	TOTAL USES	\$ 5,395,848	\$ 7,128,239	\$ 6,141,880	\$ 7,342,256	\$ (214,017)	-3.0%

**Activity Narrative:** Filings continue to increase at a record pace causing costs to increase and the percent of preliminary hearings held within seven business days after removal to decrease.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Personnel and Related Costs by \$229,818 for the addition of a new Juvenile Court.

**General Fund (100) Non Recurring**

- Increase Capital Equipment by \$3,000 for new Juvenile Court.

**Probate and Mental Health Court Program**

The purpose of the Probate and Mental Health Court Program is to provide resolved probate and mental health cases to litigants so they can have timely and just legal resolutions.

**Program Results**

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of probate cases in compliance with case-processing standards	90.0%	94.0%	93.9%	93.1%	(0.9%)	-1.0%

Activities that comprise this program include:

- Probate and Mental Health

**Probate and Mental Health Activity**

The purpose of the Probate and Mental Health Activity is to provide resolved probate, mental health, and competency issues to litigants and defendants so they can receive timely and just legal resolutions.

**Mandates:** Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction to hold criminal proceedings for all felony cases including issues of mental health.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of probate cases in compliance with case processing standards	90.0%	94.0%	93.9%	93.1%	(0.9%)	-1.0%
Output	Number of Mental Health cases resolved.	4,364	4,200	4,109	4,075	(125)	-3.0%
Demand	Number of Mental Health cases filed.	4,399	4,300	4,308	4,400	100	2.3%
Expenditure Ratio	Total activity expenditure per Mental Health case resolved.	\$ 934.71	\$ 1,049.19	\$ 1,066.47	\$ 1,060.59	\$ (11.40)	-1.1%
<i>Revenue</i>							
	238 - SUPERIOR COURT GRANTS	\$ -	\$ 10,000	\$ -	\$ -	\$ (10,000)	-100.0%
	256 - PROBATE FEES	395,969	392,000	394,742	392,000	-	0.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	7,117	1,000	8,160	1,000	-	0.0%
	TOTAL SOURCES	\$ 403,086	\$ 403,000	\$ 402,902	\$ 393,000	\$ (10,000)	-2.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,604,085	\$ 3,864,849	\$ 3,851,363	\$ 3,878,917	\$ (14,068)	-0.4%
	238 - SUPERIOR COURT GRANTS	-	10,000	-	-	10,000	100.0%
	256 - PROBATE FEES	475,000	530,756	530,756	442,000	88,756	16.7%
	259 - SUPERIOR COURT SPECIAL REVENUE	-	1,000	-	1,000	-	0.0%
	TOTAL USES	\$ 4,079,085	\$ 4,406,605	\$ 4,382,119	\$ 4,321,917	\$ 84,688	1.9%

**Activity Narrative:** Slight increases are anticipated for Mental Health and Probate filings.

**Base Adjustments:**

**Probate Fees (256) Non Recurring**

- Increase Expenditures by \$50,000 for Probate Contract.

## Appropriated Budget Reconciliations

### General Fund (100)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 83,111,344</b>	<b>\$ 1,880,100</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 35,036</b>	<b>\$ -</b>
<i>FY 16 Market Study Adjustments</i>	<i>C-49-16-019-2-00</i>	<i>35,036</i>	<i>-</i>
<b>Reallocations</b>		<b>\$ 2,005,000</b>	<b>\$ -</b>
<i>Jud Branch Interdeptl Transfer</i>	<i>MEMO</i>	<i>2,005,000</i>	<i>-</i>
<b>FY 2016 Revised Budget</b>		<b>\$ 85,151,380</b>	<b>\$ 1,880,100</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ (35,036)</b>	<b>\$ -</b>
<i>FY 16 Market Study Adjustments</i>	<i>C-49-16-019-2-00</i>	<i>(35,036)</i>	<i>-</i>
<b>Reallocations</b>		<b>\$ (1,775,000)</b>	<b>\$ -</b>
<i>Jud Branch Interdeptl Transfer</i>	<i>MEMO</i>	<i>(1,775,000)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>		<b>\$ 83,341,344</b>	<b>\$ 1,880,100</b>
Adjustments:	Agenda Item:		
<b>Employee Compensation and Benefits</b>			
<b>Employee Retirement and Benefits</b>		<b>\$ 1,494,039</b>	<b>\$ -</b>
<i>Employee Health/Dental Premiums</i>		<i>1,564,632</i>	<i>-</i>
<i>Vacancy Savings Assoc with Benefit Adjustments</i>		<i>(94,924)</i>	<i>-</i>
<i>Retirement Contributions</i>		<i>24,331</i>	<i>-</i>
<b>Employee Salary Adjustments</b>		<b>\$ 83,573</b>	<b>\$ -</b>
<i>FY 16 Market Study Adjustments</i>	<i>C-49-16-019-2-00</i>	<i>83,573</i>	<i>-</i>
<b>Base Adjustments</b>		<b>\$ 939,427</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>		<i>(121,566)</i>	<i>-</i>
<i>Decrease Education and Training</i>		<i>\$ (41,124)</i>	<i>-</i>
<i>Decrease Postage/Freight/Shipping</i>		<i>(40,821)</i>	<i>-</i>
<i>Decrease Travel</i>		<i>(42,459)</i>	<i>-</i>
<i>Net Change in Other Personnel, Supplies and Services</i>		<i>2,838</i>	<i>-</i>
<i>Radio Charges Adjustment</i>		<i>3,425</i>	<i>-</i>
<i>Risk Management Adjustment</i>		<i>(64,833)</i>	<i>-</i>
<i>Base Telecom Adjustment</i>		<i>742,017</i>	<i>-</i>
<i>Personnel Additions and Related Costs</i>		<i>229,818</i>	<i>-</i>
<i>Increase Due to Additional Juvenile Court</i>		<i>\$ 229,818</i>	<i>-</i>
<i>Personnel Savings</i>		<i>150,566</i>	<i>-</i>
<i>Decrease Vacancy Savings from 5.60% to 5.43%</i>		<i>\$ 150,566</i>	<i>-</i>
<b>Fees and Other Revenues</b>		<b>\$ -</b>	<b>\$ 319,900</b>
<i>ProgRevenue Volume Inc/Dec</i>		<i>-</i>	<i>319,900</i>
<b>Reallocations</b>		<b>\$ (4,003,590)</b>	<b>\$ -</b>
<i>Reallocation Between Funds</i>		<i>(29,000)</i>	<i>-</i>
<i>Increase Allocation Out to Spousal Maint Enf Enhancement Fund</i>		<i>\$ (9,000)</i>	<i>-</i>
<i>Increase Allocation Out to Domestic Rel Mediation Educ Fund</i>		<i>(20,000)</i>	<i>-</i>
<i>Jud Branch Interdeptl Transfer</i>	<i>MEMO</i>	<i>167,711</i>	<i>-</i>
<i>Reallocation from Juvenile Probation to Superior Court</i>		<i>\$ 167,711</i>	<i>-</i>
<i>Reallocation Between Depts</i>		<i>(4,142,301)</i>	<i>-</i>
<i>Reallocation of FY 2-016 Adopted Budget for Court Interpretation Transcription and Translation</i>		<i>\$ (4,142,301)</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>		<b>\$ 81,854,793</b>	<b>\$ 2,200,000</b>
<i>Percent Change from Baseline Amount</i>		<i>-1.8%</i>	<i>17.0%</i>

General Fund (100) (continued)

	Expenditures	Revenue
<b>DISASTER REC EQUIPMENT</b>		
FY 2016 Adopted Budget	\$ -	\$ -
FY 2016 Revised Budget	\$ -	\$ -
FY 2017 Baseline Budget	\$ -	\$ -
Adjustments:		
<b>Base Adjustments</b>	\$ 97,933	\$ -
<i>Base Adjustment Increases</i>		97,933
<i>Disaster Recovery Operating Costs</i>	\$ 97,933	-
FY 2017 Adopted Budget	\$ 97,933	\$ -
<i>Percent Change from Baseline Amount</i>		
<b>NON RECURRING NON PROJECT</b>		
FY 2016 Adopted Budget	\$ 245,926	\$ -
FY 2016 Revised Budget	\$ 245,926	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (245,926)	\$ -
<i>Other Non Recurring</i>		(245,926)
FY 2017 Baseline Budget	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 3,000	\$ -
<i>Other Non Recurring</i>		3,000
<i>Start up costs of New Court</i>	\$ 3,000	-
FY 2017 Adopted Budget	\$ 3,000	\$ -
<i>Percent Change from Baseline Amount</i>		
<b>DISASTER REC EQUIPMENT</b>		
FY 2016 Adopted Budget	\$ 668,000	\$ -
FY 2016 Revised Budget	\$ 668,000	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (668,000)	\$ -
<i>Other Non Recurring</i>		(668,000)
FY 2017 Baseline Budget	\$ -	\$ -
Adjustments:		
<b>Information and Communications Technology</b>		
<i>Other IT Non Recurring</i>		337,000
<i>Disaster Recovery Equipment</i>	\$ 337,000	-
FY 2017 Adopted Budget	\$ 337,000	\$ -
<i>Percent Change from Baseline Amount</i>		

General Fund (100) (continued)

	Expenditures	Revenue
<b>SUP CT FOR THE RECORD EQUIP</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (1,500,000)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(1,500,000)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>		
<i>Other IT Non Recurring</i>		<i>1,500,000</i>
<i>E-Courtroom Refresh</i>	<i>\$ 1,500,000</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		
	<b>Expenditures</b>	<b>Revenue</b>
<b>SUP COURT CASE MGMT SYSTEM</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,899,500</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,899,500</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (1,899,500)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(1,899,500)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>		
<i>Other IT Non Recurring</i>		<i>1,899,500</i>
<i>iClSng Project</i>	<i>\$ 1,899,500</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,899,500</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		

Superior Court Judicial Enhancement Fund (208)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 476,000</b>	<b>\$ 476,000</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 476,000</b>	<b>\$ 476,000</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 476,000</b>	<b>\$ 476,000</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 4,963</b>	<b>\$ -</b>
Employee Health/Dental Premiums	4,935	-
Retirement Contributions	28	-
<b>Base Adjustments</b>	<b>\$ 18,037</b>	<b>\$ -</b>
Other Base Adjustments	41,313	-
Net Change in Other Personnel Supplies and Services	\$ 11,412	-
Restoration of Operating Costs	29,901	-
Risk Management Adjustment		(488)
Personnel Savings		(22,788)
Increase Vacancy Savings from 2.81% to 7.98%	\$ (22,788)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 23,000</b>
ProgRevenue Volume Inc/Dec		23,000
<b>FY 2017 Adopted Budget</b>	<b>\$ 499,000</b>	<b>\$ 499,000</b>
Percent Change from Baseline Amount	4.8%	4.8%

Superior Court Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 RECOMM
Beginning Spendable Fund Balance	\$ 212,983	\$ 335,609	\$ 335,609	\$ 335,609	\$ 387,220
Sources:					
Operating	\$ 512,057	\$ 476,000	\$ 476,000	\$ 498,803	\$ 499,000
Non-Recurring	-				
Total Sources:	\$ 512,057	\$ 476,000	\$ 476,000	\$ 498,803	\$ 499,000
Uses:					
Operating	\$ 389,431	\$ 476,000	\$ 476,000	\$ 417,291	\$ 499,000
Non-Recurring	-	29,901	29,901	29,901	-
Total Uses:	\$ 389,431	\$ 505,901	\$ 505,901	\$ 447,192	\$ 499,000
Structural Balance	\$ 122,626	\$ -	\$ -	\$ 81,512	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 335,609	\$ 305,708	\$ 305,708	\$ 387,220	\$ 387,220
Total Ending Spendable Fund Balance	\$ 335,609	\$ 305,708	\$ 305,708	\$ 387,220	\$ 387,220

Superior Court Grants Fund (238)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2016 Adopted Budget</b>		<b>\$ 3,432,507</b>	<b>\$ 3,432,507</b>
Adjustments:	Agenda Item:		
<b>Grants</b>		<b>\$ 467,059</b>	<b>\$ 467,059</b>
<i>FY 16 Superior Court Grant Reconciliation</i>	<i>C-80-16-008-2-00</i>	<i>467,059</i>	<i>467,059</i>
<b>FY 2016 Revised Budget</b>		<b>\$ 3,899,566</b>	<b>\$ 3,899,566</b>
Adjustments:	Agenda Item:		
<b>Grants</b>		<b>\$ (467,059)</b>	<b>\$ (467,059)</b>
<i>FY 16 Superior Court Grant Reconciliation</i>	<i>C-80-16-008-2-00</i>	<i>(467,059)</i>	<i>(467,059)</i>
<b>FY 2017 Baseline Budget</b>		<b>\$ 3,432,507</b>	<b>\$ 3,432,507</b>
Adjustments:			
<b>Employee Compensation and Benefits</b>		<b>\$ 33,300</b>	<b>\$ -</b>
<b>Employee Retirement and Benefits</b>		<b>33,284</b>	<b>-</b>
<i>Employee Health/Dental Premiums</i>		<i>16</i>	<i>-</i>
<i>Retirement Contributions</i>		<b>\$ (237,268)</b>	<b>\$ -</b>
<b>Base Adjustments</b>		<b>(1,403)</b>	<b>-</b>
<i>Risk Management Adjustment</i>		<i>(235,865)</i>	<i>-</i>
<i>Personnel Savings</i>		<b>\$ (235,865)</b>	<b>\$ -</b>
<i>Increase Vacancy Savings from 8.11% to 15.92%</i>	<b>\$ (235,865)</b>		
<b>Grants</b>		<b>\$ 203,968</b>	<b>\$ -</b>
<i>Grant Reconciliation</i>		<i>203,968</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>		<b>\$ 3,432,507</b>	<b>\$ 3,432,507</b>
<i>Percent Change from Baseline Amount</i>		<i>0.0%</i>	<i>0.0%</i>

Superior Court Grants Fund (238) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ (30,961)	\$ (30,961)	\$ (30,961)	\$ (44,418)	\$ 95,066
Sources:					
Operating	\$ 2,927,925	\$ 3,432,507	\$ 3,899,566	\$ 2,659,026	\$ 3,432,507
Total Sources:	\$ 2,927,925	\$ 3,432,507	\$ 3,899,566	\$ 2,659,026	\$ 3,432,507
Uses:					
Operating	\$ 2,941,385	\$ 3,432,507	\$ 3,899,566	\$ 2,519,542	\$ 3,432,507
Total Uses:	\$ 2,941,385	\$ 3,432,507	\$ 3,899,566	\$ 2,519,542	\$ 3,432,507
Structural Balance	\$ (13,460)	\$ -	\$ -	\$ 139,484	\$ -
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ -	\$ -	\$ 95,066	\$ 95,066
Unassigned	(44,418)	(30,961)	(30,961)	-	-
Total Ending Spendable Fund Balance	\$ (44,418)	\$ (30,961)	\$ (30,961)	\$ 95,066	\$ 95,066

Probate Fees Fund (256)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 392,000</b>	<b>\$ 392,000</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 392,000</b>	<b>\$ 392,000</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 392,000</b>	<b>\$ 392,000</b>
<b>FY 2017 Adopted Budget</b>	<b>\$ 392,000</b>	<b>\$ 392,000</b>
<i>Percent Change from Baseline Amount</i>	<i>0.0%</i>	<i>0.0%</i>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 138,756</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 138,756</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (138,756)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(138,756)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 50,000</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>50,000</i>	<i>-</i>
<i>Probate Contract</i>	<i>\$ 50,000</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 50,000</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		

Probate Fees Fund (256) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 RECOMM
Beginning Spendable Fund Balance	\$ 304,797	\$ 216,906	\$ 216,906	\$ 225,768	\$ 89,754
Sources:					
Operating	\$ 395,969	\$ 392,000	\$ 392,000	\$ 394,742	\$ 392,000
Total Sources:	\$ 395,969	\$ 392,000	\$ 392,000	\$ 394,742	\$ 392,000
Uses:					
Operating	\$ 379,200	\$ 392,000	\$ 392,000	\$ 392,000	\$ 392,000
Non-Recurring	95,800	138,756	138,756	138,756	50,000
Total Uses:	\$ 475,000	\$ 530,756	\$ 530,756	\$ 530,756	\$ 442,000
Structural Balance	\$ 16,769	\$ -	\$ -	\$ 2,742	\$ -
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 225,768	\$ 78,150	\$ 78,150	\$ 89,754	\$ 39,754
Total Ending Spendable Fund Balance	\$ 225,768	\$ 78,150	\$ 78,150	\$ 89,754	\$ 39,754

Conciliation Court Fees Fund (257)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 1,372,000</b>	<b>\$ 1,372,000</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 1,372,000</b>	<b>\$ 1,372,000</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 1,372,000</b>	<b>\$ 1,372,000</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 211,362</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>211,362</i>	<i>-</i>
<i>Parent Conference Reports</i>	<i>\$ 211,362</i>	
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 211,362</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>211,362</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 1,583,362</b>	<b>\$ 1,583,362</b>
<i>Percent Change from Baseline Amount</i>	<i>15.4%</i>	<i>15.4%</i>

Conciliation Court Fees Fund (257) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 381,566	\$ 206,566	\$ 206,566	\$ 597,363	\$ 636,832
Sources:					
Operating	\$ 1,601,997	\$ 1,372,000	\$ 1,372,000	\$ 1,618,035	\$ 1,583,362
Total Sources:	\$ 1,601,997	\$ 1,372,000	\$ 1,372,000	\$ 1,618,035	\$ 1,583,362
Uses:					
Operating	\$ 1,211,200	\$ 1,372,000	\$ 1,372,000	\$ 1,372,000	\$ 1,583,362
Non-Recurring	175,000	206,566	206,566	206,566	-
Total Uses:	\$ 1,386,200	\$ 1,578,566	\$ 1,578,566	\$ 1,578,566	\$ 1,583,362
Structural Balance	\$ 390,797	\$ -	\$ -	\$ 246,035	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 597,363	\$ -	\$ -	\$ 636,832	\$ 636,832
Total Ending Spendable Fund Balance	\$ 597,363	\$ -	\$ -	\$ 636,832	\$ 636,832

Superior Court Special Revenue Fund (259)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 4,598,154</b>	<b>\$ 4,598,154</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 4,598,154</b>	<b>\$ 4,598,154</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 4,598,154</b>	<b>\$ 4,598,154</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 283,629</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	283,629	-
<i>Grand Jury Transcripts</i>	\$ 140,000	
<i>Items for Jurors</i>	75,000	
<i>Juror Fees and Mileage</i>	68,629	
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 283,629</b>
<i>ProgRevenue Volume Inc/Dec</i>		283,629
<b>FY 2017 Adopted Budget</b>	<b>\$ 4,881,783</b>	<b>\$ 4,881,783</b>
<i>Percent Change from Baseline Amount</i>	6.2%	6.2%
	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 696,603</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 696,603</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (696,603)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	(696,603)	-
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 246,371</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	246,371	-
<i>Juror Fees and Mileage</i>	\$ 246,371	
<b>FY 2017 Adopted Budget</b>	<b>\$ 246,371</b>	<b>\$ -</b>
<i>Percent Change from Baseline Amount</i>		

Superior Court Special Revenue Fund (259) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 921,487	\$ 696,603	\$ 696,603	\$ 1,447,219	\$ 1,048,363
Sources:					
Operating	\$ 4,929,394	\$ 4,598,154	\$ 4,598,154	\$ 4,881,783	\$ 4,881,783
Total Sources:	\$ 4,929,394	\$ 4,598,154	\$ 4,598,154	\$ 4,881,783	\$ 4,881,783
Uses:					
Operating	\$ 4,150,895	\$ 4,598,154	\$ 4,598,154	\$ 4,584,036	\$ 4,881,783
Non-Recurring	252,771	696,603	696,603	696,603	246,371
Total Uses:	\$ 4,403,666	\$ 5,294,757	\$ 5,294,757	\$ 5,280,639	\$ 5,128,154
Structural Balance	\$ 778,499	\$ -	\$ -	\$ 297,747	\$ -
Accounting Adjustments	\$ 4	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,447,219	\$ -	\$ -	\$ 1,048,363	\$ 801,992
Total Ending Spendable Fund Balance	\$ 1,447,219	\$ -	\$ -	\$ 1,048,363	\$ 801,992

Law Library Fees Fund (261)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 1,165,971	\$ 1,165,971
<b>FY 2016 Revised Budget</b>	\$ 1,165,971	\$ 1,165,971
<b>FY 2017 Baseline Budget</b>	\$ 1,165,971	\$ 1,165,971
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 3,978	\$ -
Employee Health/Dental Premiums	3,962	-
Retirement Contributions	16	-
<b>Base Adjustments</b>	\$ (3,978)	\$ -
Other Base Adjustments	76,070	-
Increase Other Services		
Personnel Savings	\$ 76,070	-
Increase Vacancy Savings from 0.00% to 36.00%	\$ (80,048)	-
<b>Fees and Other Revenues</b>	\$ -	\$ 22,803
ProgRevenue Volume Inc/Dec	-	22,803
<b>FY 2017 Adopted Budget</b>	\$ 1,165,971	\$ 1,188,774
Percent Change from Baseline Amount	0.0%	2.0%

Law Library Fees Fund (261) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 2,382,155	\$ 2,744,761	\$ 2,744,761	\$ 3,056,067	\$ 1,630,420
Sources:					
Operating	\$ 1,245,904	\$ 1,165,971	\$ 1,165,971	\$ 1,230,297	\$ 1,188,774
Total Sources:	\$ 1,245,904	\$ 1,165,971	\$ 1,165,971	\$ 1,230,297	\$ 1,188,774
Uses:					
Operating	\$ 571,994	\$ 1,165,971	\$ 1,165,971	\$ 592,851	\$ 1,165,971
Non-Recurring	-	-	2,063,093	2,063,093	-
Total Uses:	\$ 571,994	\$ 1,165,971	\$ 3,229,064	\$ 2,655,944	\$ 1,165,971
Structural Balance	\$ 673,910	\$ -	\$ -	\$ 637,446	\$ 22,803
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 3,056,067	\$ 2,744,761	\$ 681,668	\$ 1,630,420	\$ 1,653,223
Total Ending Spendable Fund Balance	\$ 3,056,067	\$ 2,744,761	\$ 681,668	\$ 1,630,420	\$ 1,653,223

Superior Court Fill the Gap Fund (264)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 2,218,728</b>	<b>\$ 2,218,728</b>
Adjustments:		
<b>Supplemental Funding</b>		
<b>Mid Year Adjustments</b>		
Fill the Gap Plan	\$ (15,828)	\$ (15,828)
Agenda Item: C-80-16-006-2-00	(15,828)	(15,828)
<b>FY 2016 Revised Budget</b>	<b>\$ 2,202,900</b>	<b>\$ 2,202,900</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 2,202,900</b>	<b>\$ 2,202,900</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 42,588	\$ -
Employee Health/Dental Premiums	42,505	-
Retirement Contributions	83	-
<b>Base Adjustments</b>	\$ (42,588)	\$ -
Other Base Adjustments	42,412	-
Net Change in Other Personnel	\$ 42,412	-
Risk Management Adjustment	(1,952)	-
Personnel Savings	(83,048)	-
Increase Vacancy Savings from 0.00% to 3.99%	\$ (83,048)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 2,202,900</b>	<b>\$ 2,202,900</b>
Percent Change from Baseline Amount	0.0%	0.0%

Superior Court Fill the Gap Fund (264) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ (48,776)	\$ -	\$ -	\$ (55,309)	\$ (55,309)
Sources:					
Operating	\$ 2,141,359	\$ 2,218,728	\$ 2,202,900	\$ 2,202,900	\$ 2,202,900
Total Sources:	\$ 2,141,359	\$ 2,218,728	\$ 2,202,900	\$ 2,202,900	\$ 2,202,900
Uses:					
Operating	\$ 2,147,891	\$ 2,218,728	\$ 2,202,900	\$ 2,202,900	\$ 2,202,900
Total Uses:	\$ 2,147,891	\$ 2,218,728	\$ 2,202,900	\$ 2,202,900	\$ 2,202,900
Structural Balance	\$ (6,532)	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(55,309)	-	-	(55,309)	(55,309)
Total Ending Spendable Fund Balance	\$ (55,309)	\$ -	\$ -	\$ (55,309)	\$ (55,309)

Expedited Child Support Fund (271)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 600,000	\$ 600,000
<b>FY 2016 Revised Budget</b>	\$ 600,000	\$ 600,000
<b>FY 2017 Baseline Budget</b>	\$ 600,000	\$ 600,000
Adjustments:		
<b>Base Adjustments</b>	\$ 77,500	\$ -
Other Base Adjustments	77,500	-
Parent Conference Reports	\$ 77,500	
<b>Fees and Other Revenues</b>	\$ -	\$ 77,500
ProgRevenue Volume Inc/Dec	-	77,500
<b>FY 2017 Adopted Budget</b>	\$ 677,500	\$ 677,500
<i>Percent Change from Baseline Amount</i>	12.9%	12.9%

Expedited Child Support Fund (271) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 386,486	\$ 113,621	\$ 113,621	\$ 163,110	\$ 126,989
Sources:					
Operating	\$ 686,623	\$ 600,000	\$ 600,000	\$ 677,500	\$ 677,500
Total Sources:	\$ 686,623	\$ 600,000	\$ 600,000	\$ 677,500	\$ 677,500
Uses:					
Operating	\$ 585,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 677,500
Non-Recurring	325,000	113,621	113,621	113,621	-
Total Uses:	\$ 910,000	\$ 713,621	\$ 713,621	\$ 713,621	\$ 677,500
Structural Balance	\$ 101,623	\$ -	\$ -	\$ 77,500	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 163,110	\$ -	\$ -	\$ 126,989	\$ 126,989
Total Ending Spendable Fund Balance	\$ 163,110	\$ -	\$ -	\$ 126,989	\$ 126,989

Spousal Maintenance Enforcement Enhancement (276)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 99,000	\$ 99,000
<b>FY 2016 Revised Budget</b>	\$ 99,000	\$ 99,000
<b>FY 2017 Baseline Budget</b>	\$ 99,000	\$ 99,000
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ 9,000
<i>ProgRevenue Volume Inc/Dec</i>	-	9,000
<b>Reallocations</b>	\$ 9,000	\$ -
<i>Reallocation Between Funds</i>	9,000	-
<i>Increase Allocation In from General Fund</i>	\$ 9,000	-
<b>FY 2017 Adopted Budget</b>	\$ 108,000	\$ 108,000
<i>Percent Change from Baseline Amount</i>	9.1%	9.1%

Spousal Maintenance Enforcement Enhancement (276) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 147,384	\$ 97,384	\$ 97,384	\$ 111,389	\$ 118,995
Sources:					
Operating	\$ 114,007	\$ 99,000	\$ 99,000	\$ 115,606	\$ 108,000
Total Sources:	\$ 114,007	\$ 99,000	\$ 99,000	\$ 115,606	\$ 108,000
Uses:					
Operating	\$ 100,000	\$ 99,000	\$ 99,000	\$ 99,000	\$ 108,000
Non-Recurring	50,000	9,000	9,000	9,000	-
Total Uses:	\$ 150,000	\$ 108,000	\$ 108,000	\$ 108,000	\$ 108,000
Structural Balance	\$ 14,007	\$ -	\$ -	\$ 16,606	\$ -
Accounting Adjustments	\$ (2)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 111,389	\$ 88,384	\$ 88,384	\$ 118,995	\$ 118,995
Total Ending Spendable Fund Balance	\$ 111,389	\$ 88,384	\$ 88,384	\$ 118,995	\$ 118,995

Superior Court Building Repair Fund (280)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>		
<i>Xfer Law Funds to Repair Fund</i>		
Agenda Item:		
<i>C-80-16-009-2-00</i>	\$ 412,619	\$ 2,063,093
	412,619	2,063,093
<b>FY 2016 Revised Budget</b>	\$ 412,619	\$ 2,063,093
Adjustments:		
<b>Non Recurring</b>		
<i>Xfer Law Funds to Repair Fund</i>		
Agenda Item:		
<i>C-80-16-009-2-00</i>	\$ (412,619)	\$ (2,063,093)
	(412,619)	(2,063,093)
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>		
<i>Xfer Law Funds to Repair Fund</i>		
<i>Law Library Resource Center and New Courtroom</i>		
Agenda Item:		
<i>C-80-16-009-2-00</i>	\$ 1,650,474	\$ -
	1,650,474	-
	\$ 1,650,474	
<b>FY 2017 Adopted Budget</b>	\$ 1,650,474	\$ -
<i>Percent Change from Baseline Amount</i>		

Superior Court Building Repair Fund (280) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 1,650,474
Sources:					
Non-Recurring	-	-	2,063,093	2,063,093	-
Total Sources:	\$ -	\$ -	\$ 2,063,093	\$ 2,063,093	\$ -
Uses:					
Non-Recurring	-	-	412,619	412,619	1,650,474
Total Uses:	\$ -	\$ -	\$ 412,619	\$ 412,619	\$ 1,650,474
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ -	\$ 1,650,474	\$ 1,650,474	\$ -
Total Ending Spendable Fund Balance	\$ -	\$ -	\$ 1,650,474	\$ 1,650,474	\$ -

Children's Issues Education Fund (281)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 105,000	\$ 105,000
<b>FY 2016 Revised Budget</b>	\$ 105,000	\$ 105,000
<b>FY 2017 Baseline Budget</b>	\$ 105,000	\$ 105,000
Adjustments:		
<b>Fees and Other Revenues</b>	\$ (105,000)	\$ (105,000)
<i>ProgRevenue Volume Inc/Dec</i>	<i>(105,000)</i>	<i>(105,000)</i>
<b>FY 2017 Adopted Budget</b>	\$ -	\$ -
<i>Percent Change from Baseline Amount</i>	<i>-100.0%</i>	<i>-100.0%</i>

Children's Issues Education Fund (281) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 42,126	\$ 11,927	\$ 11,927	\$ 17,446	\$ 7,468
Sources:					
Operating	\$ 106,328	\$ 105,000	\$ 105,000	\$ 29	\$ -
Total Sources:	\$ 106,328	\$ 105,000	\$ 105,000	\$ 29	\$ -
Uses:					
Operating	\$ 106,007	\$ 105,000	\$ 105,000	\$ -	\$ -
Non-Recurring	25,000	10,007	10,007	10,007	-
Total Uses:	\$ 131,007	\$ 115,007	\$ 115,007	\$ 10,007	\$ -
Structural Balance	\$ 321	\$ -	\$ -	\$ 29	\$ -
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 17,446	\$ 1,920	\$ 1,920	\$ 7,468	\$ 7,468
Total Ending Spendable Fund Balance	\$ 17,446	\$ 1,920	\$ 1,920	\$ 7,468	\$ 7,468

Domestic Relation Mediation Education Fund (282)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 180,600</b>	<b>\$ 180,600</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 180,600</b>	<b>\$ 180,600</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 180,600</b>	<b>\$ 180,600</b>
Adjustments:		
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 20,000</b>
<i>ProgRevenue Volume Inc/Dec</i>		<i>20,000</i>
<b>Reallocations</b>	<b>\$ 20,000</b>	<b>\$ -</b>
<i>Reallocation Between Funds</i>	<i>20,000</i>	<i>-</i>
<i>Increase Allocation In from General Fund</i>	<i>\$ 20,000</i>	
<b>FY 2017 Recommended Budget</b>	<b>\$ 200,600</b>	<b>\$ 200,600</b>
<i>Percent Change from Baseline Amount</i>	<i>11.1%</i>	<i>11.1%</i>

Domestic Relation Mediation Education Fund (282) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 104,605	\$ 75,038	\$ 75,038	\$ 107,063	\$ 127,784
Sources:					
Operating	\$ 203,057	\$ 180,600	\$ 180,600	\$ 201,321	\$ 200,600
Total Sources:	\$ 203,057	\$ 180,600	\$ 180,600	\$ 201,321	\$ 200,600
Uses:					
Operating	\$ 175,600	\$ 180,600	\$ 180,600	\$ 180,600	\$ 200,600
Non-Recurring	25,000	-	-	-	-
Total Uses:	\$ 200,600	\$ 180,600	\$ 180,600	\$ 180,600	\$ 200,600
Structural Balance	\$ 27,457	\$ -	\$ -	\$ 20,721	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 107,063	\$ 75,038	\$ 75,038	\$ 127,784	\$ 127,784
Total Ending Spendable Fund Balance	\$ 107,063	\$ 75,038	\$ 75,038	\$ 127,784	\$ 127,784

## Transportation

*Analysis by Christine Jasinski, Management and Budget Analyst and  
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### Summary

#### Mission

The Mission of Maricopa County Department of Transportation (MCDOT) is to provide transportation infrastructure and related services to the people within Maricopa County so they can live, work, conduct business, and travel in a safe and clean environment.

#### Vision

MCDOT performs in a collaborative, innovative, efficient, and effective manner to deliver safe, cost-effective infrastructure that is responsive to our customers.

#### Strategic Goals

##### **Regional Services**

**By June 30, 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.

Sources by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
RDCS - ROADWAY CONSTRUCTION	\$ 15,703,738	\$ 29,364,618	\$ 29,364,618	\$ 16,624,649	\$ -	\$ (29,364,618)	-100.0%
SRVY - LAND SURVEYING SERVICES	-	-	-	25,762	-	-	N/A
64BT - BUILD ROADS AND STRUCT	\$ 15,703,738	\$ 29,364,618	\$ 29,364,618	\$ 16,650,411	\$ -	\$ (29,364,618)	-100.0%
REGU - RIGHT OF WAY REGULATION	\$ 773,135	\$ 685,311	\$ 685,311	\$ 685,309	\$ -	\$ (685,311)	-100.0%
64ER - ENGINEER ROADS AND STRUCTURES	\$ 773,135	\$ 685,311	\$ 685,311	\$ 685,309	\$ -	\$ (685,311)	-100.0%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	\$ 474,635	\$ 16,800	\$ 16,800	\$ 16,800	\$ -	\$ (16,800)	-100.0%
TRRS - REGIONAL TRAFFIC MGT SUPPORT	219,942	225,895	473,098	339,117	-	(473,098)	-100.0%
64MT - TRAFFIC MANAGEMENT	\$ 694,577	\$ 242,695	\$ 489,898	\$ 355,917	\$ -	\$ (489,898)	-100.0%
TROP - TRAFFIC OPERATIONS	\$ 17,436	\$ 5,000	\$ 5,000	\$ 15,954	\$ -	\$ (5,000)	-100.0%
64RB - ROADWAY MAINTENANCE	\$ 17,436	\$ 5,000	\$ 5,000	\$ 15,954	\$ -	\$ (5,000)	-100.0%
ENVC - ENVIRONMENTAL CLEARANCE	\$ 37,000	\$ 25,044	\$ 10,579	\$ 10,435	\$ -	\$ (10,579)	-100.0%
64SD - TRANSPORTATION PLANNING	\$ 37,000	\$ 25,044	\$ 10,579	\$ 10,435	\$ -	\$ (10,579)	-100.0%
ROAD - ROADWAY MAINTENANCE	\$ 545,953	\$ 235,000	\$ 330,889	\$ 3,377,660	\$ 3,830,000	\$ 3,499,111	1057.5%
TRMG - TRAFFIC MANAGEMENT	-	-	-	-	337,200	337,200	N/A
TSYS - TRANSPORTATION SYSTEM	-	-	-	-	18,770,534	18,770,534	N/A
64TP - TRANSPORTATION SYSTEM	\$ 545,953	\$ 235,000	\$ 330,889	\$ 3,377,660	\$ 22,937,734	\$ 22,606,845	6832.2%
FACI - FACILITIES MANAGEMENT	\$ 59,188	\$ 53,175	\$ 53,175	\$ 91,225	\$ 53,175	\$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	1,295	-	-	-	-	-	N/A
RCOM - REGULATION COMPLIANCE	260,852	250,000	250,000	251,515	250,000	-	0.0%
RWAY - REAL ESTATE SERVICES	156,266	65,880	65,880	65,880	65,880	-	0.0%
SPPT - OPERATIONS SUPPORT	-	266	266	268	300	34	12.8%
99AS - INDIRECT SUPPORT	\$ 477,601	\$ 369,321	\$ 369,321	\$ 408,888	\$ 369,355	\$ 34	0.0%
GGOV - GENERAL GOVERNMENT	\$ 108,262,992	\$ 107,489,394	\$ 107,489,394	\$ 107,518,386	\$ 117,429,701	\$ 9,940,307	9.2%
99GV - GENERAL OVERHEAD	\$ 108,262,992	\$ 107,489,394	\$ 107,489,394	\$ 107,518,386	\$ 117,429,701	\$ 9,940,307	9.2%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 30,455	\$ -	\$ -	\$ -	\$ 1,300	\$ 1,300	N/A
TSPT - TECHNOLOGY SUPPORT	8,590	1,300	1,300	1,300	-	(1,300)	-100.0%
99IT - INFORMATION TECHNOLOGY	\$ 39,045	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 126,551,477</b>	<b>\$ 138,417,683</b>	<b>\$ 138,746,310</b>	<b>\$ 129,024,260</b>	<b>\$ 140,738,090</b>	<b>\$ 1,991,780</b>	<b>1.4%</b>

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
CMGT - TRANSPORTATION CONSTRUCTN MGT	\$ 388,495	\$ 661,672	\$ 1,013,169	\$ 914,945	\$ -	\$ 1,013,169	100.0%
MTEC - MATERIALS TECHNOLOGY	556,289	653,746	840,977	817,861	-	840,977	100.0%
PRJT - TRANSPORTATION PROJECT MGT	483,026	545,821	532,541	357,460	-	532,541	100.0%
RDCS - ROADWAY CONSTRUCTION	47,294,837	94,370,570	24,734,172	(15,909,328)	-	24,734,172	100.0%
SRVY - LAND SURVEYING SERVICES	583,585	675,464	766,758	718,647	-	766,758	100.0%
64BT - BUILD ROADS AND STRUCT	\$ 49,306,232	\$ 96,907,273	\$ 27,887,617	\$ (13,100,415)	\$ -	\$ 27,887,617	100.0%
DSGN - ROADS STRUCTURES STDS DSGN	\$ 1,421,992	\$ 1,590,113	\$ 1,905,503	\$ 1,863,906	\$ -	\$ 1,905,503	100.0%
IMPR - IMPROVEMENT DISTRICT ADMIN	4	1,128	-	39	-	-	N/A
REGU - RIGHT OF WAY REGULATION	1,286,468	1,428,956	1,434,158	1,317,585	-	1,434,158	100.0%
UREL - UTILITIES ENGINEERING	471,731	556,772	316,097	314,279	-	316,097	100.0%
64ER - ENGINEER ROADS AND STRUCTURES	\$ 3,180,195	\$ 3,576,969	\$ 3,655,758	\$ 3,495,809	\$ -	\$ 3,655,758	100.0%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	\$ 1,436,348	\$ 1,594,538	\$ 1,583,480	\$ 1,262,879	\$ -	\$ 1,583,480	100.0%
TRFE - TRAFF DESIGN AND STUDIES	1,670,180	1,760,674	1,651,883	1,655,207	-	1,651,883	100.0%
TRIN - EMERGENCY TRAFFIC MANAGEMENT	459,926	397,416	397,416	348,356	-	397,416	100.0%
TRRS - REGIONAL TRAFFIC MGT SUPPORT	274,206	448,469	695,672	493,965	-	695,672	100.0%
64MT - TRAFFIC MANAGEMENT	\$ 3,840,660	\$ 4,201,097	\$ 4,328,451	\$ 3,760,407	\$ -	\$ 4,328,451	100.0%
TROP - TRAFFIC OPERATIONS	\$ 5,211,447	\$ 4,992,318	\$ 5,054,729	\$ 5,598,153	\$ -	\$ 5,054,729	100.0%
64RB - ROADWAY MAINTENANCE	\$ 5,211,447	\$ 4,992,318	\$ 5,054,729	\$ 5,598,153	\$ -	\$ 5,054,729	100.0%
ENVC - ENVIRONMENTAL CLEARANCE	\$ 200,091	\$ 194,119	\$ 179,654	\$ 226,262	\$ -	\$ 179,654	100.0%
PART - PROJECT PARTNERSHIPS	434,567	622,436	464,672	427,248	-	464,672	100.0%
POUT - TRANSPORTATION OUTREACH COMM	425,083	509,617	683,336	627,937	-	683,336	100.0%
TPLN - TRANSPORTATION SYSTEM PLANNING	474,928	901,978	525,639	365,677	-	525,639	100.0%
64SD - TRANSPORTATION PLANNING	\$ 1,534,669	\$ 2,228,150	\$ 1,853,301	\$ 1,647,124	\$ -	\$ 1,853,301	100.0%
ROAD - ROADWAY MAINTENANCE	\$ 27,926,927	\$ 28,876,974	\$ 27,962,518	\$ 26,965,080	\$ 43,695,679	\$ (15,733,161)	-56.3%
TRMG - TRAFFIC MANAGEMENT	690,296	797,777	849,006	844,763	5,742,399	(4,893,393)	-576.4%
TSYS - TRANSPORTATION SYSTEM	-	-	-	-	110,523,550	(110,523,550)	N/A
64TP - TRANSPORTATION SYSTEM	\$ 28,617,223	\$ 29,674,751	\$ 28,811,524	\$ 27,809,843	\$ 159,961,628	\$ (131,150,104)	-455.2%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 673,206	\$ 957,891	\$ 764,548	\$ 682,969	\$ 894,629	\$ (130,081)	-17.0%
FACI - FACILITIES MANAGEMENT	1,795,100	1,201,636	1,042,483	1,218,785	1,709,481	(666,998)	-64.0%
HRAC - HUMAN RESOURCES	191,327	237,199	237,199	237,199	226,768	10,431	4.4%
ODIR - EXECUTIVE MANAGEMENT	781,844	755,858	341,792	343,290	184,960	156,832	45.9%
POOL - POOLED COSTS	-	449,730	539,689	539,689	487,480	52,209	9.7%
PROC - PROCUREMENT	587,878	667,301	621,720	549,985	562,548	59,172	9.5%
ROOM - REGULATION COMPLIANCE	23,717	68,900	68,900	68,901	68,900	-	0.0%
RECO - RECORDS MANAGEMENT	65,320	100,629	99,607	97,966	255,541	(155,934)	-156.5%
RWAY - REAL ESTATE SERVICES	846,974	779,010	772,865	770,767	1,174,458	(401,593)	-52.0%
SPPT - OPERATIONS SUPPORT	413,471	463,945	1,079,431	945,966	2,597,239	(1,517,808)	-140.6%
99AS - INDIRECT SUPPORT	\$ 5,378,837	\$ 5,682,099	\$ 5,568,234	\$ 5,455,517	\$ 8,162,004	\$ (2,593,770)	-46.6%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 2,788,047	\$ 3,235,274	\$ 3,235,274	\$ 3,235,274	\$ 3,131,650	\$ 103,624	3.2%
GGOV - GENERAL GOVERNMENT	-	-	70,403,183	70,403,183	-	70,403,183	100.0%
INFR - INFRASTRUCTURE	771,256	774,542	774,542	774,542	910,817	(136,275)	-17.6%
MPOS - ELECTED OR STATUTORY OFFICIALS	240,765	249,949	249,949	245,687	302,574	(52,625)	-21.1%
RISK - RISK PREMIUMS	943,896	818,435	818,435	818,435	926,301	(107,866)	-13.2%
99GV - GENERAL OVERHEAD	\$ 4,743,964	\$ 5,078,200	\$ 75,481,383	\$ 75,477,121	\$ 5,271,342	\$ 70,210,041	93.0%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 898,231	\$ 1,009,139	\$ 966,953	\$ 881,439	\$ 1,199,881	\$ (232,928)	-24.1%
GISA - GIS APPLICATION DEV AND SUPP	749,348	737,826	726,792	757,200	702,029	24,763	3.4%
TSPT - TECHNOLOGY SUPPORT	797,939	1,010,654	1,092,361	1,020,405	1,044,020	48,341	4.4%
99IT - INFORMATION TECHNOLOGY	\$ 2,445,518	\$ 2,757,619	\$ 2,786,106	\$ 2,659,044	\$ 2,945,930	\$ (159,824)	-5.7%
<b>TOTAL PROGRAMS</b>	<b>\$ 104,258,745</b>	<b>\$ 155,098,476</b>	<b>\$ 155,427,103</b>	<b>\$ 112,802,603</b>	<b>\$ 176,340,904</b>	<b>\$ (20,913,801)</b>	<b>-13.5%</b>

Sources and Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 1,033,987	\$ 935,311	\$ 935,311	\$ 935,309	\$ 935,000	\$ (311)	0.0%
<b>SUBTOTAL</b>	\$ 1,033,987	\$ 935,311	\$ 935,311	\$ 935,309	\$ 935,000	\$ (311)	0.0%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 14,445,735	\$ 18,964,057	\$ 19,292,684	\$ 8,729,627	\$ 8,033,620	\$ (11,259,064)	-58.4%
0626 - STATE SHARED HIGHWAY USER REV	97,931,745	98,175,564	98,175,564	98,175,564	106,154,321	7,978,757	8.1%
0630 - STATE SHARED VEHICLE LICENSE	10,022,947	8,808,030	8,808,030	8,808,030	10,769,580	1,961,550	22.3%
<b>SUBTOTAL</b>	\$ 122,400,427	\$ 125,947,651	\$ 126,276,278	\$ 115,713,221	\$ 124,957,521	\$ (1,318,757)	-1.0%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 1,405,103	\$ 10,663,300	\$ 10,663,300	\$ 8,382,186	\$ 10,384,114	\$ (279,186)	-2.6%
<b>SUBTOTAL</b>	\$ 1,405,103	\$ 10,663,300	\$ 10,663,300	\$ 8,382,186	\$ 10,384,114	\$ (279,186)	-2.6%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 366,780	\$ 500,000	\$ 500,000	\$ 500,034	\$ 500,000	\$ -	0.0%
0650 - MISCELLANEOUS REVENUE	916,500	171,421	171,421	258,010	171,455	34	0.0%
<b>SUBTOTAL</b>	\$ 1,283,280	\$ 671,421	\$ 671,421	\$ 758,044	\$ 671,455	\$ 34	0.0%
<b>ALL REVENUES</b>	\$ 126,122,797	\$ 138,217,683	\$ 138,546,310	\$ 125,788,760	\$ 136,948,090	\$ (1,598,220)	-1.2%
<b>OTHER FINANCING SOURCES</b>							
0651 - GAIN ON FIXED ASSETS	\$ 428,680	\$ 200,000	\$ 200,000	\$ 200,000	\$ 250,000	\$ 50,000	25.0%
0652 - PROCEEDS FROM FINANCING	-	-	-	3,035,500	3,540,000	3,540,000	N/A
<b>ALL OTHER FINANCING SOURCES</b>	\$ 428,680	\$ 200,000	\$ 200,000	\$ 3,235,500	\$ 3,790,000	\$ 3,590,000	1795.0%
<b>TOTAL SOURCES</b>	\$ 126,551,477	\$ 138,417,683	\$ 138,746,310	\$ 129,024,260	\$ 140,738,090	\$ 1,991,780	1.4%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 19,699,302	\$ 21,083,475	\$ 21,113,967	\$ 20,767,170	\$ 20,874,737	\$ 239,230	1.1%
0705 - TEMPORARY PAY	71,595	215,169	219,632	110,097	215,967	3,665	1.7%
0710 - OVERTIME	675,267	541,004	523,504	539,449	575,088	(51,584)	-9.9%
0750 - FRINGE BENEFITS	7,594,376	8,511,180	8,487,070	8,260,515	8,997,249	(510,179)	-6.0%
0790 - OTHER PERSONNEL SERVICES	168,033	402,806	389,262	213,071	317,119	72,143	18.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(3,869,762)	(4,142,712)	(4,143,840)	(4,205,008)	(4,112,874)	(30,966)	-0.7%
0796 - PERSONNEL SERVICES ALLOC-IN	5,421,619	5,503,997	5,498,913	4,887,128	4,590,798	908,115	16.5%
<b>SUBTOTAL</b>	\$ 29,760,430	\$ 32,114,919	\$ 32,088,508	\$ 30,572,422	\$ 31,458,084	\$ 630,424	2.0%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 859,136	\$ 3,744,311	\$ 3,738,961	\$ 3,993,760	\$ 4,468,067	\$ (729,106)	-19.5%
0803 - FUEL	1,451,636	1,779,300	1,779,300	1,187,336	1,484,300	295,000	16.6%
0804 - NON-CAPITAL EQUIPMENT	161,324	223,314	116,724	226,740	106,504	10,220	8.8%
0805 - SUPPLIES-ALLOCATION OUT	(31,162)	(36,778)	(36,778)	(36,036)	(50,417)	13,639	37.1%
0806 - SUPPLIES-ALLOCATION IN	102,657	110,863	110,863	141,271	132,623	(21,760)	-19.6%
<b>SUBTOTAL</b>	\$ 2,543,591	\$ 5,821,010	\$ 5,709,070	\$ 5,513,071	\$ 6,141,077	\$ (432,007)	-7.6%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 12,788	\$ -	\$ -	\$ 7,422	\$ -	\$ -	N/A
0812 - OTHER SERVICES	9,756,418	11,635,435	15,260,545	10,370,373	13,895,631	1,364,914	8.9%
0820 - RENT & OPERATING LEASES	195,850	337,707	337,707	334,928	335,100	2,607	0.8%
0825 - REPAIRS AND MAINTENANCE	14,017,769	9,140,607	9,241,496	9,042,054	10,942,473	(1,700,977)	-18.4%
0839 - INTERNAL SERVICE CHARGES	7,784,775	8,345,770	8,345,770	8,274,369	8,545,984	(200,214)	-2.4%
0841 - TRAVEL	28,730	56,213	56,213	58,729	79,890	(23,677)	-42.1%
0842 - EDUCATION AND TRAINING	114,662	202,555	202,555	208,939	388,119	(185,564)	-91.6%
0843 - POSTAGE/FREIGHT/SHIPPING	62,951	49,100	49,100	48,872	47,600	1,500	3.1%
0850 - UTILITIES	1,043,876	1,060,000	1,060,000	1,037,686	1,115,000	(55,000)	-5.2%
0872 - SERVICES-ALLOCATION OUT	(63,215)	(162,480)	(162,480)	(162,479)	(75,517)	(86,963)	-53.5%
0873 - SERVICES-ALLOCATION IN	155,124	243,658	243,658	251,319	667,779	(424,121)	-174.1%
<b>SUBTOTAL</b>	\$ 33,109,728	\$ 30,908,565	\$ 34,634,564	\$ 29,472,212	\$ 35,942,059	\$ (1,307,495)	-3.8%
<b>CAPITAL</b>							
0910 - LAND	\$ 3,990,675	\$ 15,320,000	\$ 16,320,000	\$ 9,117,848	\$ 20,840,000	\$ (4,520,000)	-27.7%
0915 - BUILDINGS AND IMPROVEMENTS	-	-	-	134,337	-	-	N/A
0920 - CAPITAL EQUIPMENT	285,188	526,045	526,045	393,184	1,313,300	(787,255)	-149.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	2,564,444	3,168,500	3,168,500	2,876,001	3,540,000	(371,500)	-11.7%
0940 - INFRASTRUCTURE	31,869,998	67,238,217	62,838,217	34,687,919	70,412,000	(7,573,783)	-12.1%
0956 - CAPITAL-ALLOCATION IN	27,185	1,220	1,220	1,220	-	1,220	100.0%
<b>SUBTOTAL</b>	\$ 38,737,490	\$ 86,253,982	\$ 82,853,982	\$ 47,210,509	\$ 96,105,300	\$ (13,251,318)	-16.0%
<b>ALL EXPENDITURES</b>	\$ 104,151,239	\$ 155,098,476	\$ 155,286,124	\$ 112,768,214	\$ 169,646,520	\$ (14,360,396)	-9.2%
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 107,506	\$ -	\$ 140,979	\$ 34,389	\$ 6,694,384	\$ (6,553,405)	-4648.5%
<b>ALL OTHER FINANCING USES</b>	\$ 107,506	\$ -	\$ 140,979	\$ 34,389	\$ 6,694,384	\$ (6,553,405)	-4648.5%
<b>TOTAL USES</b>	\$ 104,258,745	\$ 155,098,476	\$ 155,427,103	\$ 112,802,603	\$ 176,340,904	\$ (20,913,801)	-13.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
223 TRANSPORTATION GRANTS							
OPERATING	\$ (80,433)	\$ -	\$ -	\$ 29,923	\$ -	\$ -	N/A
NON RECURRING NON PROJECT	256,942	250,939	579,566	445,441	320,000	(259,566)	-44.8%
<b>FUND TOTAL SOURCES</b>	<b>\$ 176,509</b>	<b>\$ 250,939</b>	<b>\$ 579,566</b>	<b>\$ 475,364</b>	<b>\$ 320,000</b>	<b>\$ (259,566)</b>	<b>-44.8%</b>
232 TRANSPORTATION OPERATIONS							
OPERATING	\$ 110,649,277	\$ 108,802,126	\$ 108,802,126	\$ 108,888,747	\$ 118,792,556	\$ 9,990,430	9.2%
NON RECURRING NON PROJECT	21,953	-	-	3,035,500	3,540,000	3,540,000	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 110,671,230</b>	<b>\$ 108,802,126</b>	<b>\$ 108,802,126</b>	<b>\$ 111,924,247</b>	<b>\$ 122,332,556</b>	<b>\$ 13,530,430</b>	<b>12.4%</b>
234 TRANSPORTATION CAPITAL PROJECT							
NON RECURRING NON PROJECT	\$ 48,134,797	\$ 70,403,183	\$ 70,403,183	\$ 70,403,183	\$ 46,191,794	\$ (24,211,389)	-34.4%
MAG ALCP PROJECTS	13,139,471	27,668,769	27,668,769	13,589,123	13,187,564	(14,481,205)	-52.3%
COUNTY ARTERIALS	111,568	94,000	94,000	-	-	(94,000)	-100.0%
BRIDGE CONST/PRESERVATION	41,067	-	-	-	-	-	N/A
DUST MITIGATION	288,346	-	-	1,129,714	1,001,955	1,001,955	N/A
INTELLIGENT TRANS SYST ITS	1,139,465	746,596	746,596	769,757	3,479,348	2,732,752	366.0%
Pavement Const/Preservation	31,791	-	-	315,523	-	-	N/A
PARTNERSHIP SUPPORT	416,665	416,667	416,667	381,946	416,667	-	0.0%
TRANSPORTATION ADMINISTRATION	250,197	-	-	-	-	-	N/A
TRAFFIC IMPROVEMENTS	285,168	438,586	438,586	438,586	-	(438,586)	-100.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 63,838,535</b>	<b>\$ 99,767,801</b>	<b>\$ 99,767,801</b>	<b>\$ 87,027,832</b>	<b>\$ 64,277,328</b>	<b>\$ (35,490,473)</b>	<b>-35.6%</b>
900 ELIMINATIONS							
NON RECURRING NON PROJECT	\$ (48,134,797)	\$ (70,403,183)	\$ (70,403,183)	\$ (70,403,183)	\$ (46,191,794)	\$ 24,211,389	-34.4%
<b>FUND TOTAL SOURCES</b>	<b>\$ (48,134,797)</b>	<b>\$ (70,403,183)</b>	<b>\$ (70,403,183)</b>	<b>\$ (70,403,183)</b>	<b>\$ (46,191,794)</b>	<b>\$ 24,211,389</b>	<b>-34.4%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 110,568,844</b>	<b>\$ 108,802,126</b>	<b>\$ 108,802,126</b>	<b>\$ 108,918,670</b>	<b>\$ 118,792,556</b>	<b>\$ 9,990,430</b>	<b>9.2%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ 15,982,633</b>	<b>\$ 29,615,557</b>	<b>\$ 29,944,184</b>	<b>\$ 20,105,590</b>	<b>\$ 21,945,534</b>	<b>\$ (7,998,650)</b>	<b>-26.7%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 126,551,477</b>	<b>\$ 138,417,683</b>	<b>\$ 138,746,310</b>	<b>\$ 129,024,260</b>	<b>\$ 140,738,090</b>	<b>\$ 1,991,780</b>	<b>1.4%</b>
FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
223 TRANSPORTATION GRANTS							
NON RECURRING NON PROJECT	\$ 177,004	\$ 250,939	\$ 579,566	\$ 346,828	\$ 320,000	\$ 259,566	44.8%
<b>FUND TOTAL USES</b>	<b>\$ 177,004</b>	<b>\$ 250,939</b>	<b>\$ 579,566</b>	<b>\$ 346,828</b>	<b>\$ 320,000</b>	<b>\$ 259,566</b>	<b>44.8%</b>
232 TRANSPORTATION OPERATIONS							
OPERATING	\$ 56,178,439	\$ 59,822,918	\$ 59,822,918	\$ 57,924,124	\$ 63,501,718	\$ (3,678,800)	-6.1%
NON RECURRING NON PROJECT	48,743,262	71,057,232	71,057,232	71,057,232	58,489,784	12,567,448	17.7%
<b>FUND TOTAL USES</b>	<b>\$ 104,921,701</b>	<b>\$ 130,880,150</b>	<b>\$ 130,880,150</b>	<b>\$ 128,981,356</b>	<b>\$ 121,991,502</b>	<b>\$ 8,888,648</b>	<b>6.8%</b>
234 TRANSPORTATION CAPITAL PROJECT							
MAG ALCP PROJECTS	\$ 18,187,369	\$ 26,939,800	\$ 17,739,800	\$ 3,214,703	\$ 26,194,639	\$ (8,454,839)	-47.7%
COUNTY ARTERIALS	1,649,349	10,626,000	11,326,000	10,258,625	23,305,233	(11,979,233)	-105.8%
BRIDGE CONST/PRESERVATION	469,097	1,779,000	1,779,000	1,022,835	90,000	1,689,000	94.9%
DUST MITIGATION	6,436,364	11,211,000	11,211,000	5,471,481	6,243,887	4,967,113	44.3%
INTELLIGENT TRANS SYST ITS	2,475,912	4,186,800	4,186,800	1,864,232	4,067,000	119,800	2.9%
Pavement Const/Preservation	11,249,982	16,988,740	21,988,740	18,400,758	11,384,319	10,604,421	48.2%
PARTNERSHIP SUPPORT	43,878	2,709,000	3,209,000	2,586,757	2,045,000	1,164,000	36.3%
RIGHT-OF-WAY	883,223	158,000	1,158,000	774,648	250,000	908,000	78.4%
SAFETY PROJECTS	1,543,541	5,754,000	5,754,000	2,455,005	18,585,000	(12,831,000)	-223.0%
MCKELLIPS RD BRIDGE AT SALT R	122	-	-	-	-	-	N/A
TRANSPORTATION ADMINISTRATION	437,038	6,536,230	6,536,230	316,027	-	6,536,230	100.0%
TRAFFIC IMPROVEMENTS	3,223,582	5,802,000	7,802,000	6,458,128	8,056,118	(254,118)	-3.3%
TRANSPORTATION PLANNING	695,380	1,680,000	1,680,000	1,054,403	-	1,680,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 47,294,837</b>	<b>\$ 94,370,570</b>	<b>\$ 94,370,570</b>	<b>\$ 53,877,602</b>	<b>\$ 100,221,196</b>	<b>\$ (5,850,626)</b>	<b>-6.2%</b>
900 ELIMINATIONS							
NON RECURRING NON PROJECT	\$ (48,134,797)	\$ (70,403,183)	\$ (70,403,183)	\$ (70,403,183)	\$ (46,191,794)	\$ (24,211,389)	34.4%
<b>FUND TOTAL USES</b>	<b>\$ (48,134,797)</b>	<b>\$ (70,403,183)</b>	<b>\$ (70,403,183)</b>	<b>\$ (70,403,183)</b>	<b>\$ (46,191,794)</b>	<b>\$ (24,211,389)</b>	<b>34.4%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 56,178,439</b>	<b>\$ 59,822,918</b>	<b>\$ 59,822,918</b>	<b>\$ 57,924,124</b>	<b>\$ 63,501,718</b>	<b>\$ (3,678,800)</b>	<b>-6.1%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 48,080,306</b>	<b>\$ 95,275,558</b>	<b>\$ 95,604,185</b>	<b>\$ 54,878,479</b>	<b>\$ 112,839,186</b>	<b>\$ (17,235,001)</b>	<b>-18.0%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 104,258,745</b>	<b>\$ 155,098,476</b>	<b>\$ 155,427,103</b>	<b>\$ 112,802,603</b>	<b>\$ 176,340,904</b>	<b>\$ (20,913,801)</b>	<b>-13.5%</b>

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
BUILD ROADS AND STRUCT							
LAND SURVEYING SERVICES	17.00	17.00	18.00	18.00	-	(18.00)	(100.0%)
MATERIALS TECHNOLOGY	12.00	9.00	12.00	12.00	-	(12.00)	(100.0%)
ROADWAY CONSTRUCTION	-	-	6.00	6.00	-	(6.00)	(100.0%)
TRANSPORTATION CONSTRUCTN MGT	11.00	11.00	16.00	16.00	-	(16.00)	(100.0%)
TRANSPORTATION PROJECT MGT	11.00	9.00	8.00	8.00	-	(8.00)	(100.0%)
PROGRAM TOTAL	51.00	46.00	60.00	60.00	-	(60.00)	(100.0%)
ENGINEER ROADS AND STRUCTURES							
IMPROVEMENT DISTRICT ADMIN	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
RIGHT OF WAY REGULATION	12.00	13.00	13.00	13.00	-	(13.00)	(100.0%)
ROADS STRUCTURES STDS DSGN	15.00	16.00	21.00	21.00	-	(21.00)	(100.0%)
UTILITIES ENGINEERING	9.00	8.00	5.00	5.00	-	(5.00)	(100.0%)
PROGRAM TOTAL	37.00	38.00	40.00	40.00	-	(40.00)	(100.0%)
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	10.00	11.00	10.00	10.00	12.00	2.00	20.0%
EXECUTIVE MANAGEMENT	5.00	3.00	2.00	2.00	2.00	-	0.0%
FACILITIES MANAGEMENT	4.00	4.00	2.00	2.00	2.00	-	0.0%
OPERATIONS SUPPORT	-	2.00	6.00	6.00	21.00	15.00	250.0%
PROCUREMENT	11.00	10.00	9.00	9.00	9.00	-	0.0%
RECORDS MANAGEMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	31.00	31.00	30.00	30.00	47.00	17.00	56.7%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	18.00	17.00	17.00	17.00	17.00	-	0.0%
TECHNOLOGY SUPPORT	8.00	8.00	9.00	9.00	9.00	-	0.0%
PROGRAM TOTAL	26.00	25.00	26.00	26.00	26.00	-	0.0%
ROADWAY MAINTENANCE							
TRAFFIC OPERATIONS	54.00	57.00	58.00	58.00	-	(58.00)	(100.0%)
PROGRAM TOTAL	54.00	57.00	58.00	58.00	-	(58.00)	(100.0%)
TRAFFIC MANAGEMENT							
EMERGENCY TRAFFIC MANAGEMENT	2.00	2.00	2.00	2.00	-	(2.00)	(100.0%)
REGIONAL TRAFFIC MGT SUPPORT	1.00	-	-	-	-	-	N/A
TRAFF DESIGN AND STUDIES	20.00	21.00	20.00	20.00	-	(20.00)	(100.0%)
TRAFF SIGNAL AND ITS FIELD SVS	10.00	10.00	10.00	10.00	-	(10.00)	(100.0%)
PROGRAM TOTAL	33.00	33.00	32.00	32.00	-	(32.00)	(100.0%)
TRANSPORTATION PLANNING							
ENVIRONMENTAL CLEARANCE	3.00	3.00	4.00	4.00	-	(4.00)	(100.0%)
PROJECT PARTNERSHIPS	5.00	8.00	6.00	6.00	-	(6.00)	(100.0%)
TRANSPORTATION OUTREACH COMM	6.00	6.00	9.00	9.00	-	(9.00)	(100.0%)
TRANSPORTATION SYSTEM PLANNING	8.00	8.00	4.00	4.00	-	(4.00)	(100.0%)
PROGRAM TOTAL	22.00	25.00	23.00	23.00	-	(23.00)	(100.0%)
TRANSPORTATION SYSTEM							
ROADWAY MAINTENANCE	150.00	155.00	145.00	145.00	196.00	51.00	35.2%
TRAFFIC MANAGEMENT	5.00	5.00	6.00	6.00	37.00	31.00	516.7%
TRANSPORTATION SYSTEM	-	-	-	-	114.00	114.00	N/A
PROGRAM TOTAL	155.00	160.00	151.00	151.00	347.00	196.00	129.8%
DEPARTMENT TOTAL	410.00	416.00	421.00	421.00	421.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	12.00	12.00	10.00	10.00	10.00	-	0.0%
Administrative Manager	-	-	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	2.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrator	-	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	5.00	7.00	7.00	7.00	7.00	-	0.0%
Communicatn Officer Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Construction Maintenance Supv	9.00	8.00	8.00	8.00	8.00	-	0.0%
Crew Leader	11.00	15.00	16.00	16.00	16.00	-	0.0%
Database Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Technician	-	-	2.00	2.00	2.00	-	0.0%
Development Svcs Technician Sr	-	-	1.00	1.00	1.00	-	0.0%
Director - Transportation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	2.00	2.00	3.00	3.00	3.00	-	0.0%
Engineer	21.00	23.00	26.00	26.00	25.00	(1.00)	(3.8%)
Engineering Associate	13.00	12.00	12.00	11.00	11.00	(1.00)	(8.3%)
Engineering Manager	3.00	3.00	2.00	2.00	3.00	1.00	50.0%
Engineering Specialist	21.00	15.00	18.00	18.00	18.00	-	0.0%
Engineering Supervisor	5.00	6.00	6.00	6.00	6.00	-	0.0%
Engineering Support Branch Manager	-	2.00	2.00	2.00	2.00	-	0.0%
Engineering Technician	20.00	13.00	10.00	12.00	12.00	2.00	20.0%
Equipment Operator	48.00	45.00	44.00	44.00	44.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	9.00	9.00	9.00	9.00	9.00	-	0.0%
Finance Manager - Large	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
General Laborer	1.00	1.00	-	-	1.00	1.00	N/A
General Maintenance Worker	29.00	29.00	29.00	29.00	29.00	-	0.0%
GIS Programmer/Analyst - Senior/Lead	-	1.00	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	1.00	2.00	-	-	-	-	N/A
Heavy Equipment Operator	26.00	22.00	23.00	23.00	23.00	-	0.0%
Heavy Equipment Operator - Sr	-	4.00	4.00	4.00	4.00	-	0.0%
Help Desk Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Highway/Flood Operations Supt	3.00	3.00	3.00	3.00	3.00	-	0.0%
Inspection Division Manager	-	-	1.00	1.00	1.00	-	0.0%
Inspection Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Inspector	16.00	15.00	14.00	14.00	14.00	-	0.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT PMO Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Project Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Legislative Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	2.00	3.00	4.00	4.00	4.00	-	0.0%
Materials Testing Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Materials Testing Technician	5.00	5.00	5.00	5.00	5.00	-	0.0%
Media Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant	12.00	10.00	10.00	10.00	10.00	-	0.0%
Office Assistant Specialized	5.00	7.00	8.00	8.00	7.00	(1.00)	(12.5%)
Operations Supervisor - PW	6.00	3.00	2.00	2.00	2.00	-	0.0%
Operations/Program Supervisor	1.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Technician	5.00	5.00	5.00	4.00	4.00	(1.00)	(20.0%)
PC/LAN Technician - Senior/Lead	-	-	1.00	2.00	2.00	1.00	100.0%
Planner	4.00	1.00	1.00	1.00	1.00	-	0.0%
Planner - Senior	-	2.00	2.00	2.00	2.00	-	0.0%
Planning Division Manager	1.00	1.00	-	-	-	-	N/A
Planning Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Specialist	4.00	3.00	4.00	4.00	4.00	-	0.0%
Procurement Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	4.00	3.00	3.00	3.00	3.00	-	0.0%
Programmer/Analyst	4.00	2.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst - Senior/Lead	2.00	3.00	3.00	3.00	3.00	-	0.0%
Road Technician	40.00	44.00	44.00	44.00	44.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Special Projects Manager	-	-	1.00	1.00	1.00	-	0.0%
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	4.00	4.00	(1.00)	(20.0%)
Systems Administrator - Senior/Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Telecomm Engineer - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Title Examiner	3.00	3.00	-	-	-	-	N/A
Traffic Signal Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Traffic Signal Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
Transportation Division Manager	1.00	1.00	2.00	2.00	2.00	-	0.0%
Warehouse/Inventory Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Warehouse/Inventory Specialist Lead	-	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Supervisor	1.00	-	-	-	-	-	N/A
Web Designer/Developer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>410.00</b>	<b>416.00</b>	<b>421.00</b>	<b>421.00</b>	<b>421.00</b>	<b>-</b>	<b>0.0%</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
223 TRANSPORTATION GRANTS	1.00	-	-	-	-	-	N/A
232 TRANSPORTATION OPERATIONS	409.00	416.00	421.00	421.00	421.00	-	0.0%
<b>Department Total</b>	<b>410.00</b>	<b>416.00</b>	<b>421.00</b>	<b>421.00</b>	<b>421.00</b>	<b>-</b>	<b>0.0%</b>

General Adjustments

**Base Adjustments:**

**Transportation Grants Fund (223) Non Recurring Non Project**

- FY 2017 Non Recurring Non Project budget of \$320,000 includes:
  - \$70,000 to Upgrade RADS.
  - \$250,000 for ATIS Enhancement.

**Transportation Operations Fund (232) Operating**

- Increase Revenue by \$50,123 for Gains on Fixed Assets.
- Increase Revenue by \$7,978,757 for State Shared HURF.
- Increase Revenue by \$1,961,550 for State Shared VLT.
- Increase Regular Benefits by \$556,098 for the impact of the changes in health/dental premium rates.
- Increase Personnel Benefits Savings by \$27,133 for the vacancy factor applied to the impact of the changes in health/dental and retirement rates.
- Increase Regular Benefits by \$2,195 for the impact of changes in retirement contribution rates.
- Increase Other Services by \$2,955,615 for the net impact of changes in Personnel and Other Services.
- Decrease Internal Service Charges by \$1,523 for the impact of the changes in the radio charges.
- Increase Internal Service Charges by \$107,866 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$137,798 for the impact in the base level telecommunication charges.
- Increase Personnel Savings by \$52,116, from 5.16% to 5.27%.

**Transportation Operations Fund (232) Non Recurring Non Project**

- FY 2017 Non Recurring Non Project budget includes:
  - \$3,540,000 Debt Service Revenue.
  - \$46,191,794 Transfer to Capital Project Fund.
  - \$198,012 for Servers.
  - \$207,196 for Desktop and Laptop Refresh.
  - \$291,000 for Oracle and OnBase Software.
  - \$870,000 for Asset Management System.
  - \$1,000,000 for Bridge Preventative Maintenance.
  - \$2,341,000 for Road Maintenance Projects.
  - \$730,787 for Building Infrastructure Improvements.
  - \$6,659,995 for Vehicle Debt Service Transfer.

**Transportation Capital Project Fund (234)**

- FY 2017 Capital Project Fund budget includes:
  - \$18,085,534 in Revenue from Federal Funding and Partner Contributions.
  - \$26,194,639 for MAG ALCP Projects.
  - \$23,305,233 for County Arterials.
  - \$90,000 for Bridge Preservation.
  - \$6,243,887 for Dust Mitigation.
  - \$4,067,000 for Intelligent Transportation System.
  - \$11,384,319 for Pavement Preservation.
  - \$2,045,000 for Partnership Support.
  - \$250,000 for Right-of-Way.
  - \$18,585,000 for Safety Projects.
  - \$8,056,118 for Traffic Improvements.

**Transportation Capital Project Fund (234) Non Recurring Non Project**

- FY 2017 Non Recurring Non Project budget of \$46,191,794 includes:
  - \$46,191,794 Transfer to Capital Project Fund.

**Programs and Activities**

**Transportation System Program**

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.

**Program Results**

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of lane miles opened on-time (within 10 calendar days of expected road opening)	N/A	N/A	N/A	N/A	N/A	N/A
Percent of structures opened on-time	N/A	N/A	N/A	N/A	N/A	N/A
Percent of corridors with the percent increase in average travel time less than the percent increase in traffic volume	N/A	N/A	N/A	N/A	N/A	N/A
Percent of maintenance work orders resolved in expected time frame per standards	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of lane miles that have a Pavement Condition Rating of 85% or higher	N/A	N/A	N/A	61.1%	N/A	N/A

Activities that comprise this program include:

- Roadway Maintenance
- Transportation Systems
- Traffic Management

### Roadway Maintenance Activity

The purpose of the Roadway Maintenance Activity is to provide transportation infrastructure maintenance, repair and emergency response services so people can travel safely and efficiently.

**Mandates:** Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of maintenance work orders resolved in expected time frame per standards	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of lane miles that have a Pavement Condition Rating of 85% or higher	N/A	N/A	N/A	61.1%	N/A	N/A
Output	Number of maintained and repaired lane miles provided	N/A	N/A	N/A	700	N/A	N/A
Output	Number of maintenance work orders resolved	N/A	N/A	N/A	10,000	N/A	N/A
Demand	Number of lane miles requested to be maintained and repaired	N/A	N/A	N/A	800	N/A	N/A
Expenditure Ratio	Cost per maintained and repaired lane mile provided	N/A	N/A	N/A	\$ 62,422.40	N/A	N/A
<i>Revenue</i>							
	223 - TRANSPORTATION GRANTS	\$ -	\$ 95,889	\$ 95,889	\$ -	\$ (95,889)	-100.0%
	232 - TRANSPORTATION OPERATIONS	545,953	235,000	3,281,771	3,830,000	3,595,000	1529.8%
	TOTAL SOURCES	\$ 545,953	\$ 330,889	\$ 3,377,660	\$ 3,830,000	\$ 3,499,111	1057.5%
<i>Expenditure</i>							
	223 - TRANSPORTATION GRANTS	\$ -	\$ 95,889	\$ -	\$ -	\$ 95,889	100.0%
	232 - TRANSPORTATION OPERATIONS	27,926,927	27,866,629	26,965,080	43,695,679	(15,829,050)	-56.8%
	TOTAL USES	\$ 27,926,927	\$ 27,962,518	\$ 26,965,080	\$ 43,695,679	\$ (15,733,161)	-56.3%

**Activity Narrative:** As part of the Department’s Managing for Results redesign, Roadway Maintenance is requesting new performance measures for FY 2017. Some of the data has been marked with a status of “Not Available” as a result.

### Traffic Management Activity

The purpose of the Traffic Management Activity is to provide management of the Maricopa County roadways and traffic information so the traveling public can determine the most efficient pathways to their destinations.

**Mandates:** Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of corridors with the percent increase in average travel time less than the percent increase in traffic volume	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of new signals provided	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of signals optimizations provided	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of new signals requested to be installed through the planning process	N/A	N/A	N/A	3	N/A	N/A
Demand	Number of signals requested to be optimized	N/A	N/A	N/A	80	N/A	N/A
Expenditure Ratio	Cost per new signal provided	N/A	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>							
	223 - TRANSPORTATION GRANTS	\$ -	\$ -	\$ -	\$ 320,000	\$ 320,000	N/A
	232 - TRANSPORTATION OPERATIONS	-	-	-	17,200	17,200	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 337,200	\$ 337,200	N/A
<i>Expenditure</i>							
	223 - TRANSPORTATION GRANTS	\$ -	\$ -	\$ -	\$ 320,000	\$ (320,000)	N/A
	232 - TRANSPORTATION OPERATIONS	690,296	849,006	844,763	5,422,399	(4,573,393)	-538.7%
	TOTAL USES	\$ 690,296	\$ 849,006	\$ 844,763	\$ 5,742,399	\$ (4,893,393)	-576.4%

**Activity Narrative:** As part of the Department's Managing for Results redesign, Roadway Maintenance is requesting new performance measures for FY 2017. Some of the data has been marked with a status of "Not Available" as a result.

### Transportation System Activity

The purpose of the Transportation System Activity is to provide roadway infrastructure within Maricopa County.

**Mandates:** Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of lane miles opened on-time (within 10 calendar days of expected road opening)	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of structures opened on-time	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of lane miles opened and available for drivers	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of structures opened and available for drivers	N/A	N/A	N/A	-	N/A	N/A
Demand	Number of lane miles requested through the planning process	N/A	N/A	N/A	14	N/A	N/A
Demand	Number of structures requested through the planning process	N/A	N/A	N/A	-	N/A	N/A
Expenditure Ratio	Cost per lane mile opened	N/A	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>							
	232 - TRANSPORTATION OPERATIONS	\$ -	\$ -	\$ -	\$ 685,000	\$ 685,000	N/A
	234 - TRANSPORTATION CAPITAL PROJECT	-	-	-	18,085,534	18,085,534	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 18,770,534	\$ 18,770,534	N/A
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ -	\$ -	\$ -	\$ 10,302,354	\$ (10,302,354)	N/A
	234 - TRANSPORTATION CAPITAL PROJECT	-	-	-	100,221,196	(100,221,196)	N/A
	TOTAL USES	\$ -	\$ -	\$ -	\$ 110,523,550	\$ (110,523,550)	N/A

**Activity Narrative:** As part of the Department’s Managing for Results redesign, Roadway Maintenance is requesting new performance measures for FY 2017. Some of the data has been marked with a status of “Not Available” as a result.

## Appropriated Budget Reconciliations

### Transportation Grants Fund (223)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 250,939</b>	<b>\$ 250,939</b>
Adjustments:		
<b>Grants</b>	<b>\$ 328,627</b>	<b>\$ 328,627</b>
FY 2015 FHWA Grant	95,889	95,889
Transportation Grant Reconciliation	232,738	232,738
Agenda Item:		
C-64-15-101-M-01		
C-64-16-147-G-00		
<b>FY 2016 Revised Budget</b>	<b>\$ 579,566</b>	<b>\$ 579,566</b>
Adjustments:		
<b>Grants</b>	<b>\$ (579,566)</b>	<b>\$ (579,566)</b>
FY 2015 FHWA Grant	(95,889)	(95,889)
Transportation Grant Reconciliation	(232,738)	(232,738)
Grant Reconciliation	(250,939)	(250,939)
Agenda Item:		
C-64-15-101-M-01		
C-64-16-147-G-00		
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Grants</b>	<b>\$ 320,000</b>	<b>\$ 320,000</b>
Grant Reconciliation	320,000	320,000
<b>FY 2017 Adopted Budget</b>	<b>\$ 320,000</b>	<b>\$ 320,000</b>

### Transportation Grants Fund (223) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ (9,961)	\$ 204,527	\$ 204,527	\$ (10,459)	\$ 118,077
Sources:					
Operating	\$ (80,433)	\$ -	\$ -	\$ 29,923	\$ -
Non-Recurring	256,942	250,939	579,566	445,441	320,000
Total Sources:	\$ 176,509	\$ 250,939	\$ 579,566	\$ 475,364	\$ 320,000
Uses:					
Non-Recurring	177,004	250,939	579,566	346,828	320,000
Total Uses:	\$ 177,004	\$ 250,939	\$ 579,566	\$ 346,828	\$ 320,000
Structural Balance	\$ (80,433)	\$ -	\$ -	\$ 29,923	\$ -
Accounting Adjustments	\$ (3)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 204,527	\$ 204,527	\$ 118,077	\$ 118,077
Unassigned	(10,459)	-	-	-	-
Total Ending Spendable Fund Balance	\$ (10,459)	\$ 204,527	\$ 204,527	\$ 118,077	\$ 118,077

Grant revenue is received as a reimbursement which may result in a positive or negative balance at fiscal year-end.

Transportation Operations Fund (232)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 59,822,918</b>	<b>\$ 108,802,126</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 59,822,918</b>	<b>\$ 108,802,126</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 59,822,918</b>	<b>\$ 108,802,126</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 531,160</b>	<b>\$ -</b>
Employee Health/Dental Premiums	556,098	-
Vacancy Savings Assoc with Benefit Adjustments	(27,133)	-
Retirement Contributions	2,195	-
<b>Base Adjustments</b>	<b>\$ 3,147,640</b>	<b>\$ -</b>
Other Base Adjustments	2,955,615	-
Decrease Personal Services (Net)	\$ (165,607)	-
Increase Supplies	377,853	-
Increase Services	2,440,289	-
Increase Capital	303,080	-
Radio Charges Adjustment	(1,523)	-
Risk Management Adjustment	107,866	-
Base Telecom Adjustment	137,798	-
Personnel Savings	(52,116)	-
From 5.16% to 5.27%	\$ (52,116)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 50,123</b>
ProgRevenue Volume Inc/Dec	-	50,123
<b>General Revenues</b>	<b>\$ -</b>	<b>\$ 9,940,307</b>
State Shared HURF	-	7,978,757
State Shared VLT	-	1,961,550
<b>FY 2017 Adopted Budget</b>	<b>\$ 63,501,718</b>	<b>\$ 118,792,556</b>
Percent Change from Baseline Amount	6.1%	9.2%

Transportation Operations Fund (232) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 71,057,232</b>	<b>\$ -</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 71,057,232</b>	<b>\$ -</b>
Adjustments:		
<b>Capital Improvement Program</b>	<b>\$ (70,403,183)</b>	<b>\$ -</b>
<i>Transfer to Capital Proj Fund</i>	<i>(70,403,183)</i>	<i>-</i>
<b>Information and Communications Technology</b>	<b>\$ (393,999)</b>	<b>\$ -</b>
<i>Other IT Non Recurring</i>	<i>(393,999)</i>	<i>-</i>
<b>Non Recurring</b>	<b>\$ (260,050)</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>(260,050)</i>	<i>-</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ -</b>	<b>\$ 3,540,000</b>
<i>Debt Service</i>	<i>-</i>	<i>3,540,000</i>
<b>Capital Improvement Program</b>	<b>\$ 46,191,794</b>	<b>\$ -</b>
<i>Transfer to Capital Proj Fund</i>	<i>46,191,794</i>	<i>-</i>
<b>Information and Communications Technology</b>	<b>\$ 198,012</b>	<b>\$ -</b>
<i>Other IT Non Recurring</i>	<i>198,012</i>	<i>-</i>
<i>Servers</i>	<i>\$ 198,012</i>	<i>-</i>
<b>Technology Projects</b>	<b>\$ 498,196</b>	<b>\$ -</b>
<i>Other Technology Projects</i>	<i>498,196</i>	<i>-</i>
<i>Desktop and Laptop Refresh</i>	<i>\$ 207,196</i>	<i>-</i>
<i>Oracle and OnBase Software</i>	<i>291,000</i>	<i>-</i>
<b>Non Recurring</b>	<b>\$ 11,601,782</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>870,000</i>	<i>-</i>
<i>Asset Management System Carry Forward</i>	<i>\$ 870,000</i>	<i>-</i>
<i>Other Non Recurring</i>	<i>4,071,787</i>	<i>-</i>
<i>Bridge Preventative Maintenance</i>	<i>\$ 1,000,000</i>	<i>-</i>
<i>Road Maintenance Projects</i>	<i>2,341,000</i>	<i>-</i>
<i>Building Infrastructure Improvements</i>	<i>730,787</i>	<i>-</i>
<i>Non Recurring Fund Transfer</i>	<i>6,659,995</i>	<i>-</i>
<i>Vehicle Debt Service</i>	<i>\$ 6,659,995</i>	<i>-</i>
<b>FY 2017 Adopted Budget</b>	<b>\$ 58,489,784</b>	<b>\$ 3,540,000</b>

Transportation Operations Fund (232) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 31,722,478	\$ 31,339,704	\$ 31,339,704	\$ 37,472,013	\$ 20,414,904
Sources:					
Operating	\$ 110,649,277	\$ 108,802,126	\$ 108,802,126	\$ 108,888,747	\$ 118,792,556
Non-Recurring	21,953	-	-	3,035,500	3,540,000
Total Sources:	\$ 110,671,230	\$ 108,802,126	\$ 108,802,126	\$ 111,924,247	\$ 122,332,556
Uses:					
Operating	\$ 56,178,439	\$ 59,822,918	\$ 59,822,918	\$ 57,924,124	\$ 63,501,718
Non-Recurring	48,743,262	71,057,232	71,057,232	71,057,232	58,489,784
Total Uses:	\$ 104,921,701	\$ 130,880,150	\$ 130,880,150	\$ 128,981,356	\$ 121,991,502
Structural Balance	\$ 54,470,838	\$ 48,979,208	\$ 48,979,208	\$ 50,964,623	\$ 55,290,838
Accounting Adjustments	\$ 6	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 37,472,013	\$ 9,261,680	\$ 9,261,680	\$ 20,414,904	\$ 20,755,958
Total Ending Spendable Fund Balance	\$ 37,472,013	\$ 9,261,680	\$ 9,261,680	\$ 20,414,904	\$ 20,755,958

Transportation Capital Projects Fund (234)

	Expenditures	Revenue
<b>CAPITAL IMPROVEMENTS</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 94,370,570</b>	<b>\$ 29,364,618</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 94,370,570</b>	<b>\$ 29,364,618</b>
Adjustments:		
<b>Capital Improvement Program</b>	<b>\$ (94,370,570)</b>	<b>\$ (29,364,618)</b>
<i>Capital Improvement Prog Adj</i>	<i>(94,370,570)</i>	<i>(29,364,618)</i>
<b>FY 2017 Baseline Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Capital Improvement Program</b>	<b>\$ 100,221,196</b>	<b>\$ 18,085,534</b>
<i>Capital Improvement Prog Adj</i>	<i>100,221,196</i>	<i>18,085,534</i>
<i>MAG ALCP Projects (ALCP)</i>	\$ 26,194,639	
<i>County Arterials (ARTS)</i>	23,305,233	
<i>Bridge Preservation (BRIG)</i>	90,000	
<i>Dust Mitigation (DMIT)</i>	6,243,887	
<i>Intelligent Trans Syst ITS (INTL)</i>	4,067,000	
<i>Pavement Preservation (PAVE)</i>	11,384,319	
<i>Partnership Support (PSUP)</i>	2,045,000	
<i>Right-of-Way (RWAY)</i>	250,000	
<i>Safety Projects (SAFE)</i>	18,585,000	
<i>Traffic Improvements (TIMP)</i>	8,056,118	
<b>FY 2017 Adopted Budget</b>	<b>\$ 100,221,196</b>	<b>\$ 18,085,534</b>

Transportation Capital Projects Fund (234) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2016 Adopted Budget</b>	\$ -	\$ 70,403,183
<b>FY 2016 Revised Budget</b>	\$ -	\$ 70,403,183
Adjustments:		
<b>Capital Improvement Program</b>	\$ -	\$ (70,403,183)
<i>Transfer to Capital Proj Fund</i>		(70,403,183)
<b>FY 2017 Baseline Budget</b>	\$ -	\$ -
Adjustments:		
<b>Capital Improvement Program</b>	\$ -	\$ 46,191,794
<i>Transfer to Capital Proj Fund</i>		46,191,794
<b>FY 2017 Adopted Budget</b>	\$ -	\$ 46,191,794

Transportation Capital Projects Fund (234) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 44,973,946	\$ 23,598,218	\$ 23,598,218	\$ 61,517,659	\$ 94,667,889
Sources:					
Non-Recurring	63,838,535	99,767,801	99,767,801	87,027,832	64,277,328
Total Sources:	\$ 63,838,535	\$ 99,767,801	\$ 99,767,801	\$ 87,027,832	\$ 64,277,328
Uses:					
Non-Recurring	47,294,837	94,370,570	94,370,570	53,877,602	100,221,196
Total Uses:	\$ 47,294,837	\$ 94,370,570	\$ 94,370,570	\$ 53,877,602	\$ 100,221,196
Accounting Adjustments	\$ 15	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 61,517,659	\$ 28,995,449	\$ 28,995,449	\$ 94,667,889	\$ 58,724,021
Total Ending Spendable Fund Balance	\$ 61,517,659	\$ 28,995,449	\$ 28,995,449	\$ 94,667,889	\$ 58,724,021

## Treasurer

*Analysis by Idamarie C. Flaherty, Senior Management and Budget Analyst*

### Summary

#### Mission

The Mission of the Treasurer is to provide receipt and safekeeping of all taxes collected upon real and personal property of the county, all public monies arising from any source or accruing under the provisions of law to the county, all money belonging to the state or to the county until disbursed according to law; to keep an account of the receipt and expenditure of such money as required by law; and, to compile and maintain reports of separate funds and appropriations showing whole receipts and expenditures to county residents and to county agencies, school districts and other sub-political jurisdictions, as mandated by state and federal law, so they can receive public services and agencies and school districts can fund their operations.

#### Vision

Maricopa County residents will have convenient accessibility to pay their fair share of taxes using online technology to access real-time information and make payments. The Treasurer will secure these monies and the State, county agencies, school districts, and cities and towns will have timely access to monies needed for operating expenses.

#### Strategic Goals

##### Department Specific

**By June 30, 2020, 100% of staff with the required knowledge and skills needed to operate and maintain the Treasurer's Information System (TIS) will be in place.**

Status: The Treasurer's Office hopes to have a signed contract in place with a vendor for their new TIS in early to mid-2016.

##### 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: The Treasurer's Office has consistently increased online payments and has launched an awareness program.

##### 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 has formed an exploratory committee to implement paperless billing.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
POTA - PUBLIC OUTREACH	\$ 41,076	\$ 344,341	\$ 344,341	\$ 49,042	\$ 344,341	\$ -	0.0%
43TP - PROPERTY TAX	\$ 41,076	\$ 344,341	\$ 344,341	\$ 49,042	\$ 344,341	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 41,076</b>	<b>\$ 344,341</b>	<b>\$ 344,341</b>	<b>\$ 49,042</b>	<b>\$ 344,341</b>	<b>\$ -</b>	<b>0.0%</b>
<b>USES</b>							
TACC - ACCOUNTING	\$ 1,757,860	\$ 632,223	\$ 632,223	\$ 682,642	\$ 589,310	\$ 42,913	6.8%
TINV - INVESTMENTS	-	144,119	144,119	148,341	133,098	11,021	7.6%
43AI - ACCOUNTING AND INVESTMENT	\$ 1,757,860	\$ 776,342	\$ 776,342	\$ 830,983	\$ 722,408	\$ 53,934	6.9%
POTA - PUBLIC OUTREACH	\$ 3,042,990	\$ 2,428,155	\$ 2,428,157	\$ 2,025,440	\$ 3,632,690	\$ (1,204,533)	-49.6%
PPTX - PROPERTY TAX COLLECTION	-	1,655,586	1,655,584	1,683,284	1,344,071	311,513	18.8%
43TP - PROPERTY TAX	\$ 3,042,990	\$ 4,083,741	\$ 4,083,741	\$ 3,708,724	\$ 4,976,761	\$ (893,020)	-21.9%
ODIR - EXECUTIVE MANAGEMENT	\$ -	\$ 293,018	\$ 293,018	\$ 300,240	\$ 270,971	\$ 22,047	7.5%
99AS - INDIRECT SUPPORT	\$ -	\$ 293,018	\$ 293,018	\$ 300,240	\$ 270,971	\$ 22,047	7.5%
INFR - INFRASTRUCTURE	\$ 86,273	\$ 84,967	\$ 84,967	\$ 91,996	\$ 122,777	\$ (37,810)	-44.5%
MPOS - ELECTED OR STATUTORY OFFICIALS	67,403	110,955	110,955	112,691	107,379	3,576	3.2%
RISK - RISK PREMIUMS	16,404	14,597	14,597	14,616	11,758	2,839	19.4%
99GV - GENERAL OVERHEAD	\$ 170,080	\$ 210,519	\$ 210,519	\$ 219,303	\$ 241,914	\$ (31,395)	-14.9%
<b>TOTAL PROGRAMS</b>	<b>\$ 4,970,930</b>	<b>\$ 5,363,620</b>	<b>\$ 5,363,620</b>	<b>\$ 5,059,250</b>	<b>\$ 6,212,054</b>	<b>\$ (848,434)</b>	<b>-15.8%</b>

Sources by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 41,076	\$ 40,000	\$ 40,000	\$ 49,042	\$ 40,000	\$ -	0.0%
<b>SUBTOTAL</b>	<b>\$ 41,076</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 49,042</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>MISCELLANEOUS</b>							
0650 - MISCELLANEOUS REVENUE	\$ -	\$ 304,341	\$ 304,341	\$ -	\$ 304,341	\$ -	0.0%
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ 304,341</b>	<b>\$ 304,341</b>	<b>\$ -</b>	<b>\$ 304,341</b>	<b>\$ -</b>	<b>0.0%</b>
<b>ALL REVENUES</b>	<b>\$ 41,076</b>	<b>\$ 344,341</b>	<b>\$ 344,341</b>	<b>\$ 49,042</b>	<b>\$ 344,341</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 41,076</b>	<b>\$ 344,341</b>	<b>\$ 344,341</b>	<b>\$ 49,042</b>	<b>\$ 344,341</b>	<b>\$ -</b>	<b>0.0%</b>

Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 3,405,175	\$ 3,428,841	\$ 3,428,217	\$ 3,451,723	\$ 3,221,907	\$ 206,310	6.0%
0705 - TEMPORARY PAY	44,661	59,054	59,059	69,435	59,059	-	0.0%
0710 - OVERTIME	361	-	-	97	-	-	N/A
0750 - FRINGE BENEFITS	1,151,019	1,223,423	1,224,042	1,213,374	1,272,082	(48,040)	-3.9%
0796 - PERSONNEL SERVICES ALLOC-IN	665	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 4,601,881</b>	<b>\$ 4,711,318</b>	<b>\$ 4,711,318</b>	<b>\$ 4,734,629</b>	<b>\$ 4,553,048</b>	<b>\$ 158,270</b>	<b>3.4%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 127,623	\$ 26,640	\$ 26,640	\$ 10,975	\$ 26,640	\$ -	0.0%
0803 - FUEL	402	360	360	268	360	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	6,899	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 134,924</b>	<b>\$ 27,000</b>	<b>\$ 27,000</b>	<b>\$ 11,243</b>	<b>\$ 27,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 43,421	\$ 89,952	\$ 89,952	\$ 17,048	\$ 124,952	\$ (35,000)	-38.9%
0820 - RENT & OPERATING LEASES	11,742	-	-	18,376	-	-	N/A
0825 - REPAIRS AND MAINTENANCE	679	180,653	180,653	156,396	180,653	-	0.0%
0830 - INTERGOVERNMENTAL PAYMENTS	-	228,449	228,449	-	228,449	-	0.0%
0839 - INTERNAL SERVICE CHARGES	101,982	99,488	99,488	109,694	137,996	(38,508)	-38.7%
0841 - TRAVEL	536	4,100	4,100	2,429	4,100	-	0.0%
0842 - EDUCATION AND TRAINING	1,059	16,660	16,660	2,265	50,716	(34,056)	-204.4%
0843 - POSTAGE/FREIGHT/SHIPPING	40,832	6,000	6,000	4,413	905,140	(899,140)	-14985.7%
0850 - UTILITIES	270	-	-	120	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 200,521</b>	<b>\$ 625,302</b>	<b>\$ 625,302</b>	<b>\$ 310,741</b>	<b>\$ 1,632,006</b>	<b>\$ (1,006,704)</b>	<b>-161.0%</b>
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 32,669	\$ -	\$ -	\$ 2,637	\$ -	\$ -	N/A
0940 - INFRASTRUCTURE	935	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 33,604</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,637</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ALL EXPENDITURES</b>	<b>\$ 4,970,930</b>	<b>\$ 5,363,620</b>	<b>\$ 5,363,620</b>	<b>\$ 5,059,250</b>	<b>\$ 6,212,054</b>	<b>\$ (848,434)</b>	<b>-15.8%</b>
<b>TOTAL USES</b>	<b>\$ 4,970,930</b>	<b>\$ 5,363,620</b>	<b>\$ 5,363,620</b>	<b>\$ 5,059,250</b>	<b>\$ 6,212,054</b>	<b>\$ (848,434)</b>	<b>-15.8%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 41,076	\$ 40,000	\$ 40,000	\$ 49,042	\$ 40,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 41,076</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 49,042</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>741 TAXPAYER INFORMATION</b>							
OPERATING	\$ -	\$ 304,341	\$ 304,341	\$ -	\$ 304,341	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ -</b>	<b>\$ 304,341</b>	<b>\$ 304,341</b>	<b>\$ -</b>	<b>\$ 304,341</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 41,076</b>	<b>\$ 344,341</b>	<b>\$ 344,341</b>	<b>\$ 49,042</b>	<b>\$ 344,341</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 41,076</b>	<b>\$ 344,341</b>	<b>\$ 344,341</b>	<b>\$ 49,042</b>	<b>\$ 344,341</b>	<b>\$ -</b>	<b>0.0%</b>
<b>100 GENERAL</b>							
OPERATING	\$ 4,970,930	\$ 5,059,279	\$ 5,059,279	\$ 5,059,250	\$ 4,973,573	\$ 85,706	1.7%
TREASURER PRINTING & POSTAGE	-	-	-	-	899,140	(899,140)	N/A
NON RECURRING NON PROJECT	-	-	-	-	35,000	(35,000)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 4,970,930</b>	<b>\$ 5,059,279</b>	<b>\$ 5,059,279</b>	<b>\$ 5,059,250</b>	<b>\$ 5,907,713</b>	<b>\$ (848,434)</b>	<b>-16.8%</b>
<b>741 TAXPAYER INFORMATION</b>							
OPERATING	\$ -	\$ 304,341	\$ 304,341	\$ -	\$ 304,341	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ -</b>	<b>\$ 304,341</b>	<b>\$ 304,341</b>	<b>\$ -</b>	<b>\$ 304,341</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 4,970,930</b>	<b>\$ 5,363,620</b>	<b>\$ 5,363,620</b>	<b>\$ 5,059,250</b>	<b>\$ 6,177,054</b>	<b>\$ (813,434)</b>	<b>-15.2%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ (35,000)</b>	<b>N/A</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 4,970,930</b>	<b>\$ 5,363,620</b>	<b>\$ 5,363,620</b>	<b>\$ 5,059,250</b>	<b>\$ 6,212,054</b>	<b>\$ (848,434)</b>	<b>-15.8%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
ACCOUNTING AND INVESTMENT							
ACCOUNTING	-	7.00	7.00	7.00	7.00	-	0.0%
INVESTMENTS	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	8.00	8.00	8.00	8.00	-	0.0%
BANKING							
BANKING	18.10	-	.00	-	-	-	N/A
PROGRAM TOTAL	18.10	-	-	-	-	-	N/A
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	.60	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	.60	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	-	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	-	2.00	2.00	2.00	2.00	-	0.0%
PROPERTY TAX							
PROPERTY TAX COLLECTION	-	18.40	19.00	19.00	18.00	(1.00)	(5.3%)
PUBLIC OUTREACH	-	25.60	25.00	26.00	28.00	3.00	12.0%
PROGRAM TOTAL	-	44.00	44.00	45.00	46.00	2.00	4.5%
TREASURER OUTREACH							
TREASURER OUTREACH	36.30	-	.00	-	-	-	N/A
PROGRAM TOTAL	36.30	-	-	-	-	-	N/A
DEPARTMENT TOTAL	55.00	55.00	55.00	56.00	57.00	2.00	3.6%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accounting Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Admin/Operations Specialist	6.00	6.00	4.00	4.00	4.00	-	0.0%
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	2.00	1.00	2.00	2.00	2.00	-	0.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Chief Deputy - Treasurer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Data Architect	2.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan Compliance Admin - Cnty	1.00	1.00	-	-	-	-	N/A
Finance Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst - County	2.00	2.00	3.00	3.00	3.00	-	0.0%
Human Resources Associate	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	-	-	-	-	N/A
IT Consultant	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legal Assistant	1.00	1.00	-	-	1.00	1.00	N/A
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Assistant	1.00	1.00	3.00	4.00	2.00	(1.00)	(33.3%)
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	8.00	8.00	8.00	8.00	10.00	2.00	25.0%
PC/LAN Technician	1.00	1.00	-	-	-	-	N/A
PC/LAN Technician - Senior/Lead	1.00	1.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst - Senior/Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Software Architect	-	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Treasurer Manager	4.00	5.00	5.00	5.00	5.00	-	0.0%
Treasurer Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Treasurer's Portfolio Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>55.00</b>	<b>55.00</b>	<b>55.00</b>	<b>56.00</b>	<b>57.00</b>	<b>2.00</b>	<b>3.6%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	55.00	55.00	55.00	56.00	57.00	2.00	3.6%
<b>Department Total</b>	<b>55.00</b>	<b>55.00</b>	<b>55.00</b>	<b>56.00</b>	<b>57.00</b>	<b>2.00</b>	<b>3.6%</b>

## General Adjustments

### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$77,287 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$375 for the impact of the changes in retirement contribution rates.
- Increase Personal Services by \$125,641 for two (2) new FTEs in the Tax Services Division.
- Increase Services by \$34,056 for training.
- Decrease Internal Service Charges by \$2,839 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by \$37,810 for the impact of the changes in the base level telecommunication charges.
- Decrease Personnel Savings by \$20,753 based on January year-to-date actual levels.
- Increase Personnel Savings by \$378,789 due to the implementation of the new Treasurer's Information System.

#### General Fund (100) Treasurer Printing and Postage

- The FY 2017 General Fund Treasurer Printing and Postage budget of \$899,140 includes:
  - Increased inflationary costs of printing and postage of \$68,140.
  - Non Departmental shift to Operating of \$831,000.

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

- The FY 2017 General Fund Non Recurring Non Project budget of \$35,000 includes:
  - State Tax Deeded Land Sales of \$35,000.

## Programs and Activities

### Accounting and Investments Program

The purpose of the Accounting and Investments Program is to provide accounting and investment services to the state, county, school districts, other political subdivisions, and cities and towns so they can have the operational resources necessary to conduct their business.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of Treasurer Receipts processed within two business days.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of disbursements made via electronic fund transfer (EFT) or automated clearing house (ACH) (e.g. for CP Buyer, Cities/Towns).	N/A	95.0%	95.0%	94.1%	(0.9%)	-0.9%
Percent of automated postings to the Treasurer General Ledger application.	N/A	0.0%	0.0%	N/A	N/A	N/A
Percent of manual warrants processed.	N/A	95.2%	95.2%	96.8%	1.5%	1.6%
Percentage of monies on hand (liquidity ratio).	N/A	5.0%	5.2%	5.3%	0.3%	6.7%
Rate of total return of invested monies.	N/A	0.5%	0.5%	0.5%	0.0%	0.0%

Activities that comprise this program include:

- Accounting Activity
- Investment Activity

### Accounting Activity

The purpose of the Accounting Activity is to provide banking and fiduciary services; such as recording, safekeeping and apportionment of monies and financial information to the State, political subdivisions, and cities and towns so they can receive timely and accurate funding to conduct their operations and make informed business decisions, manage resources, and report results.

**Mandates:** A.R.S. §42-18001 which states the County Treasurer as ex officio tax collector and shall collect all property taxes, apportion the taxes to the respective funds on or before the end of each month, and execute to the state a bond; Title 42 (Taxation), Chapter 18, Articles 1 thru 9 which states tax collection and enforcement. A.R.S. §42-18055 which states when a tax is paid, the County Treasurer will record the date of payment and credit the payment to the person or property that is liable for the tax; A.R.S. §42-18056 which states the process of accepting a partial payment or payments of the tax, and if any part of the tax or any installment remains unpaid at the date of delinquency, the delinquency relates only to the amount remaining unpaid, and the issuing of a receipt stating that it covers a partial payment of taxes; A.R.S. §42-18061 which states the process of refund of overpayment due to change in tax roll and reversion of unclaimed refund; A.R.S. §42-18116 which states that the purchaser of a tax lien will pay the purchase price in cash at the time of sale. If the purchaser fails to pay the amount due the County Treasurer may resell the tax lien if the sale has not been closed. If the sale has been closed the Treasurer may either advertise for resale, or recovery on reneged bid; and the purchaser shall pay a processing fee; A.R.S. §42-18121 which states payment of subsequent taxes by certificate holder; A.R.S. §42-18122 which states if a tax lien is assigned to the state, the County Treasurer shall sell, assign and deliver the certificate of purchase to any person who pays to the County Treasurer the whole amount then due under the certificate, including interest, penalties and charges, and in addition the entire amount of subsequent taxes assessed on the property described in the certificate; A.R.S. §42-18151 which states who may redeem real property tax liens; persons under disability; persons owning partial interest; A.R.S. §42-18152 which states when a lien may be redeemed; A.R.S. §42-18153 which states the amount required for redemption; A.R.S. §42-18154 which states the process the County Treasurer shall issue to the person a certificate of redemption, issuance, the contents and fee. A.R.S. §42-18401 which states collection of personal property tax by seizure and sale; A.R.S. §41-1279.21 which states powers and duties of auditor general relating to counties, school districts and community colleges; A.R.S. §35-327 which states Treasurer's duties, safekeeping of securities; warrants of financial officers; earnings; exemptions; and responsibilities. A.R.S. §11-273 which states the Treasurer shall sell the bonds under the direction and with the approval of the Board for not less than par and accrued interest, and the proceeds of the sale shall be used exclusively for the purpose for which issued and as stated in the resolution; A.R.S. §11-274 which states that the Treasurer shall keep a register of all bonds sold by number, date of sale, amount, date of maturity and the name and address of the purchaser; A.R.S. §11-275 which states Tax levy to pay bonds and interest; debt service fund; A.R.S. §11-414 which states monthly statement of fees earned and disposition of fees; A.R.S. §11-475 which states the process and exemption of recorder fees; §11-492 which states that all taxes collected upon real and personal property of the County, and all public monies arising from any source, or accruing under the provisions of law to a county, shall be paid into the treasury of the County and the County Treasurer shall apportion and apply the same to the several special and general funds as provided by law; A.R.S. §11-493 which states the duties of the County Treasurer; A.R.S. §11-494 which states that the Treasurer shall issue a receipt for all monies the Treasurer receives as Treasurer or as tax collector; A.R.S. §11-497 which states the disbursement of forest reserve monies for the benefit of public schools and public roads of the county as the board of supervisors may direct; A.R.S. §11-501 which states that the Treasurer shall report accounts of collection, custody and disbursement of public revenue to the Board of Supervisors; A.R.S. §11-502 which states that upon receipt of an order from the state treasurer requiring the money in the County treasury belonging to the state or collected for it to be transmitted to the state treasury; A.R.S. §11-503

which states if the Treasurer neglects or refuses to settle or report as required by law, the Treasurer shall forfeit and pay to the County the sum of five hundred dollars for each act of neglect or refusal; A.R.S. §11-504 which states the process for correction of errors; . A.R.S. §11-605 which states warrants drawn by a political subdivision on the County Treasurer; A.R.S. §11-631 which states the policy on warrants on the County Treasurer and records; A.R.S. §11-632 which states the policy of issuance of duplicate warrants; A.R.S. §11-634 which states that when the Board of Supervisors, the County Superintendent of Schools, or a special district presents a warrant or substitute check for payment, the County Treasurer shall pay it and make a charge against the appropriate account; A.R.S. §11-635 which states definition of warrants and substitute checks unpaid for lack of funds; A.R.S. §11-639 which states as monies become available and are in amounts sufficient to justify redeeming unpaid warrants, the County Treasurer shall redeem these unpaid warrants in the date order in which they were originally registered; A.R.S. §11-640 which states that when the Treasurer pays a warrant on which interest is due, the Treasurer shall record the amount of interest paid in the register or call warrant list. The amount of such interest shall be entered on the Treasurer's account separate from the principal.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Treasurer Receipts processed within two business days.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of disbursements made via electronic fund transfer (EFT) or automated clearing house (ACH) (e.g. for CP Buyer, Cities/Towns).	N/A	95.0%	95.0%	94.1%	(0.9%)	-0.9%
Result	Percent of automated postings to the Treasurer General Ledger application.	N/A	0.0%	0.0%	N/A	N/A	N/A
Result	Percent of manual warrants processed.	N/A	95.2%	95.2%	96.8%	1.5%	1.6%
Output	Number of Treasurer Receipts processed.	N/A	14,500	14,500	15,000	500	3.4%
Output	Number of districts (fire, special) issuing manually processed warrants.	N/A	63	63	62	(1)	-1.6%
Output	Number of Treasurer Disbursements issued.	N/A	10,000,000,000	10,000,000,000	10,200,000,000	200,000,000	2.0%
Demand	Number of Treasurer Receipts to be processed.	N/A	14,500	14,500	15,753	1,253	8.6%
Expenditure Ratio	Total activity expenditure per Treasurer Receipt processed.	N/A	\$ 43.60	\$ 47.08	\$ 39.29	\$ 4.31	9.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,757,860	\$ 632,223	\$ 682,642	\$ 589,310	\$ 42,913	6.8%
	TOTAL USES	\$ 1,757,860	\$ 632,223	\$ 682,642	\$ 589,310	\$ 42,913	6.8%

**Activity Narrative:** Department expects little to no change in this activity. Increase in expenditures is due to increases in Repairs and Maintenance and Education and Training.

**Investment Activity**

The purpose of the Investment Activity is to provide investment management services to county agencies, school districts, and special taxing districts so they can have timely, secure financial resources necessary to conduct their operations.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of monies on hand (liquidity ratio).	N/A	5.0%	5.2%	5.3%	0.3%	6.7%
Result	Rate of total return of invested monies.	N/A	0.5%	0.5%	0.5%	0.0%	0.0%
Output	Average daily balance of all monies invested and on-hand.	N/A	750,000,000	750,000,000	750,000,000	-	0.0%
Output	Amount of warrants paid.	N/A	7,000,000,000	7,100,000,000	7,200,000,000	200,000,000	2.9%
Output	Amount of interest earned on invested monies.	N/A	12,000,000	13,000,000	14,000,000	2,000,000	16.7%
Output	School bond principal and interest payments.	N/A	500,000,000	805,000,000	497,000,000	(3,000,000)	-0.6%
Output	State revenue distributions.	N/A	53,000,000	53,000,000	53,000,000	-	0.0%
Demand	Monies available to meet financial obligations.	N/A	700,000,000	700,000,000	700,000,000	-	0.0%
Demand	Excess monies invested for liquidity and maximum earnings.	N/A	750,000,000	750,000,000	750,000,000	-	0.0%
Expenditure Ratio	Total activity expenditure per average-monthly bank balance.	N/A	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	7.6%
<b>Expenditure</b>							
	100 - GENERAL	\$ -	\$ 144,119	\$ 148,341	\$ 133,098	\$ 11,021	7.6%
	TOTAL USES	\$ -	\$ 144,119	\$ 148,341	\$ 133,098	\$ 11,021	7.6%

**Activity Narrative:** Department expects a small increase in the number of warrants paid. Interest earned also expected to rise due to short term interest rates increased by The Federal Reserve. Decrease in expenditures is due to Personal Services.

### Property Tax Program

The purpose of the Property Tax Program is to provide property tax information and collections to Maricopa County property owners and other interested parties so they can manage their tax payments timely and their accounts are current and correct.

### Program Results

Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Percent of property tax collected through online transactions.	N/A	9.2%	9.2%	9.6%	0.4%	4.8%
Percent of property taxes collected over the counter.	N/A	8.9%	8.9%	7.5%	(1.5%)	-16.6%
Percent of lockbox payments with errors.	N/A	1.5%	1.5%	1.5%	0.0%	0.0%
Percent of current-year levy collected.	N/A	95.0%	95.0%	97.0%	2.0%	2.1%
Percent of citizen mailings that were not returned.	N/A	90.0%	90.0%	91.3%	1.3%	1.4%
Percent of tax bills issued electronically.	N/A	0.0%	0.0%	N/A	N/A	N/A

Activities that comprise this program include:

- Property Tax Collection Activity
- Public Outreach Activity

### Property Tax Collection Activity

The purpose of the Property Tax Collection Activity is to provide cashiering to taxpayers so they can pay their taxes accurately and promptly.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of property tax collected through online transactions.	N/A	9.2%	9.2%	9.6%	0.4%	4.8%
Result	Percent of property taxes collected over the counter.	N/A	8.9%	8.9%	7.5%	(1.5%)	-16.6%
Result	Percent of lockbox payments with errors.	N/A	1.5%	1.5%	1.5%	0.0%	0.0%
Result	Percent of current-year levy collected.	N/A	95.0%	95.0%	97.0%	2.0%	2.1%
Output	Amount of payments posted by all means.	N/A	3,800,000,000	3,800,000,000	4,208,000,000	408,000,000	10.7%
Output	Amount of current year levy collected.	N/A	3,800,000,000	3,800,000,000	4,095,000,000	295,000,000	7.8%
Demand	Number of current-year payments received.	N/A	3,500,000,000	3,500,000,000	4,095,000,000	595,000,000	17.0%
Expenditure Ratio	Total activity expenditure per payment posted.	N/A	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	12.1%
<b>Expenditure</b>							
	100 - GENERAL	\$ -	\$ 1,655,584	\$ 1,683,284	\$ 1,344,071	\$ 311,513	18.8%
	TOTAL USES	\$ -	\$ 1,655,584	\$ 1,683,284	\$ 1,344,071	\$ 311,513	18.8%

**Activity Narrative:** Department expects a slight decline in percentage of property taxes collected over the counter due to more online payments. Increase in expenditures due to two (2) new FTEs and an increase in Education and Training.

### Public Outreach Activity

The purpose of the Public Outreach Activity is to provide billing information, increased awareness of available taxpayer programs, and problem resolutions to property owners, tax services, mortgage companies, and other government agencies and officials so they can be assured that property taxes are paid and their accounts are current and correct.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of citizen mailings that were not returned.	N/A	90.0%	90.0%	91.3%	1.3%	1.4%
Result	Percent of tax bills issued electronically.	N/A	0.0%	0.0%	N/A	N/A	N/A
Output	Number of customer inquiry responses.	N/A	4,500	6,037	5,600	1,100	24.4%
Output	Number of tax information statements sent.	N/A	1,565,000	1,565,000	1,590,000	25,000	1.6%
Output	Total number of taxpayer mailings.	N/A	700,000	700,000	700,000	-	0.0%
Output	Number of back tax property sales conducted.	N/A	15,000	15,000	12,000	(3,000)	-20.0%
Output	Amount of Elderly Assistance Funds (EAFs) distributed.	N/A	2,100,000	2,100,000	2,500,000	400,000	19.0%
Output	Number of real estate parcels aided by Elderly Assistance Funds (EAFs).	N/A	9,500	9,500	10,162	662	7.0%
Output	Number of customers receiving paperless bills.	N/A	-	-	N/A	N/A	N/A
Demand	Number of customer inquiry requests submitted.	5,680	5,000	6,461	6,000	1,000	20.0%
Demand	Number of items required to be mailed.	N/A	1,727,000	1,713,500	1,713,500	(13,500)	-0.8%
Demand	Number of customers requesting paperless bills.	N/A	-	-	N/A	N/A	N/A
Expenditure Ratio	Total activity expenditure per customer inquiry response.	N/A	\$ 539.59	\$ 335.50	\$ 648.69	\$ (109.10)	-20.2%
<b>Revenue</b>							
	100 - GENERAL	\$ 41,076	\$ 40,000	\$ 49,042	\$ 40,000	\$ -	0.0%
	741 - TAXPAYER INFORMATION	-	304,341	-	304,341	-	0.0%
	TOTAL SOURCES	\$ 41,076	\$ 344,341	\$ 49,042	\$ 344,341	\$ -	0.0%
<b>Expenditure</b>							
	100 - GENERAL	\$ 3,042,990	\$ 2,123,816	\$ 2,025,440	\$ 3,328,349	\$ (1,204,533)	-56.7%
	741 - TAXPAYER INFORMATION	-	304,341	-	304,341	-	0.0%
	TOTAL USES	\$ 3,042,990	\$ 2,428,157	\$ 2,025,440	\$ 3,632,690	\$ (1,204,533)	-49.6%

**Activity Narrative:** Department expects the number of parcels to increase causing an increase in the number of information statements sent. The number of parcels aided by the Elderly Assistance Fund expected to increase due to increased fund growth. Expenditures increased mostly due to the shift of

Printing and Postage funds from Non Departmental to the Treasurer's Operating budget. The balance of the increase is in Personal Services and Education and Training.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 5,059,279</b>	<b>\$ 40,000</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 5,059,279</b>	<b>\$ 40,000</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 5,059,279</b>	<b>\$ 40,000</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 77,662</b>	<b>\$ -</b>
Employee Health/Dental Premiums	77,287	-
Retirement Contributions	375	-
<b>Base Adjustments</b>	<b>\$ 215,421</b>	<b>\$ -</b>
Base Adjustment Increases	159,697	-
Two (2) FTEs in Tax Services Division	\$ 125,641	-
Increased Training Costs	34,056	-
Risk Management Adjustment	(2,839)	-
Base Telecom Adjustment	37,810	-
Personnel Savings	20,753	-
From 6.14% to 5.50%	\$ 20,753	-
Elimination of Vacancy Savings by Department	304,326	-
Vacancy Savings Included	(283,573)	-
<b>FY 2017 Tentative Budget</b>	<b>\$ 5,352,362</b>	<b>\$ 40,000</b>
Percent Change from Baseline Amount	5.8%	0.0%
Adjustments:		
<b>Base Adjustments</b>	<b>\$ (378,789)</b>	<b>\$ -</b>
Personnel Savings	(378,789)	-
Increased Vacancy Savings resulting from the implementation of the new Treasurer's Information System	\$ (378,789)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 4,973,573</b>	<b>\$ 40,000</b>
Percent Change from Baseline Amount	-1.7%	0.0%

General Fund (100) (continued)

	Expenditures	Revenue
<b>TREASURER PRINTING &amp; POSTAGE</b>		
FY 2016 Adopted Budget	\$ -	\$ -
FY 2016 Revised Budget	\$ -	\$ -
FY 2017 Baseline Budget	\$ -	\$ -
Adjustments:		
<b>Base Adjustments</b>	\$ 68,140	\$ -
<i>Base Adjustment Increases</i>	68,140	-
<i>Inflationary Increase for Treasurer Printing &amp; Postage</i>	\$ 68,140	-
<b>Reallocations</b>	\$ 831,000	\$ -
<i>Reallocation Between Depts</i>	831,000	-
<i>Non Departmental Shift to Operating</i>	\$ 831,000	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 899,140</b>	<b>\$ -</b>
<b>NON RECURRING NON PROJECT</b>		
FY 2016 Adopted Budget	\$ -	\$ -
FY 2016 Revised Budget	\$ -	\$ -
FY 2017 Baseline Budget	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 35,000	\$ -
<i>Other Non Recurring</i>	35,000	-
<i>State Tax Deeded Land Sales</i>	\$ 35,000	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 35,000</b>	<b>\$ -</b>

Taxpayer Information Fund (741)

	Expenditures	Revenue
<b>OPERATING</b>		
FY 2016 Adopted Budget	\$ 304,341	\$ 304,341
FY 2016 Revised Budget	\$ 304,341	\$ 304,341
FY 2017 Baseline Budget	\$ 304,341	\$ 304,341
<b>FY 2017 Adopted Budget</b>	<b>\$ 304,341</b>	<b>\$ 304,341</b>
<i>Percent Change from Baseline Amount</i>	<i>0.0%</i>	<i>0.0%</i>

Taxpayer Information Fund (741) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 335,977	\$ 335,977	\$ 335,977	\$ 382,428	\$ 382,428
Sources:					
Operating	\$ -	\$ 304,341	\$ 304,341	\$ -	\$ 304,341
Total Sources:	\$ -	\$ 304,341	\$ 304,341	\$ -	\$ 304,341
Uses:					
Operating	\$ -	\$ 304,341	\$ 304,341	\$ -	\$ 304,341
Total Uses:	\$ -	\$ 304,341	\$ 304,341	\$ -	\$ 304,341
Accounting Adjustments	\$ 46,451	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 382,428	\$ 335,977	\$ 335,977	\$ 382,428	\$ 382,428
Total Ending Spendable Fund Balance	\$ 382,428	\$ 335,977	\$ 335,977	\$ 382,428	\$ 382,428

## Waste Resources and Recycling

*Analysis by Kimberly D. Tolbert, Management and Budget Analyst*

### Summary

#### Mission

The Mission of Waste Resources and Recycling (WRR) is to provide an economical and environmentally sound waste management program by making waste collection and tire recycling facilities accessible to County residents so they can safely manage waste materials, recycle products and protect the public's health and environment.

#### Vision

Provide a range of solid waste management services including disposal, recycling centers and tire drop-off facilities for County residents, while protecting the public's health and environment.

### Strategic Goals

**Department  
Specific**

**By 2017, 50% of the total annual tons of green waste brought to Maricopa County transfer station facilities will be processed on site for utilization as landfill erosion control.**

Status: Waste Resources and Recycling has implemented an additional collection and processing activity at the New River transfer station facility. The New River addition brings the total to four transfer station facilities (including Cave Creek, Hassayampa and Rainbow Valley) that are processing green waste.

**Department  
Specific**

**By 2019, 50% of the closed Maricopa County Landfills will have enhanced landfill erosion protection using recycled green waste.**

Status: Waste Resources and Recycling is providing enhanced erosion protection at four closed Maricopa County landfill facilities, currently addressing 40% of the closed Maricopa County landfills. The enhanced erosion protection has been applied to landfill cap surface utilizing recycled green waste.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
TIRE - WASTE TIRE COLLECT DISPOSAL	\$ 4,964,340	\$ 4,747,724	\$ 4,747,724	\$ 4,777,903	\$ 4,748,297	\$ 573	0.0%
TRAN - WASTE DISP AND RECYCLING COLL	256,698	132,369	132,369	238,332	225,000	92,631	70.0%
67SW - SOLID WASTE MANAGEMENT	\$ 5,221,038	\$ 4,880,093	\$ 4,880,093	\$ 5,016,235	\$ 4,973,297	\$ 93,204	1.9%
GGOV - GENERAL GOVERNMENT	\$ 7,924	\$ 8,617	\$ 8,617	\$ 8,438	\$ 8,044	\$ (573)	-6.6%
99GV - GENERAL OVERHEAD	\$ 7,924	\$ 8,617	\$ 8,617	\$ 8,438	\$ 8,044	\$ (573)	-6.6%
<b>TOTAL PROGRAMS</b>	<b>\$ 5,228,962</b>	<b>\$ 4,888,710</b>	<b>\$ 4,888,710</b>	<b>\$ 5,024,673</b>	<b>\$ 4,981,341</b>	<b>\$ 92,631</b>	<b>1.9%</b>
<b>USES</b>							
MONT - LANDFILL POST CLOSURE MAINT	\$ 946,170	\$ 1,144,055	\$ 1,147,051	\$ 989,526	\$ 852,470	\$ 294,581	25.7%
TIRE - WASTE TIRE COLLECT DISPOSAL	4,744,008	4,720,880	4,819,111	4,804,199	4,721,830	97,281	2.0%
TRAN - WASTE DISP AND RECYCLING COLL	866,382	695,546	705,490	769,364	698,851	6,639	0.9%
67SW - SOLID WASTE MANAGEMENT	\$ 6,556,560	\$ 6,560,481	\$ 6,671,652	\$ 6,563,089	\$ 6,273,151	\$ 398,501	6.0%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 50,965	\$ 64,294	\$ 64,294	\$ 56,545	\$ 65,494	\$ (1,200)	-1.9%
ODIR - EXECUTIVE MANAGEMENT	202,784	240,323	240,323	230,996	106,743	133,580	55.6%
POOL - POOLED COSTS	-	11,171	-	-	2,000	(2,000)	N/A
SPPT - OPERATIONS SUPPORT	41,961	57,233	57,233	53,080	212,202	(154,969)	-270.8%
99AS - INDIRECT SUPPORT	\$ 295,710	\$ 373,021	\$ 361,850	\$ 340,621	\$ 386,439	\$ (24,589)	-6.8%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 28,619	\$ 31,140	\$ 31,140	\$ 31,140	\$ 30,584	\$ 556	1.8%
INFR - INFRASTRUCTURE	-	7,885	7,885	3,286	14,307	(6,422)	-81.4%
RISK - RISK PREMIUMS	901,056	1,010,468	1,010,468	1,010,466	2,233,694	(1,223,226)	-121.1%
99GV - GENERAL OVERHEAD	\$ 929,675	\$ 1,049,493	\$ 1,049,493	\$ 1,044,892	\$ 2,278,585	\$ (1,229,092)	-117.1%
<b>TOTAL PROGRAMS</b>	<b>\$ 7,781,945</b>	<b>\$ 7,982,995</b>	<b>\$ 8,082,995</b>	<b>\$ 7,948,602</b>	<b>\$ 8,938,175</b>	<b>\$ (855,180)</b>	<b>-10.6%</b>

Sources by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0620 - OTHER INTERGOVERNMENTAL	\$ 4,731,031	\$ 4,572,444	\$ 4,572,444	\$ 4,534,816	\$ 4,571,559	\$ (885)	0.0%
<b>SUBTOTAL</b>	<b>\$ 4,731,031</b>	<b>\$ 4,572,444</b>	<b>\$ 4,572,444</b>	<b>\$ 4,534,816</b>	<b>\$ 4,571,559</b>	<b>\$ (885)</b>	<b>0.0%</b>
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 446,336	\$ 273,747	\$ 273,747	\$ 409,421	\$ 367,035	\$ 93,288	34.1%
<b>SUBTOTAL</b>	<b>\$ 446,336</b>	<b>\$ 273,747</b>	<b>\$ 273,747</b>	<b>\$ 409,421</b>	<b>\$ 367,035</b>	<b>\$ 93,288</b>	<b>34.1%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 7,924	\$ 8,617	\$ 8,617	\$ 8,438	\$ 8,044	\$ (573)	-6.6%
0650 - MISCELLANEOUS REVENUE	43,671	33,902	33,902	71,998	34,703	801	2.4%
<b>SUBTOTAL</b>	<b>\$ 51,595</b>	<b>\$ 42,519</b>	<b>\$ 42,519</b>	<b>\$ 80,436</b>	<b>\$ 42,747</b>	<b>\$ 228</b>	<b>0.5%</b>
<b>ALL REVENUES</b>	<b>\$ 5,228,962</b>	<b>\$ 4,888,710</b>	<b>\$ 4,888,710</b>	<b>\$ 5,024,673</b>	<b>\$ 4,981,341</b>	<b>\$ 92,631</b>	<b>1.9%</b>
<b>TOTAL SOURCES</b>	<b>\$ 5,228,962</b>	<b>\$ 4,888,710</b>	<b>\$ 4,888,710</b>	<b>\$ 5,024,673</b>	<b>\$ 4,981,341</b>	<b>\$ 92,631</b>	<b>1.9%</b>

Uses by Category

CATEGORY	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 852,753	\$ 867,787	\$ 890,897	\$ 860,104	\$ 864,306	\$ 26,591	3.0%
0710 - OVERTIME	711	2,137	2,137	1,331	2,463	(326)	-15.3%
0750 - FRINGE BENEFITS	357,235	395,718	401,400	382,382	412,159	(10,759)	-2.7%
0790 - OTHER PERSONNEL SERVICES	-	11,171	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(74,179)	(98,237)	(98,237)	(94,727)	(91,498)	(6,739)	-6.9%
0796 - PERSONNEL SERVICES ALLOC-IN	120,501	186,304	186,304	209,110	161,405	24,899	13.4%
<b>SUBTOTAL</b>	<b>\$ 1,257,021</b>	<b>\$ 1,364,880</b>	<b>\$ 1,382,501</b>	<b>\$ 1,358,200</b>	<b>\$ 1,348,835</b>	<b>\$ 33,666</b>	<b>2.4%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 142,041	\$ 62,783	\$ 222,204	\$ 123,484	\$ 130,897	\$ 91,307	41.1%
0803 - FUEL	106,079	127,909	127,909	96,143	120,746	7,163	5.6%
0804 - NON-CAPITAL EQUIPMENT	8,560	-	-	-	12,000	(12,000)	N/A
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	(21)	(42)	42	N/A
0806 - SUPPLIES-ALLOCATION IN	1,080	2,650	2,650	1,170	856	1,794	67.7%
<b>SUBTOTAL</b>	<b>\$ 257,760</b>	<b>\$ 193,342</b>	<b>\$ 352,763</b>	<b>\$ 220,776</b>	<b>\$ 264,457</b>	<b>\$ 88,306</b>	<b>25.0%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 4,763,969	\$ 4,741,860	\$ 4,745,604	\$ 4,753,660	\$ 4,684,309	\$ 61,295	1.3%
0820 - RENT & OPERATING LEASES	35,077	35,630	35,630	35,611	32,315	3,315	9.3%
0825 - REPAIRS AND MAINTENANCE	193,291	417,582	236,796	218,084	62,457	174,339	73.6%
0839 - INTERNAL SERVICE CHARGES	1,217,437	1,189,130	1,189,130	1,237,094	2,505,505	(1,316,375)	-110.7%
0841 - TRAVEL	837	760	760	1,435	1,763	(1,003)	-132.0%
0842 - EDUCATION AND TRAINING	375	6,814	6,814	6,977	6,814	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	209	114	114	357	268	(154)	-135.1%
0850 - UTILITIES	20,102	25,182	25,182	24,894	28,437	(3,255)	-12.9%
0872 - SERVICES-ALLOCATION OUT	-	(25)	(25)	(189)	(378)	353	1412.0%
0873 - SERVICES-ALLOCATION IN	4,825	7,726	7,726	4,703	3,393	4,333	56.1%
<b>SUBTOTAL</b>	<b>\$ 6,236,122</b>	<b>\$ 6,424,773</b>	<b>\$ 6,247,731</b>	<b>\$ 6,282,626</b>	<b>\$ 7,324,883</b>	<b>\$ (1,077,152)</b>	<b>-17.2%</b>
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ -	\$ -	\$ 100,000	\$ 87,000	\$ -	\$ 100,000	100.0%
0920 - CAPITAL EQUIPMENT	31,042	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 31,042</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 87,000</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>100.0%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 7,781,945</b>	<b>\$ 7,982,995</b>	<b>\$ 8,082,995</b>	<b>\$ 7,948,602</b>	<b>\$ 8,938,175</b>	<b>\$ (855,180)</b>	<b>-10.6%</b>
<b>TOTAL USES</b>	<b>\$ 7,781,945</b>	<b>\$ 7,982,995</b>	<b>\$ 8,082,995</b>	<b>\$ 7,948,602</b>	<b>\$ 8,938,175</b>	<b>\$ (855,180)</b>	<b>-10.6%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 256,698	\$ 132,369	\$ 132,369	\$ 238,332	\$ 225,000	\$ 92,631	70.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 256,698</b>	<b>\$ 132,369</b>	<b>\$ 132,369</b>	<b>\$ 238,332</b>	<b>\$ 225,000</b>	<b>\$ 92,631</b>	<b>70.0%</b>
<b>290 WASTE TIRE</b>							
OPERATING	\$ 4,972,264	\$ 4,756,341	\$ 4,756,341	\$ 4,756,341	\$ 4,756,341	\$ -	0.0%
NON RECURRING NON PROJECT	-	-	-	30,000	-	-	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 4,972,264</b>	<b>\$ 4,756,341</b>	<b>\$ 4,756,341</b>	<b>\$ 4,786,341</b>	<b>\$ 4,756,341</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 5,228,962</b>	<b>\$ 4,888,710</b>	<b>\$ 4,888,710</b>	<b>\$ 4,994,673</b>	<b>\$ 4,981,341</b>	<b>\$ 92,631</b>	<b>1.9%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 5,228,962</b>	<b>\$ 4,888,710</b>	<b>\$ 4,888,710</b>	<b>\$ 5,024,673</b>	<b>\$ 4,981,341</b>	<b>\$ 92,631</b>	<b>1.9%</b>
<b>100 GENERAL</b>							
OPERATING	\$ 2,864,678	\$ 2,991,384	\$ 2,991,384	\$ 2,869,991	\$ 4,186,564	\$ (1,195,180)	-40.0%
WASTE RES EROSION CONTROL	-	120,000	120,000	120,000	-	120,000	100.0%
WASTE RES GAS PROBE EQUIP	150,391	70,000	70,000	70,000	-	70,000	100.0%
WASTE RES LANDFILL DRAINAGE	18,081	50,000	50,000	50,000	-	50,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 3,033,150</b>	<b>\$ 3,231,384</b>	<b>\$ 3,231,384</b>	<b>\$ 3,109,991</b>	<b>\$ 4,186,564</b>	<b>\$ (955,180)</b>	<b>-29.6%</b>
<b>290 WASTE TIRE</b>							
OPERATING	\$ 4,748,795	\$ 4,751,611	\$ 4,751,611	\$ 4,751,611	\$ 4,751,611	\$ -	0.0%
NON RECURRING NON PROJECT	-	-	100,000	87,000	-	100,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 4,748,795</b>	<b>\$ 4,751,611</b>	<b>\$ 4,851,611</b>	<b>\$ 4,838,611</b>	<b>\$ 4,751,611</b>	<b>\$ 100,000</b>	<b>2.1%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 7,613,473</b>	<b>\$ 7,742,995</b>	<b>\$ 7,742,995</b>	<b>\$ 7,621,602</b>	<b>\$ 8,938,175</b>	<b>\$ (1,195,180)</b>	<b>-15.4%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 168,472</b>	<b>\$ 240,000</b>	<b>\$ 340,000</b>	<b>\$ 340,000</b>	<b>\$ -</b>	<b>\$ 340,000</b>	<b>100.0%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 7,781,945</b>	<b>\$ 7,982,995</b>	<b>\$ 8,082,995</b>	<b>\$ 7,948,602</b>	<b>\$ 8,938,175</b>	<b>\$ (855,180)</b>	<b>-10.6%</b>

### Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	-	.90	.90	.90	.90	-	0.0%
EXECUTIVE MANAGEMENT	.90	.90	.90	.90	.90	-	0.0%
OPERATIONS SUPPORT	1.80	.90	.90	.90	.90	-	0.0%
<b>PROGRAM TOTAL</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>	<b>-</b>	<b>0.0%</b>
SOLID WASTE MANAGEMENT							
LANDFILL POST CLOSURE MAINT	7.85	7.30	7.90	7.90	7.90	-	0.0%
WASTE DISP AND RECYCLING COLL	9.05	8.40	8.05	8.05	8.05	-	0.0%
WASTE TIRE COLLECT DISPOSAL	3.40	3.60	3.35	3.35	3.35	-	0.0%
<b>PROGRAM TOTAL</b>	<b>20.30</b>	<b>19.30</b>	<b>19.30</b>	<b>19.30</b>	<b>19.30</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>23.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Construction Maintenance Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Equipment Operator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Field Operations Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Heavy Equipment Operator	3.00	3.00	4.00	4.00	4.00	-	0.0%
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	1.00	2.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Specialist	9.00	7.00	7.00	7.00	7.00	-	0.0%
<b>Department Total</b>	<b>23.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	21.00	20.00	20.00	20.00	20.00	-	0.0%
290 WASTE TIRE	2.00	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>23.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

#### Base Adjustments:

#### General Fund (100) Operating

- Increase Regular Benefits by \$26,597 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$85 for the impact of the changes in retirement contribution rates.
- Decrease Other Services by \$10,507.
- Increase Internal Service Charges by \$1,473 for the impact of changes in the radio charges.
- Increase Internal Service Charges by \$1,223,226 for the impact of changes in risk management charges.
- Increase Internal Service Charges by \$4,949 for the impact of changes in the base level telecommunication charges.
- Increase Personnel Savings by \$50,643 from 0.87% to 4.90%.
- Increase General Fund Revenue by \$92,631 based on the FY 2016 Forecast.

**Waste Tire Fund (290)**

- Increase Regular Benefits by \$2,685 for the impact of the changes in health/dental premium rates.
- Increase Regular Benefits by \$4 for the impact of the changes in retirement contribution rates.
- Decrease Services by \$2,689.

**Programs and Activities**

**Solid Waste Management Program**

The purpose of the Solid Waste Management Program is to provide waste disposal and landfill post closure services to the residents of Maricopa County so they can benefit from a clean and healthy environment.

**Program Results**

Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of closed landfills that are environmentally sound as indicated by Federal and State regulations	90.0%	90.0%	90.0%	100.0%	10.0%	11.1%
Percent of waste tires collected that are properly disposed in accordance with Arizona Statute	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of waste tons collected that was recycled	40.9%	37.5%	45.2%	43.1%	5.6%	15.0%

Activities that comprise this program include:

- Landfill Post-Closure Maintenance
- Waste Tire and Disposal
- Waste Disposal and Recycling Collection

**Landfill Post-Closure Maintenance Activity**

The purpose of the Landfill Post-Closure Maintenance Activity is to provide post-closure maintenance and monitoring services to the residents of Maricopa County so they can have environmentally sound closed landfills.

**Mandates:** 40CFR258 (Code of Federal Regulations) which states groundwater monitoring rules via the Environmental Protection Agency; A.R.S. §49-761B which states rules for solid waste land disposal facilities.

Measure Type	Measure Description	FY 2015	FY 2016	FY 2016	FY 2017	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of closed landfills that are environmentally sound as indicated by Federal and State regulations	90.0%	90.0%	90.0%	100.0%	10.0%	11.1%
Output	Number of closed landfills maintained	10	10	10	10	-	0.0%
Demand	Number of closed landfills requiring maintenance	10	10	10	10	-	0.0%
Expenditure Ratio	Total activity expenditure per closed landfill maintained	\$ 94,617.00	\$ 114,705.10	\$ 98,952.60	\$ 85,247.00	\$ 29,458.10	25.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 946,170	\$ 1,147,051	\$ 989,526	\$ 852,470	\$ 294,581	25.7%
	TOTAL USES	\$ 946,170	\$ 1,147,051	\$ 989,526	\$ 852,470	\$ 294,581	25.7%

**Activity Narrative:** The FY 2017 budget supports the post closure maintenance to Maricopa County's 10 closed landfills. These landfills require monitoring and ongoing maintenance to continue to meet both federal and state regulations. Decrease in FY 2017 expenditures results from the completion of the following FY 2016 one-time projects: Erosion Control at Queen Creek, Queen Creek Gas Probes and Avondale Drainage.

**Waste Tire Collection and Disposal Activity**

The purpose of the Waste Tire Collection and Disposal Activity is to provide tire collection and disposal services to retail tire dealers and Maricopa County residents so they can properly dispose of waste tires.

**Mandates:** A.R.S. §44-1305 which states a waste tire fund consisting of monies that are distributed to counties which are required to establish waste tire programs.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of waste tires collected that are properly disposed in accordance with Arizona Statute	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of tons of waste tires properly disposed	56,771	55,355	56,959	55,399	44	0.1%
Demand	Number of tons of waste tires delivered from all collection sites	56,771	55,355	56,959	55,399	44	0.1%
Expenditure Ratio	Total expenditure per ton of waste tires properly disposed	\$ 83.56	\$ 87.06	\$ 84.35	\$ 85.23	\$ 1.82	2.1%
<i>Revenue</i>							
	290 - WASTE TIRE	\$ 4,964,340	\$ 4,747,724	\$ 4,777,903	\$ 4,748,297	\$ 573	0.0%
	TOTAL SOURCES	\$ 4,964,340	\$ 4,747,724	\$ 4,777,903	\$ 4,748,297	\$ 573	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 23,832	\$ (1,360)	\$ (3,272)	\$ 2,803	\$ (4,163)	306.1%
	290 - WASTE TIRE	4,720,176	4,820,471	4,807,471	4,719,027	101,444	2.1%
	TOTAL USES	\$ 4,744,008	\$ 4,819,111	\$ 4,804,199	\$ 4,721,830	\$ 97,281	2.0%

**Activity Narrative:** Revenue from the State of Arizona to fund this program has increased slightly in FY 2017 due to an increase in the number of Maricopa County residents disposing of waste tires. The decrease in FY 2017 expenditures is attributable to a new contract with CRM Waste Services that will decrease vendor payments and an increase in efficiency due to new scales installed in FY 2016.

**Waste Disposal and Recycling Collection Activity**

The purpose of the Waste Disposal and Recycling Collection Activity is to provide collection, disposal and recycling services to Maricopa County residents so they can safely and conveniently dispose of waste materials.

**Mandates:** A.R.S. §49-741 which is to provide or otherwise ensure proper arrangements are made for public facilities at such intervals and as conveniently as the governing body deems necessary for the safe and sanitary disposal of solid waste generated within its jurisdiction but need not duplicate a service provided by a private enterprise or another political subdivision.

Measure Type	Measure Description	FY 2015 ACTUAL	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of waste tons collected that was recycled	40.9%	37.5%	45.2%	43.1%	5.6%	15.0%
Output	Number of Maricopa County residents served	40,190	31,040	40,270	35,768	4,728	15.2%
Output	Number of waste tons collected	4,467	3,647	3,979	4,244	597	16.4%
Demand	Number of Maricopa County residents requesting services	40,190	31,040	40,270	35,768	4,728	15.2%
Expenditure Ratio	Total activity expenditure per waste tons collected	N/A	\$ 193.44	\$ 193.38	\$ 164.67	\$ 28.78	14.9%
<b>Revenue</b>							
	100 - GENERAL	\$ 256,698	\$ 132,369	\$ 238,332	\$ 225,000	\$ 92,631	70.0%
	TOTAL SOURCES	\$ 256,698	\$ 132,369	\$ 238,332	\$ 225,000	\$ 92,631	70.0%
<b>Expenditure</b>							
	100 - GENERAL	\$ 866,382	\$ 705,490	\$ 769,364	\$ 698,851	\$ 6,639	0.9%
	TOTAL USES	\$ 866,382	\$ 705,490	\$ 769,364	\$ 698,851	\$ 6,639	0.9%

**Activity Narrative:** Waste Resources and Recycling expects to meet the needs of over 35,000 residents who might otherwise have no reliable outlet for refuse disposal. The Department continues to look for new ways to promote responsible recycling within the community. In FY 2016 the Department contracted with a new e-waste vendor and will continue to explore other vendor options for recycling and continued efficiency. This has attributed to a slight decrease in FY 2017 expenditures.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	\$ 2,991,384	\$ 132,369
<b>FY 2016 Revised Budget</b>	\$ 2,991,384	\$ 132,369
<b>FY 2017 Baseline Budget</b>	\$ 2,991,384	\$ 132,369
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 26,682	\$ -
Employee Health/Dental Premiums	26,597	-
Retirement Contributions	85	-
<b>Base Adjustments</b>	\$ 1,168,498	\$ -
Other Base Adjustments	(10,507)	-
Decrease Other Services	\$ (10,507)	-
Radio Charges Adjustment	1,473	-
Risk Management Adjustment	1,223,226	-
Base Telecom Adjustment	4,949	-
Personnel Savings	(50,643)	-
From 0.87% to 4.90%	\$ (50,643)	-
<b>Fees and Other Revenues</b>	\$ -	\$ 92,631
ProgRevenue Volume Inc/Dec	-	92,631
<b>FY 2017 Adopted Budget</b>	\$ 4,186,564	\$ 225,000
<i>Percent Change from Baseline Amount</i>	40.0%	70.0%

Waste Tire Fund (290)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2016 Adopted Budget</b>	<b>\$ 4,751,611</b>	<b>\$ 4,756,341</b>
<b>FY 2016 Revised Budget</b>	<b>\$ 4,751,611</b>	<b>\$ 4,756,341</b>
<b>FY 2017 Baseline Budget</b>	<b>\$ 4,751,611</b>	<b>\$ 4,756,341</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 2,689</b>	<b>\$ -</b>
Employee Health/Dental Premiums	2,685	-
Retirement Contributions	4	-
<b>Base Adjustments</b>	<b>\$ (2,689)</b>	<b>\$ -</b>
Other Base Adjustments	(2,689)	-
Decrease Services	\$ (2,689)	-
<b>FY 2017 Adopted Budget</b>	<b>\$ 4,751,611</b>	<b>\$ 4,756,341</b>
Percent Change from Baseline Amount	0.0%	0.0%

Waste Tire Fund (290) Fund Balance Summary

	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 REVISED	FY 2016 FORECAST	FY 2017 ADOPTED
Beginning Spendable Fund Balance	\$ 1,916,879	\$ 2,288,110	\$ 2,288,110	\$ 2,140,347	\$ 2,088,077
Sources:					
Operating	\$ 4,972,264	\$ 4,756,341	\$ 4,756,341	\$ 4,756,341	\$ 4,756,341
Non-Recurring	-	-	-	30,000	-
Total Sources:	\$ 4,972,264	\$ 4,756,341	\$ 4,756,341	\$ 4,786,341	\$ 4,756,341
Uses:					
Operating	\$ 4,748,795	\$ 4,751,611	\$ 4,751,611	\$ 4,751,611	\$ 4,751,611
Non-Recurring	-	-	100,000	87,000	-
Total Uses:	\$ 4,748,795	\$ 4,751,611	\$ 4,851,611	\$ 4,838,611	\$ 4,751,611
Structural Balance	\$ 223,469	\$ 4,730	\$ 4,730	\$ 4,730	\$ 4,730
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 2,140,347	\$ 2,292,840	\$ 2,192,840	\$ 2,088,077	\$ 2,092,807
Total Ending Spendable Fund Balance	\$ 2,140,347	\$ 2,292,840	\$ 2,192,840	\$ 2,088,077	\$ 2,092,807

# Capital Improvement Program

## Executive Summary

The Capital Improvement Program (CIP) is a plan that identifies capital improvement projects to be completed over the next five fiscal years. Because these projects typically span more than one fiscal year, the plans are updated annually to track existing projects, to identify new projects, and to update funding estimates and forecasts. Therefore, capital projects are budgeted separately from the operating budget in a series of capital project funds. The CIP integrates the County's Managing for Results (MfR) policy when outlining its funding sources, project costs, and future operating costs associated with each capital improvement. In addition, the CIP helps the County manage capital expenditures to meet the following County strategic priorities.

- |   |  |
|---|--|
| <b>Safe Communities</b>                   | Maricopa County will support safe communities and neighborhoods by providing access to a timely, integrated, and cost effective smart justice system.  |
| <b>Regional Services</b>                  | 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.              |
| <b>Government Operations</b>              | 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.  |
| <b>Growth and Economic Development</b>    | 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. |
| <b>Fiscal Strength and Responsibility</b> | Maricopa County will continue to efficiently manage County resources and engage in effective fiscal planning with integrity and transparency to promote financial stability and economic prosperity for Maricopa County residents.   |

## Capital Improvement Program Definition

A Capital Improvement Program (CIP) project is defined as a major, non-recurring project that includes one or more of the following:

1. Any acquisition of, or improvement of, land for a public purpose.
2. Any construction of a new facility (e.g., a public building, parking lot, road, or bridge etc.), or an addition to, or extension of, such a facility.
3. A nonrecurring rehabilitation that increases the service potential of the building (i.e., something which is infrequent and would not be considered annual or other recurrent maintenance) or major repair of all or a part of a building, its grounds, or a facility.
4. Any planning, feasibility, engineering, or design study related to an individual capital improvement project or to a program that is implemented through individual capital improvement projects.

The most common examples include the purchase of land and buildings as well as construction of buildings, roads, and bridges. Sources of funding for Capital Improvement Projects may include voter-approved bonds, voter-authorized taxes, other forms of long-term financing such as Certificates of Participation (COPs), operating funds, contributions from other public and private entities, and grants.

The County's CIP is divided into three parts: Facility CIP, Technology CIP and Transportation CIP. The Facility CIP includes typical land and building improvements as described above. The Technology CIP includes the major technology projects that substantially impact the way the County does business. Project codes allow the County to segregate all costs associated with a project which then allows Finance to appropriately capitalize the expenses. The Transportation CIP, more commonly known as the Transportation Improvement Program (TIP), includes projects that are associated with roads and bridges. The County groups similar individual projects into "bins" which is the level at which the Board of Supervisors approves funding. The bin system allows the Department to shift resources between individual projects providing for a more efficient operation.

## Facility Capital Improvement Program

During FY 2015, the Board adopted a modified policy (A1920) establishing a structured, yet streamlined review and approval process for Capital Improvement Program project requests. This policy requires each department to submit to the Facilities Management Department (FMD) their requests for potential projects that may be undertaken during the next five-year period, regardless of the source of funds or building delivery method.

The process begins with the requesting Department submitting to FMD a completed Project Request Form available on the FMD home page. FMD then works collaboratively with the requesting Department to provide a complete needs assessment, scope document, conceptual solution, and cost estimate. The requesting Department is required to provide a thorough Business Plan inclusive of a Return-on-Investment analysis, if applicable.

As part of the annual budget preparation, the Office of Management and Budget (OMB) will set a date wherein all Project Requests for the upcoming planning period will be heard and reviewed individually. Those present for the presentation include senior representatives from the offices of FMD, OMB and County Administration. The requesting Department is also encouraged to attend so as to speak to the needs and merits of the proposed project along with the ability to directly answer any questions.

The modified policy has resulted in Project Requests which are comprehensive in scope, more realistic in estimate, and based upon sound economic principles. It also ensures that projects are congruent with Countywide, long-term goals and initiatives.

## Transportation Capital Improvement Program

The Maricopa County Department of Transportation (MCDOT) employs an objective planning procedure for evaluating and ranking potential projects for inclusion in its five-year Transportation Improvement Program (TIP). This procedure includes using equally weighted, objective criteria to score and rank potential projects. The ranking criteria used by the MCDOT for future roadway improvements include:

- Safety (crash history), pavement conditions, and current sufficiency levels of roadways
- Land use, regional travel usage, and environmental factors
- Current and future traffic volumes compared to the physical capacity of the roadway
- A cost/benefit analysis that measures reductions in delay due to improvements
- Joint sponsorship of the project and the actual commitment of funds by partnering agencies
- Bonus points for intelligent transportation systems, alternative modes and environmental enhancements

Separate ranking systems exist for evaluating potential bridges, channel upgrades, bicycle, pedestrian, and other multi-modal improvements.

The Maricopa County Board of Supervisors (BOS) annually approves the TIP. TIP funding is approved at the bin level, which are groupings of similar projects. Each bin has a reserve to provide funding for additional scoping studies or for projects that were not completed as planned by the end of the prior fiscal year. This annual approval authorizes expenditures by MCDOT for making transportation improvements to roadways and bridges, acquiring rights-of-way, developing Intelligent Transportation Systems (ITS) and conducting future studies of County roadways.

MCDOT staff, representatives from cities and towns, and the public recommend projects for inclusion in the TIP. MCDOT then internally prepares its recommendations for future roadway improvements. Funding from all available sources is then matched against the proposed projects. MCDOT typically considers the highest rated projects first and subsequently recommends improvements based on the rankings, potential financial partners, and available budget. The recommended projects are then submitted to the Transportation Advisory Board for their review and input.

MCDOT funds the TIP through several resources. The primary source is the County's distribution from the State of Arizona Highway User Revenue Fund (HURF). By state law the County must spend these funds only on transportation-related items. In addition, the County occasionally receives funds from several federal agencies, such as the Federal Highway Administration (FHWA), the Maricopa Association of Governments (MAG), and the Federal Emergency Management Administration (FEMA). Other funding sources arise through partnerships with local jurisdictions, federal, state agencies, or private corporations.

**Transportation Capital Improvement Program (continued)**

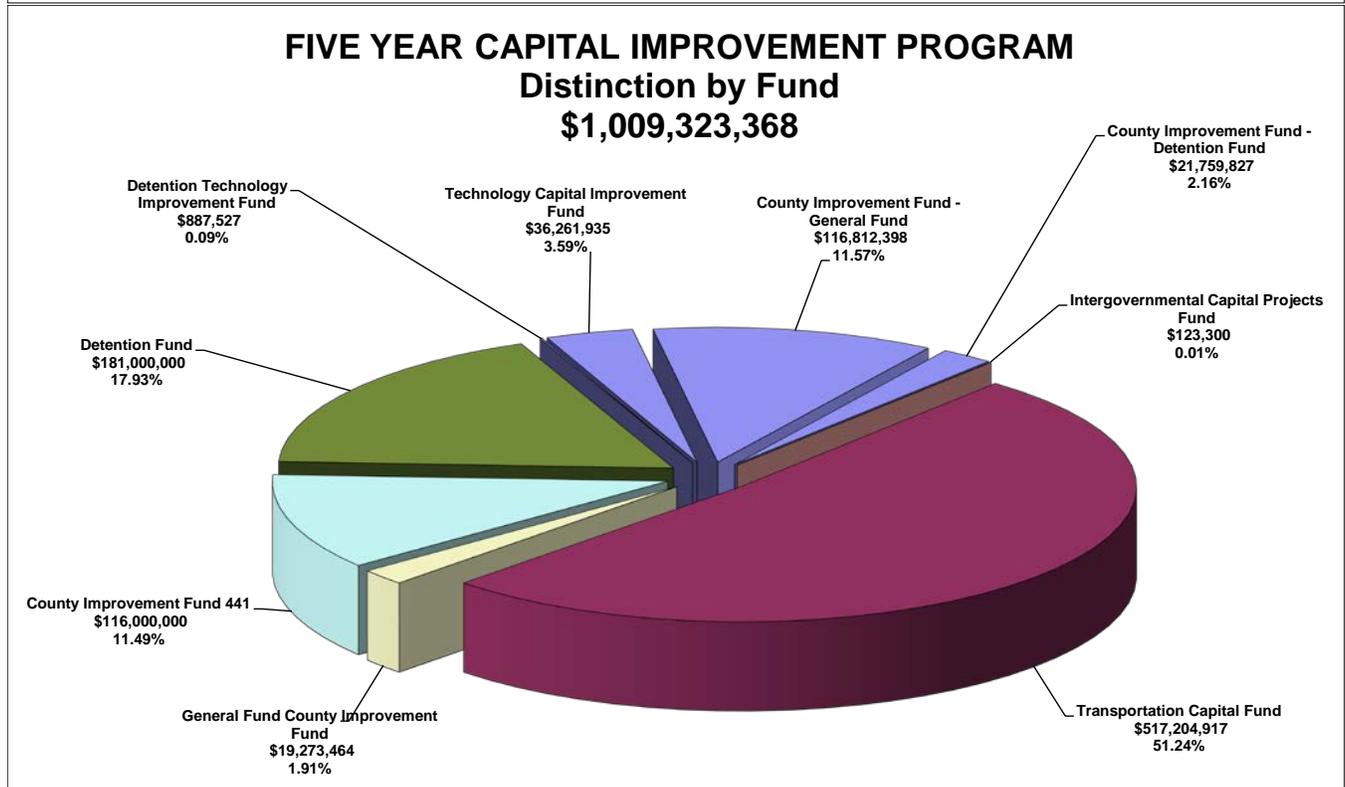
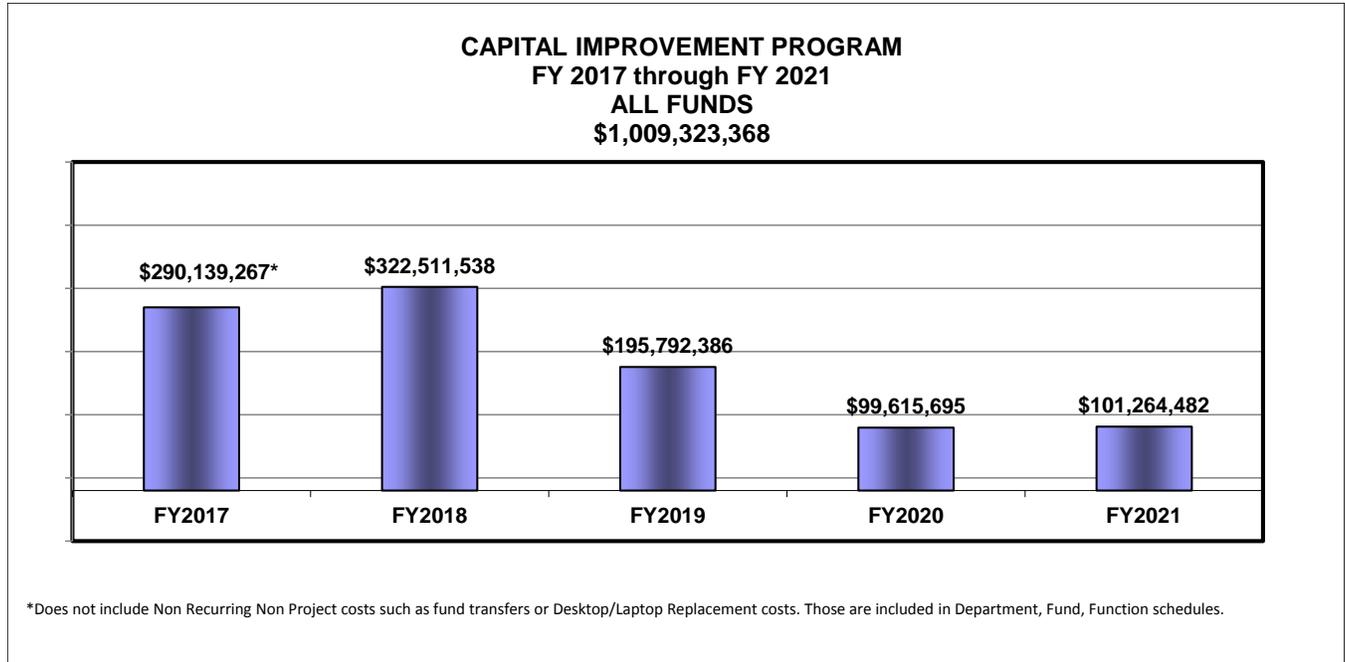
The Transportation priorities for the next five years are to continue the established plan:

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

A significant portion of the FY 2017 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 2017 and ending Fiscal Year 2021. The total anticipated cost for projects presented in the Five Year FY 2017 CIP is \$1,009,323,368. This does not include dollars set aside in Project Reserve for future capital projects.



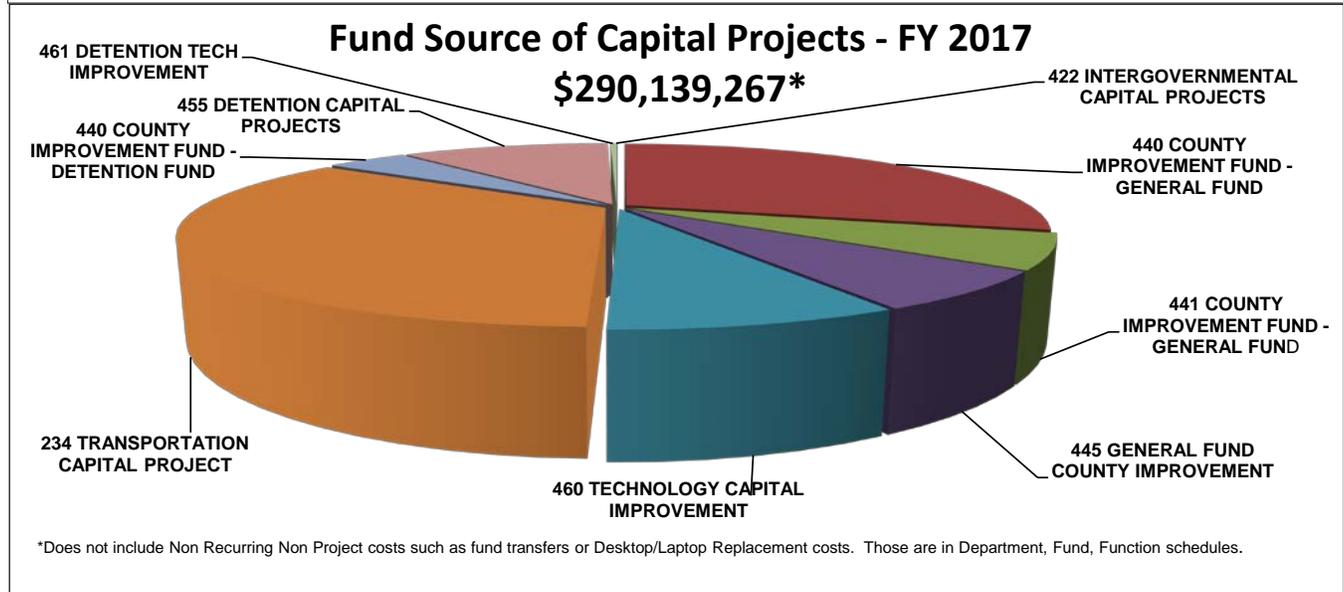
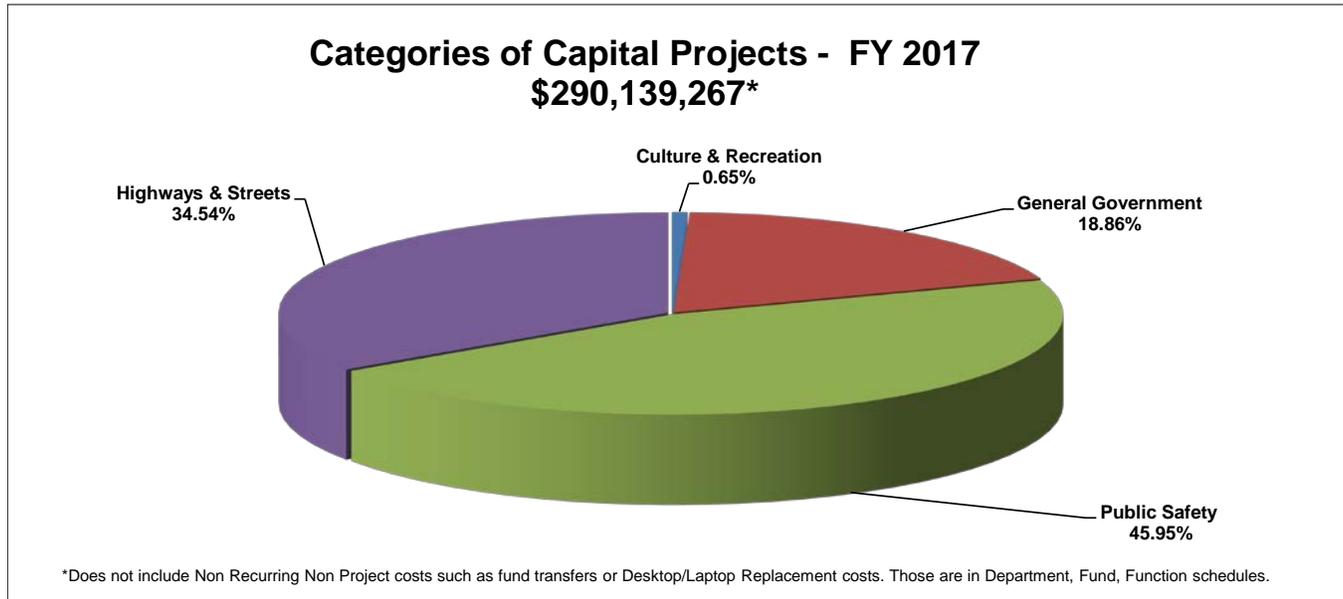
**Five Year CIP Budget (continued)**

It should be noted that over the five-year period, the cost of a project and its estimated completion date could vary from the initial plan due to changes in Board priorities, greater-than-anticipated costs, unforeseen events, and/or changes in funding assumptions. The following table highlights significant changes from the FY 2016 Capital Improvement Program. The FY 2016 Adopted budget has been restated to exclude project reserves set aside for future capital projects, consistent with the FY 2017 plan.

<b>FY 2017 CAPITAL IMPROVEMENT PROGRAM</b>				
<b>Five-Year Total By Fund</b>				
<b>CIP Allocation by Fund</b>	<b>ADOPTED FY 2016 THROUGH FY 2020</b>	<b>ADOPTED FY 2017 THROUGH FY 2021</b>	<b>(Increase)/ Decrease</b>	
<b>General Fund</b>				
422 INTERGOVERNMENTAL CAPITAL PROJECTS	\$ 127,500	\$ 123,300	\$	4,200
440 COUNTY IMPROVEMENT FUND - GENERAL FUND	200,493,930	116,812,398		83,681,532
441 COUNTY IMPROVEMENT 441	-	116,000,000		(116,000,000)
445 GENERAL FUND COUNTY IMPROVEMENT	9,493,121	19,273,464		(9,780,343)
460 TECHNOLOGY CAPITAL IMPROVEMENT	5,130,335	36,261,935		(31,131,600)
<i>Subtotal General Fund</i>	\$ 215,244,886	\$ 288,471,097	\$	(73,226,211)
<b>Special Revenue</b>				
234 TRANSPORTATION CAPITAL PROJECT	\$ 437,204,790	\$ 517,204,917	\$	(80,000,127)
440 COUNTY IMPROVEMENT FUND - DETENTION FUND	28,739,535	21,759,827		6,979,708
455 DETENTION CAPITAL PROJECTS	187,497,806	181,000,000		6,497,806
461 DETENTION TECHNOLOGY IMPROVEMENT	2,455,284	887,527		1,567,757
<i>Subtotal Special Revenue</i>	\$ 655,897,415	\$ 720,852,271	\$	(64,954,856)
<b>TOTAL MARICOPA COUNTY</b>	<b>\$ 871,142,301</b>	<b>\$ 1,009,323,368</b>	<b>\$</b>	<b>(138,181,067)</b>

**FY 2017 CIP Budget**

The largest portion of expenditures for the County’s five-year Capital Improvement Program is in Public Safety at 45.95% with the Public Safety Radio System being the largest project. Highway and Streets makes up the second largest portion of the Capital Improvement Program at 34.54%. The remaining 19.51% encompasses funding for Culture and Recreation and General Government including various technology projects.



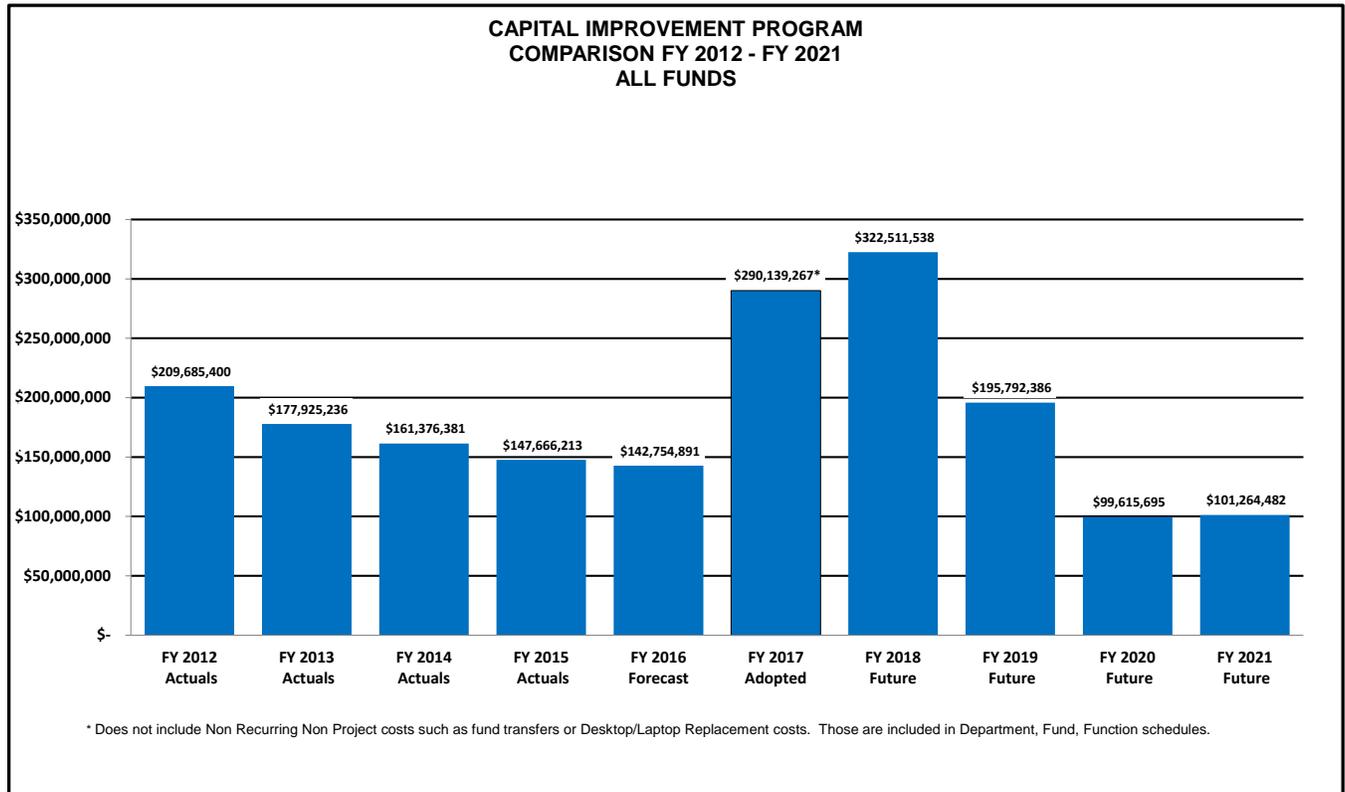
The capital projects budget is Year 1 of the Five-Year Capital Improvement Program. The FY 2017 Maricopa County Capital Improvement Program budget is \$290 million and is comprised of projects for which funding has been clearly identified for the duration of the projects. Total budgeted expenditures by fund source compared with FY 2016 expenditures are shown in the table below.

**FY 2017 CIP Budget (continued)**

<b>CAPITAL BUDGET BY FUND</b>				
<b>FUND</b>	<b>FY 2016 ADOPTED</b>	<b>FY 2016 REVISED</b>	<b>FY 2016 FORECASTED</b>	<b>FY 2017 ADOPTED</b>
<b>General Fund</b>				
422 INTERGOVERNMENTAL CAPITAL PROJECTS	\$ 127,500	\$ 127,500	\$ -	\$ 123,300
440 COUNTY IMPROVEMENT FUND - GENERAL FUND	149,401,063	128,353,562	65,334,024	85,531,703
441 COUNTY IMPROVEMENT FUND - GENERAL FUND	-	-	-	17,600,000
445 GENERAL FUND COUNTY IMPROVEMENT	8,848,242	9,160,628	6,037,442	18,929,869
460 TECHNOLOGY CAPITAL IMPROVEMENT	5,130,335	4,824,147	5,044,021	23,989,181
<i>Subtotal General Fund</i>	<b>\$ 163,507,140</b>	<b>\$ 142,465,837</b>	<b>\$ 76,415,487</b>	<b>\$ 146,174,053</b>
<b>Special Revenue</b>				
234 TRANSPORTATION CAPITAL PROJECT	\$ 94,370,570	\$ 94,370,570	\$ 24,919,369	\$ 100,221,196
440 COUNTY IMPROVEMENT FUND - DETENTION FUND	11,584,046	13,502,276	6,201,648	11,856,491
455 DETENTION CAPITAL PROJECTS	12,497,806	12,498,069	4,550,000	31,000,000
461 DETENTION TECHNOLOGY IMPROVEMENT	2,455,284	5,089,921	1,707,859	887,527
<i>Subtotal Special Revenue</i>	<b>\$ 120,907,706</b>	<b>\$ 125,460,836</b>	<b>\$ 37,378,876</b>	<b>\$ 143,965,214</b>
<b>TOTAL MARICOPA COUNTY</b>	<b>\$ 284,414,846</b>	<b>\$ 267,926,673</b>	<b>\$ 113,794,363</b>	<b>\$ 290,139,167*</b>

\*Does not include Non Recurring Non Project costs such as fund transfers or Desktop/Laptop Replacement costs. Those are in Department, Fund, Fuction schedules.

Past levels of CIP spending are presented for comparison purposes to the FY 2017 budgeted CIP and future CIP levels. It may appear that our CIP program is slowing; however the future years do not include new projects and only the future planned expenditures of FY 2017 current projects.



FY 2017 CIP Budget (continued)

The FY 2017 CIP budget includes 81 projects totaling \$290,139,267. This is \$5.7 million, or 2.01%, more than FY 2016, for the 8 CIP funds: Transportation Capital Project (234), Intergovernmental Capital Projects (422), County Improvement Fund (440), County Improvement Fund 441 (441), General Fund County Improvement (445), Detention Capital Project Fund (455), General Fund Technology Improvement (460), and Detention Fund Technology Improvement (461).

234 TRANSPORTATION CAPITAL PROJECT	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
BRIDGE CONST/PRESERVATION	\$ 457,352	\$ 209,152	\$ 90,000	\$ 260,000	\$ 1,105,000	\$ 880,000	\$ -	\$ 2,335,000	\$ 3,001,504
COUNTY ARTERIALS	11,703,686	9,436,082	23,305,233	21,243,824	15,170,474	34,047,337	22,212,496	115,979,364	137,119,132
DUST MITIGATION	750,615	1,207,826	6,243,887	5,394,302	3,963,932	3,978,049	4,768,555	24,348,725	26,307,166
INTELLIGENT TRANS SYST ITS	538,266	717,492	4,067,000	30,000	75,000	55,000	125,000	4,352,000	5,607,758
MAG ALCP PROJECTS	104,273,949	3,023,870	26,194,639	26,823,913	63,009,542	27,574,668	43,575,025	187,177,787	294,475,606
PARTNERSHIP SUPPORT	5,512,027	2,572,000	2,045,000	1,520,000	1,520,000	1,520,000	1,520,000	8,125,000	16,209,027
PAVEMENT CONST/PRESERVATION	1,299,079	3,326,953	11,384,319	17,272,446	16,054,253	16,531,709	18,742,990	79,985,717	84,611,749
RIGHT-OF-WAY	2,289,184	116,838	250,000	100,000	100,000	100,000	100,000	650,000	3,056,022
SAFETY PROJECTS	4,853,802	1,943,967	18,585,000	19,001,000	18,360,000	4,325,000	-	60,271,000	67,068,769
TRAFFIC IMPROVEMENTS	1,555,574	2,365,189	8,056,118	3,709,711	1,409,264	10,584,815	10,220,416	33,980,324	37,901,087
<b>TOTAL FUND 234</b>	<b>\$ 133,233,534</b>	<b>\$ 24,919,369</b>	<b>\$ 100,221,196</b>	<b>\$ 95,355,196</b>	<b>\$ 120,767,465</b>	<b>\$ 99,596,578</b>	<b>\$ 101,264,482</b>	<b>\$ 517,204,917</b>	<b>\$ 675,357,820</b>

422 INTERGOVERNMENTAL CAP PROJ	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
MARICOPA REGIONAL TRAIL SYSTEM	\$ 996,937	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 996,937
VULTURE MOUNTAIN STUDY	50,001	6,000	123,300	-	-	-	-	123,300	179,301
<b>TOTAL FUND 422</b>	<b>\$ 1,046,938</b>	<b>\$ 6,000</b>	<b>\$ 123,300</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 123,300</b>	<b>\$ 1,176,238</b>

440 COUNTY IMPROVEMENT FUND	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
COMPUTER AIDED MASS APPRAISAL	\$ 3,395,938	\$ 5,923,921	\$ 7,677,886	\$ 7,197,847	\$ -	\$ -	\$ -	\$ 14,875,733	\$ 24,195,592
COUNTY TELEPHONE SYSTEM	6,031,774	5,455,993	5,392,330	-	-	-	-	5,392,330	16,880,097
ENTERPRISE DATA CENTER	11,694,968	3,165,783	4,983,247	-	-	-	-	4,983,247	19,843,998
ENTERPRISE RESOURCE PLANNING SYS	7,374,115	10,531,317	6,453,753	-	-	-	-	6,453,753	24,359,185
INFRASTRUCTURE REFRESH PHASE 1	6,151,879	1,300,000	73,586	-	-	-	-	73,586	7,525,465
INFRASTRUCTURE REFRESH PHASE 2	17,350,227	5,411,192	4,558,781	-	-	-	-	4,558,781	27,320,200
JAIL MGMT INFORMATION SYSTEM	730,252	4,520,745	8,893,241	5,608,676	4,275,543	19,117	-	18,796,577	24,047,574
JAIL KITCHEN EQUIPMENT	-	-	300,000	-	-	-	-	300,000	300,000
JAIL SECURITY SYSTEM UPGRADE	4,109,778	1,680,903	2,663,250	-	-	-	-	2,663,250	8,453,931
PUBLIC SAFETY RADIO SYSTEM	9,632,227	26,045,818	35,241,579	9,243,768	14,839,080	-	-	59,324,427	95,002,472
SOUTHWEST JUSTICE COURTS	1,349,458	7,500,000	21,150,541	-	-	-	-	21,150,541	29,999,999
<b>TOTAL PROJECTS 440</b>	<b>\$ 67,820,616</b>	<b>\$ 71,535,672</b>	<b>\$ 97,388,194</b>	<b>\$ 22,050,291</b>	<b>\$ 19,114,623</b>	<b>\$ 19,117</b>	<b>\$ -</b>	<b>\$ 138,572,225</b>	<b>\$ 277,928,513</b>

441 COUNTY IMPROVEMENT 441	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
MADISON STREET JAIL ADAPTATION	\$ -	\$ -	\$ 17,600,000	\$ 91,100,000	\$ 7,300,000	\$ -	\$ -	\$ 116,000,000	\$ 116,000,000
<b>TOTAL PROJECTS 441</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,600,000</b>	<b>\$ 91,100,000</b>	<b>\$ 7,300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 116,000,000</b>	<b>\$ 116,000,000</b>

445 GENERAL FUND CTY IMPROV	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
ADULT PROBATION-BLACK CANYON FAC	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000
ADULT PROBATION-SOUTHPORT FAC	-	-	3,000,000	-	-	-	-	3,000,000	3,000,000
BUCKEYE HILLS RANGE ELECTRIC	-	-	1,751,294	-	-	-	-	1,751,294	1,751,294
CHAMBERS BUILDING	36,591	2,324,818	1,590,787	-	-	-	-	1,590,787	3,952,196
EAST COURT IMPROVEMENTS	9,760,695	2,644,671	7,000,000	-	-	-	-	7,000,000	19,405,366
HASSAYAMPA	-	-	1,000,000	-	-	-	-	1,000,000	1,000,000
MARICOPA REGIONAL TRAIL SYSTEM	3,626,930	496,586	532,889	343,595	-	-	-	876,484	5,000,000
SHERIFF HQ PROJECT	32,647,131	12,185	452,148	-	-	-	-	452,148	33,111,464
SOUTHWEST JUSTICE COURTS	620,246	-	-	-	-	-	-	-	620,246
VULTURE MOUNTAIN	57,249	-	217,751	-	-	-	-	217,751	275,000
WEST COURT IMPROVEMENTS	-	559,182	385,000	-	-	-	-	385,000	944,182
<b>TOTAL PROJECTS 445</b>	<b>\$ 46,748,842</b>	<b>\$ 6,037,442</b>	<b>\$ 18,929,869</b>	<b>\$ 343,595</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 19,273,464</b>	<b>\$ 72,059,748</b>
PROJECT RESERVE 445	\$ -	\$ -	\$ 377,978	\$ -	\$ -	\$ -	\$ 204,061,295	\$ 204,439,273	\$ 204,439,273
<b>TOTAL FUND 445</b>	<b>\$ 46,748,842</b>	<b>\$ 6,037,442</b>	<b>\$ 19,307,847</b>	<b>\$ 343,595</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 204,061,295</b>	<b>\$ 223,712,737</b>	<b>\$ 276,499,021</b>

455 DETENTION CAPITAL PROJECTS	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
4TH AVENUE JAIL	\$ 1,262,780	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,537,780
INTAKE TRANSFER RELEASE JAIL	-	4,000,000	31,000,000	103,000,000	47,000,000	-	-	181,000,000	185,000,000
LOWER BUCKEYE JAIL	1,239,147	275,000	-	-	-	-	-	-	1,514,147
SHERIFF HQ PROJECT	30,000,000	-	-	-	-	-	-	-	30,000,000
<b>TOTAL PROJECTS 455</b>	<b>\$ 32,501,927</b>	<b>\$ 4,550,000</b>	<b>\$ 31,000,000</b>	<b>\$ 103,000,000</b>	<b>\$ 47,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 181,000,000</b>	<b>\$ 218,051,927</b>
PROJECT RESERVE 455	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,219,815	\$ 49,219,815	\$ 49,219,815
<b>TOTAL FUND 455</b>	<b>\$ 32,501,927</b>	<b>\$ 4,550,000</b>	<b>\$ 31,000,000</b>	<b>\$ 103,000,000</b>	<b>\$ 47,000,000</b>	<b>\$ -</b>	<b>\$ 49,219,815</b>	<b>\$ 230,219,815</b>	<b>\$ 267,271,742</b>

FY 2017 CIP Budget (continued)

460 TECHNOLOGY CAP IMPROVEMENT	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
BIX ROOM BYTE INFO EXCHANGE	\$ 430,743	\$ 1,283,438	\$ 2,785,275	\$ -	\$ -	\$ -	\$ -	2,785,275	\$ 4,499,456
COMPUTER AIDED MASS APPRAISAL	692,132	-	-	-	-	-	-	-	692,132
COUNTY TELEPHONE SYSTEM	12,206,108	-	-	-	-	-	-	-	12,206,108
ENTERPRISE DATA CENTER	25,493,530	-	-	-	-	-	-	-	25,493,530
ENTERPRISE RESOURCE PLANNING SYS	4,132,672	-	-	-	-	-	-	-	4,132,672
INFRASTRUCTURE REFRESH PHASE 1	4,733,947	-	-	-	-	-	-	-	4,733,947
INFRASTRUCTURE REFRESH PHASE 2	32,860,064	-	-	-	-	-	-	-	32,860,064
PUBLIC SAFETY RADIO SYSTEM	36,348,759	-	-	-	-	-	-	-	36,348,759
REFRESH REMOTE SITES PHASE 3	-	-	2,452,744	-	-	-	-	2,452,744	2,452,744
TREASURER TECH SYSTEM UPGRADE	803,102	3,760,583	18,751,162	10,662,456	1,610,298	-	-	31,023,916	35,587,600
<b>TOTAL PROJECTS 460</b>	<b>\$ 117,701,057</b>	<b>\$ 5,044,021</b>	<b>\$ 23,989,181</b>	<b>\$ 10,662,456</b>	<b>\$ 1,610,298</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 36,261,935</b>	<b>\$ 159,007,012</b>
PROJECT RESERVE 460	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,580,504	\$ 38,580,504	\$ 38,580,504
<b>TOTAL FUND 460</b>	<b>\$ 117,701,057</b>	<b>\$ 5,044,021</b>	<b>\$ 23,989,181</b>	<b>\$ 10,662,456</b>	<b>\$ 1,610,298</b>	<b>\$ -</b>	<b>\$ 38,580,504</b>	<b>\$ 74,842,439</b>	<b>\$ 197,587,516</b>

461 DETENTION TECH CAP IMPROVEMENT	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
CHS ELECTRONIC HEALTH RECORDS	\$ 5,643,415	\$ 1,707,859	\$ 887,527	\$ -	\$ -	\$ -	\$ -	887,527	\$ 8,238,801
JAIL MGMT INFORMATION SYSTEM	1,070,367	-	-	-	-	-	-	-	1,070,367
JAIL SECURITY SYSTEM UPGRADE	22,246,075	-	-	-	-	-	-	-	22,246,075
<b>TOTAL FUND 461</b>	<b>\$ 28,959,857</b>	<b>\$ 1,707,859</b>	<b>\$ 887,527</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 887,527</b>	<b>\$ 31,555,243</b>

The following schedule includes projects funded from multiple funds that are listed in the above schedules.

MULTIPLE FUNDED CAPITAL PROJECTS	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
COMPUTER AIDED MASS APPRAISAL	\$ 4,088,070	\$ 5,923,921	\$ 7,677,886	7,197,847	-	-	-	14,875,733	\$ 24,887,724
COUNTY TELEPHONE SYSTEM	18,237,882	5,455,993	5,392,330	-	-	-	-	5,392,330	29,086,205
ENTERPRISE DATA CENTER	37,188,498	3,165,783	4,983,247	-	-	-	-	4,983,247	45,337,528
ENTERPRISE RESOURCE PLANNING SYS	11,506,787	10,531,317	6,453,753	-	-	-	-	6,453,753	28,491,857
INFRASTRUCTURE REFRESH PHASE 1	10,885,826	1,300,000	73,586	-	-	-	-	73,586	12,259,412
INFRASTRUCTURE REFRESH PHASE 2	50,210,291	5,411,192	4,558,781	-	-	-	-	4,558,781	60,180,264
JAIL MGMT INFORMATION SYSTEM	1,800,619	4,520,745	8,893,241	5,608,676	4,275,543	19,117	-	18,796,577	25,117,941
JAIL SECURITY SYSTEM UPGRADE	26,355,853	1,680,903	2,663,250	-	-	-	-	2,663,250	30,700,006
MARICOPA REGIONAL TRAIL SYSTEM	4,623,867	496,586	532,889	343,595	-	-	-	876,484	5,996,937
PUBLIC SAFETY RADIO SYSTEM	45,980,986	26,045,818	35,241,579	9,243,768	14,839,080	-	-	59,324,427	131,351,231
SOUTHWEST JUSTICE COURTS	1,969,704	7,500,000	21,150,541	-	-	-	-	21,150,541	30,620,245
<b>TOTAL PROJECTS 440</b>	<b>\$ 212,848,383</b>	<b>\$ 72,032,258</b>	<b>\$ 97,621,083</b>	<b>\$ 22,393,886</b>	<b>\$ 19,114,623</b>	<b>\$ 19,117</b>	<b>\$ -</b>	<b>\$ 139,148,709</b>	<b>\$ 424,029,350</b>

Operating Budget Impacts

A direct relationship exists between Maricopa County’s capital and operating budgets. Operating cost estimates are the anticipated annual costs to operate capital improvements upon completion or acquisition. Completed capital projects generally require additional operating budget resources for upkeep, maintenance, security, and other costs associated with additional acreage, mileage, or space.

Future operating costs related to new capital improvements or acquisitions through the CIP are carefully considered before project commitments are made. It is the County’s philosophy and policy that new capital projects will be undertaken only if future operating revenues are reasonably estimated to be sufficient to support associated future operating costs. Operating costs associated with new facilities are budgeted by the user department in conjunction with the partnering department such as Facilities Management and Enterprise Technology. Estimated operating costs, as well as anticipated savings in lease costs and operating costs are factored into the County’s ten-year financial forecast.

Operating costs vary for each project. They are presented here in one table to review in total, and then separately in the project detail.

<b>FACILITY PROJECTS</b>					
<b>Maricopa Regional Trail System</b>					
<b>Operating Budget Impact</b>	<b>Year 1 FY 2017</b>	<b>Year 2 FY 2018</b>	<b>Year 3 FY 2019</b>	<b>Year 4 FY 2020</b>	<b>Year 5 FY 2021</b>
Personnel Expenses	\$ -	\$ -	\$ 168,555	\$ 172,767	\$ 177,085
Supplies Expenses	-	-	7,500	7,658	7,819
Services Expenses	-	-	137,500	38,288	29,092
Capital Expenses	-	-	60,000	-	61,260
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 373,555</b>	<b>\$ 218,713</b>	<b>\$ 275,256</b>
<b>Sheriff's Headquarters Project</b>					
Personnel Expenses	\$ 156,192	\$ 159,316	\$ 162,502	\$ 165,752	\$ 169,067
Services Expenses	2,331,186	2,382,870	2,436,601	2,582,032	2,633,673
<b>Total</b>	<b>\$ 2,487,378</b>	<b>\$ 2,542,186</b>	<b>\$ 2,599,103</b>	<b>\$ 2,747,784</b>	<b>\$ 2,802,740</b>
<b>TECHNOLOGY PROJECTS</b>					
<b>CHS Electronic Health Records</b>					
Personnel Expenses	\$ 261,952	\$ 267,191	\$ 267,191	\$ 267,191	\$ 267,191
Supplies Expenses	36,852	37,589	37,589	37,589	37,589
Services Expenses	481,116	240,000	240,000	240,000	240,000
Capital Expenses	987,577	100,000	100,000	100,000	100,000
<b>Total</b>	<b>\$ 1,767,497</b>	<b>\$ 644,780</b>	<b>\$ 644,780</b>	<b>\$ 644,780</b>	<b>\$ 644,780</b>
<b>Computer Aided Mass Appraisal</b>					
Services Expenses	\$ -	\$ -	\$ 613,875	\$ 638,400	\$ 663,900
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 613,875</b>	<b>\$ 638,400</b>	<b>\$ 663,900</b>
<b>County Telephone System</b>					
Services Expenses	\$ 1,400,000	\$ 1,428,000	\$ 1,456,560	\$ 1,485,691	\$ 1,515,405
<b>Total</b>	<b>\$ 1,400,000</b>	<b>\$ 1,428,000</b>	<b>\$ 1,456,560</b>	<b>\$ 1,485,691</b>	<b>\$ 1,515,405</b>
<b>Enterprise Data Center</b>					
Services Expenses	\$ 4,110,000	\$ 4,256,130	\$ 4,408,936	\$ 4,569,348	\$ 4,737,852
<b>Total</b>	<b>\$ 4,110,000</b>	<b>\$ 4,256,130</b>	<b>\$ 4,408,936</b>	<b>\$ 4,569,348</b>	<b>\$ 4,737,852</b>
<b>Enterprise Resource Planning System</b>					
Services Expenses	\$ 2,205,013	\$ 2,651,261	\$ 2,794,241	\$ 2,794,241	\$ 2,794,291
<b>Total</b>	<b>\$ 2,205,013</b>	<b>\$ 2,651,261</b>	<b>\$ 2,794,241</b>	<b>\$ 2,794,241</b>	<b>\$ 2,794,291</b>
<b>Jail Management System</b>					
Services Expenses	\$ -	\$ 50,000	\$ 720,651	\$ 1,180,916	\$ 1,217,727
<b>Total</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 720,651</b>	<b>\$ 1,180,916</b>	<b>\$ 1,217,727</b>
<b>Jail Security System Upgrade</b>					
Services Expenses	\$ 1,274,256	\$ 3,152,201	\$ 3,782,641	\$ 4,539,169	\$ 5,447,003
<b>Total</b>	<b>\$ 1,274,256</b>	<b>\$ 3,152,201</b>	<b>\$ 3,782,641</b>	<b>\$ 4,539,169</b>	<b>\$ 5,447,003</b>
<b>Public Safety Radio System</b>					
Services Expenses	\$ 240,928	\$ 248,081	\$ 255,447	\$ 263,033	\$ 270,844
<b>Total</b>	<b>\$ 240,928</b>	<b>\$ 248,081</b>	<b>\$ 255,447</b>	<b>\$ 263,033</b>	<b>\$ 270,844</b>
<b>Treasurer Technology System Upgrade</b>					
Services Expenses	\$ 17,997	\$ 18,537	\$ 259,678	\$ 1,566,168	\$ 1,613,153
<b>Total</b>	<b>\$ 17,997</b>	<b>\$ 18,537</b>	<b>\$ 259,678</b>	<b>\$ 1,566,168</b>	<b>\$ 1,613,153</b>
<b>GRAND TOTAL</b>	<b>\$ 13,503,069</b>	<b>\$ 14,991,176</b>	<b>\$ 17,909,467</b>	<b>\$ 20,648,244</b>	<b>\$ 21,982,951</b>

## 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: June 2017

### Project Purpose Statement



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 foot single-story expansion adjoining the existing building on the west side and 40 new parking spaces.

### Funding/Cost Summary

ADULT PROBATION BLACK CANYON	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000
<b>Project Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>

### Operating Cost Summary

Operating costs have not yet been determined for this project.

**Adult Probation – Southport Facility Expansion**

Project Location: 3535 South 7<sup>th</sup> Street – Phoenix  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): Adult Probation  
 Scheduled Completion Date: June 2017

**Project Purpose Statement**



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	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000
<b>Project Total</b>	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000

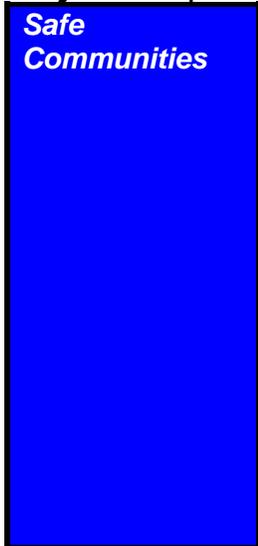
**Operating Cost Summary**

Operating costs have not yet been determined for this project.

**Buckeye Hills Shooting Range Electric Project**

Project Location: 26900 West Buckeye Hills Drive – Buckeye  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): MCSO & Maricopa County Parks & Recreation  
 Scheduled Completion Date: June 2017

**Project Purpose Statement**



The Buckeye Hills Shooting Range Complex has been in operation since January 2008 and consists of two separate Shooting Range facilities. The MCSO Law Enforcement Shooting Range is restricted to Sheriff's Office personnel and is operational around the clock. This facility is used for sniper and handgun certification, SWAT Teams, and bomb squad demolition training. The Parks and Recreation Shooting Range is a public range used for recreational shooting, training/certification classes, and retail sales. Both facilities were originally powered by off-grid photovoltaic systems which are now inoperative due to damaged inverters. These inverters are proprietary equipment and the manufacturer is no longer in business. Technical support is non-existent and Facilities Management is now forced to provide power to both facilities using diesel generators. The annual operating cost for producing diesel generated power is \$350,000. Installing commercial electric utilities will greatly increase reliability, reduce facility closures due to power outages, and minimize maintenance and repair costs of the electrical system. A simple payback analysis shows a return on investment of 5 years.

**Project Description**

The Buckeye Hills Shooting Range Electric Project consists of extending APS electric utilities to the Buckeye Hills Shooting Range Complex. The Complex is located in the Buckeye Hills Regional Park located west of Hwy 85 between Buckeye and Gila Bend, AZ. The project will bring permanent electric utilities to both Shooting Ranges eliminating the use of expensive, unreliable diesel generated power.

**Funding/Cost Summary**

BUCKEYE HILLS RANGE ELECTRIC	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	\$ -	\$ -	\$ 1,751,294	\$ -	\$ -	\$ -	\$ -	\$ 1,751,294	\$ 1,751,294
<b>Project Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,751,294</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,751,294</b>	<b>\$ 1,751,294</b>

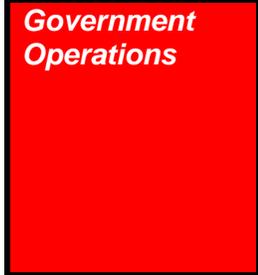
**Operating Cost Summary**

Operating costs have not yet been determined for this project.

### Chambers Building Remodel – Phase 3

Project Location: 301 South 4<sup>th</sup> Avenue – Phoenix  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): None  
 Scheduled Completion Date: June 2017

#### Project Purpose Statement



The purpose of the Chambers building remodel phase three is to restore the exterior of the historic Chambers Transfer & Storage Company building and interior remodeling which houses the Office of Enterprise Technology. This phase of the remodel is necessary to eliminate the potential for water intrusion which can cause damage to the interior of the building. This phase will also renovate the third floor to create a more efficient and operationally effective use of the floor. Built in 1923, the Chambers Transfer & Storage Company building is registered with the Phoenix Historic Property Register and the National Register of Historic Places.

#### Project Description

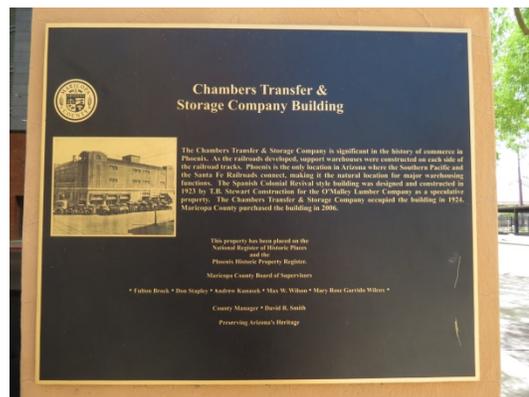
The Chambers Building remodel phase three consists of a renovation to the third floor of the building as well as revitalization of the north, south, and east exterior elevations of the building, including masonry repair and restoration of the exterior facades and windows for protection from weather. Renovations of the basement, first floor, and second floor have been completed as well as revitalization of the south exterior elevation of the building. Phase three would complete the remodel of the entire building.

#### Funding/Cost Summary

CHAMBERS BUILDING REMODEL	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	\$ 36,591	\$ 2,324,818	\$ 1,590,787	\$ -	\$ -	\$ -	\$ -	\$ 1,590,787	\$ 3,952,196
<b>Project Total</b>	<b>\$ 36,591</b>	<b>\$ 2,324,818</b>	<b>\$ 1,590,787</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,590,787</b>	<b>\$ 3,952,196</b>

#### Operating Cost Summary

The Chambers Building Remodel Phase 3 consists of improvements to existing space and will not have any additional operational impact to the Facilities Operations and Maintenance budget. Funding is already included in the Enterprise Technology operating budget for the staff that will occupy this space.



### East Court Building Improvements

Project Location: 101 West Jefferson Street – Phoenix  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): None  
 Scheduled Completion Date: June 2017

### Project Purpose Statement



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 9<sup>th</sup> 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 Master Plan further recognizes that the added state-of-the-art court rooms will provide flexibility to meeting other court room demands for normal growth in civil cases when dependency cases decline as the backlog is reduced and the future Superior Courts (not yet identified and funded in the CIP) at the Southwest Justice Center takes a significant dependency case load.

### Project Description

The East Court Building Improvement Project will consist of the construction of four new Superior Court rooms on the 9<sup>th</sup> floor.

### Funding/Cost Summary

EAST COURT IMPROVEMENTS	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	\$ 9,760,695	\$ 2,644,671	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000,000	\$ 19,405,366
<b>Project Total</b>	<b>\$ 9,760,695</b>	<b>\$ 2,644,671</b>	<b>\$ 7,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,000,000</b>	<b>\$ 19,405,366</b>

### 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.



### 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



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 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
<b>Project Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>

### 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.

**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**



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 RELEASE JAIL	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
455 - DETENTION CAPITAL PROJECTS	\$ -	\$ 4,000,000	\$ 31,000,000	\$ 103,000,000	\$ 47,000,000	\$ -	\$ -	\$ 181,000,000	\$ 185,000,000
<b>Project Total</b>	<b>\$ -</b>	<b>\$ 4,000,000</b>	<b>\$ 31,000,000</b>	<b>\$ 103,000,000</b>	<b>\$ 47,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 181,000,000</b>	<b>\$ 185,000,000</b>

**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.

### Jail Kitchen Equipment

Project Location: Durango Campus  
 Managing Department: Maricopa County Sheriff's Office  
 Project/Community Partner(s): None  
 Scheduled Completion Date: June 2017

### Project Purpose Statement



The bakery has only one dough molder and one dough mixer and they have started breaking down due to age and stress fractures on some major components. The cost to replace these major components is very expensive and lead time is usually at 2-3 weeks. As parts are not readily available locally/domestically down time would be significant. Every day that these machines are down, 15-20,000 rolls are not made.

### Project Description

Replace Dough Molder and Mixer that have past their useful life expectancy.

### Funding/Cost Summary

JAIL KITCHEN EQUIPMENT	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000
<b>Project Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>

### Operating Cost Summary

Not Applicable.

**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**



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 proposed infrastructure would be a build out of 278,775 square feet of office improvements.

**Project Description**

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.

**Funding/Cost Summary**

MADISON STREET JAIL ADAP PHASE	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
441 - COUNTY IMPROVEMENT 441	\$ -	\$ -	\$ 17,600,000	\$ 91,100,000	\$ 7,300,000	\$ -	\$ -	\$ 116,000,000	\$ 116,000,000
<b>Project Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,600,000</b>	<b>\$ 91,100,000</b>	<b>\$ 7,300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 116,000,000</b>	<b>\$ 116,000,000</b>

**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.

## 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



The purpose of the Maricopa Trail project is to provide an accessible outdoor recreational experience for the people who live and work locally, so they may travel along the trail as a pathway to the Parks. In addition it will provide open space corridors to protect natural and cultural resources from commercial development. The Maricopa Trail program will design and build a regional trail to connect the Maricopa County Parks with a shared use, non-motorized linear park experience. It will link communities and assist them in becoming more livable by creating open space corridors to protect natural and cultural resources. It will provide enhanced health, educational, multimodal travel, tourism and recreational opportunities for residents and visitors.

### Project Description

The Maricopa County Regional Trail System Plan was adopted by the Board of Supervisors in 2004. In 2007, 8.8 miles of trail was built to link Spur Cross Ranch Conservation Area and Cave Creek Regional Park. Another 8 miles of trail was built in the area east of Anthem along Rodger Creek to connect to Cave Creek Park in 2008. In 2009, the County continued to build trails connecting Lake Pleasant to Anthem at Interstate 17. Parks completed the trail connecting Lake Pleasant to Anthem at Interstate 17 and also built trailheads at Lake Pleasant, 7<sup>th</sup> Street and Linda Lane, and on the Flood Control District McMicken Dam in 2011. Parks also built one mile of trail on the west end of South Mountain Park. In 2012, Parks provided a connection from White Tank Mountain Park to McMicken Dam and outfall components connecting Queen Creek and Sonoqui Wash. In 2013, Parks completed 12.4 miles of trail in Tempe and the Town of Guadalupe. Parks also began work with the US Corps of Engineers to design a trailhead at Tres Rios and 115<sup>th</sup> Avenue. In 2014, Parks completed an additional 12 miles of trail and completed a total of 221.5 miles by the end of FY 2015. At the conclusion of FY 2016, Parks anticipates another 13.1 miles of new trail will be added, primarily in the areas between Happy Valley Road to Lake Pleasant (Segment 12) and Gila River to White Tank (Segment 35), bringing the completed trail miles to 234.6.

### Funding/Cost Summary

MARICOPA REGIONAL TRAIL SYSTEM	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
422 - INTERGOVERNMENTAL CAP PROJ	\$ 996,937	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 996,937
445 - GENERAL FUND CITY IMPROV	3,626,930	496,586	532,889	343,595	-	-	-	876,484	5,000,000
<b>Project Total</b>	<b>\$ 4,623,867</b>	<b>\$ 496,586</b>	<b>\$ 532,889</b>	<b>\$ 343,595</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 876,484</b>	<b>\$ 5,996,937</b>

### Operating Cost Summary

Operating Budget Impact	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021
Personnel Expenses	\$ -	\$ -	\$ 168,555	\$ 172,767	\$ 177,085
Supplies Expenses	-	-	7,500.00	7,658.00	7,819.00
Services Expenses	-	-	137,500.00	38,288.00	29,092.00
Capital Expenses	-	-	60,000.00	-	61,260.00
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 373,555</b>	<b>\$ 218,713</b>	<b>\$ 275,256</b>

## Sheriff's Headquarters Project

Project Location: 550 West Jackson Street – Phoenix  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): None  
 Scheduled Completion Date: November 2014

### Project Purpose Statement



The purpose of constructing this facility is to relocate 326 staff from six locations, and equipment from one other location. Maricopa County Sheriff's Office staff include: Command staff, internal affairs, employee compliance, 911 emergency operations center, MCSO telecommunications, human resources, finance and procurement, OSHA, MCSO IT, CAD/RMS Staff and jail intelligence, and inmate phone monitoring.

### Project Description

The project was completed on November 13, 2014 and provides a newly constructed facility of approximately 121,000 square feet to house the operations of the Maricopa County Sheriff's Executive Headquarters as well as new space for the Emergency 911 Call Center and MCSO Communications Operations. Final closeout of the project continues with resolution of outstanding legal issues.

### Funding/Cost Summary

SHERIFF HQ PROJECT	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	\$ 32,647,131	\$ 12,185	\$ 452,148	\$ -	\$ -	\$ -	\$ -	\$ 452,148	\$ 33,111,464
455 - DETENTION CAPITAL PROJECTS	30,000,000	-	-	-	-	-	-	-	30,000,000
<b>Project Total</b>	<b>\$ 62,647,131</b>	<b>\$ 12,185</b>	<b>\$ 452,148</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 452,148</b>	<b>\$ 63,111,464</b>

### Operating Cost Summary

Operating Budget Impact	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021
Personnel Expenses - O&M	\$ 156,192	\$ 159,316	\$ 162,502	\$ 165,752	\$ 169,067
Supplies Expenses	-	-	-	-	-
Services Expenses	2,331,186	2,382,870	2,436,601	2,582,032	2,633,673
Capital Expenses	-	-	-	-	-
<b>Total</b>	<b>\$2,487,378</b>	<b>\$ 2,542,186</b>	<b>\$2,599,103</b>	<b>\$2,747,784</b>	<b>\$2,802,740</b>



North end of MCSO Headquarters.



MCSO Headquarters front entrance.

### Southwest Justice Courts

Project Location: Avondale  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): None  
 Scheduled Completion Date: March 2017

### Project Purpose Statement



The purpose of the Southwest Justice Courts project is to house the White Tank, Country Meadows, Agua Fria, and Maryvale Justice Courts in one central location. By doing so, the County will save money and reduce the amount of leased space the County currently has. In addition, Maricopa County residents in the western portion of the County will have a centralized location for Justice Court Services.

### Project Description

The project consists of the design and construction of the Maricopa County Southwest Justice Courts. The project will provide architectural design, civil engineering, soil testing, and the construction of a single story 67,000 square foot facility to house the White Tank, Country Meadows, Agua Fria, and Maryvale Justice Courts, as well as providing space for a future precinct.

### Funding/Cost Summary

SOUTHWEST JUSTICE COURTS	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ 1,349,458	\$ 7,500,000	\$ 21,150,541	\$ -	\$ -	\$ -	\$ -	\$ 21,150,541	\$ 29,999,999
445 - GENERAL FUND CTY IMPROV	620,246	-	-	-	-	-	-	-	620,246
<b>Project Total</b>	<b>\$ 1,969,704</b>	<b>\$ 7,500,000</b>	<b>\$ 21,150,541</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 21,150,541</b>	<b>\$ 30,620,245</b>

### Operating Cost Summary

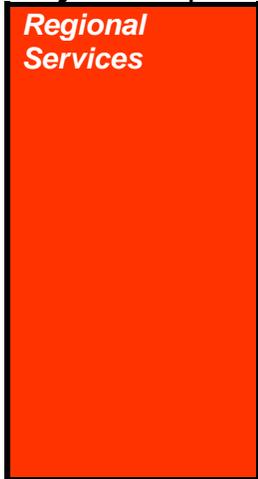
Operating costs have yet to be determined.



## 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



The purpose of the Vulture Mountain Cooperative Recreation Area project is to move forward with acquiring and managing the area as a county-managed park for both residents and visitors so they will have natural open space preserved into the future. The area is currently being managed under BLM's multiple use philosophy which allows, mining, cattle grazing, off-highway vehicle use and a wide variety of other recreational uses in a relatively unsupervised manner. As the County continues to grow in and around the Wickenburg area, more active management will be required to preserve the integrity of the area. Protecting the area as a County-managed recreation area will allow for greater management of the site resulting in more controlled use of the area and greater visitor and resident satisfaction. Maricopa County Parks and BLM have been working with the Town of Wickenburg to assure quality of life and economic benefits provided by the area will be enhanced through park development and management, while preserving the unique western flavor of the community.

### Project Description

In January 2012, the Board of Supervisors approved Maricopa County Parks and Recreation's (Parks) Vulture Mountain's Cooperative Recreation Area Master Plan. This is a multi-year and phased response to the public's desire for additional access to park lands. When complete, this will add approximately 71,000 acres to the MCPRD system. Phase one of the plan calls for the Department to take over management and operation of the Hassayampa River Preserve.

### Funding/Cost Summary

VULTURE MOUNTAIN	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
422 - INTERGOVERNMENTAL CAP PROJ	\$ 50,001	\$ 6,000	\$ 123,300	\$ -	\$ -	\$ -	\$ -	\$ 123,300	\$ 179,301
445 - GENERAL FUND CTY IMPROV	57,249	-	217,751	-	-	-	-	217,751	275,000
<b>Project Total</b>	<b>\$ 107,250</b>	<b>\$ 6,000</b>	<b>\$ 341,051</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 341,051</b>	<b>\$ 454,301</b>

### Operating Cost Summary

This phase of the project consists of a study to gather information for park development. Operational impacts cannot be determined until the project moves forward.

### West Court Building Improvements

Project Location: 111 South 3<sup>rd</sup> Avenue – Phoenix  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): None  
 Scheduled Completion Date: July 2016

### Project Purpose Statement



During the demolition of the East Court floors 6-9 project performed in 2012, it was discovered that the return air shaft contained asbestos. Based upon these findings and knowing that the West Court was built at the same time, a survey was performed on the West Court return air shaft. It was also found to contain asbestos. The West Court Shaft Abatement Project is necessary to eliminate public and employee environmental and health concerns.

### Project Description

The West Court Building Improvements Project consists of the abatement of the entire return air shaft within the West Court Building. This is necessary to eliminate any environmental concerns and to ensure the safety of all tenants within the building.

### Funding/Cost Summary

WEST COURT IMPROVEMENTS	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	\$ -	\$ 559,182	\$ 385,000	\$ -	\$ -	\$ -	\$ -	\$ 385,000	\$ 944,182
<b>Project Total</b>	<b>\$ -</b>	<b>\$ 559,182</b>	<b>\$ 385,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 385,000</b>	<b>\$ 944,182</b>

### Operating Cost Summary

Not applicable.

## Technology Project Detail

### BIX Room Byte Info Exchange Project

Project Location: 111 South 3rd Avenue – Phoenix  
 Managing Department: Enterprise Technology  
 Project/Community Partner(s): None  
 Scheduled Completion Date: December 2016

#### Project Purpose Statement



This infrastructure is critical to the distribution of secure telecommunications, radio frequency, and high speed data services across a vast network of local and remote IT installations. While a data center provides the heart of an organization’s server and storage environment, a BIX Room provides the heart of an organization’s network connectivity as it is the entrance point for all communications into, out of, and within that organization.

#### Project Description

The Building Industry Cross-connect (BIX) Room is a technology equipment room located in the lower level of the West Court Building and is the central entrance point for most of the internet, network, and voice communication services that support Maricopa County. Consequently, it is critical for maintaining County communications and business operations. Expected outcomes for this project include resolution to the significant issues outlined in a recently completed comprehensive third-party study of the BIX Room that was conducted by industry experts. This study characterized the BIX Room as a significant operational risk. Therefore, an expected outcome is the remediation of the room’s weaknesses as outlined in the study.

#### Funding/Cost Summary

BIX ROOM BYTE INFO EXCHANGE	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	\$ 430,743	\$ 1,283,438	\$ 2,785,275	\$ -	\$ -	\$ -	\$ -	\$ 2,785,275	\$ 4,499,456
<b>Project Total</b>	<b>\$ 430,743</b>	<b>\$ 1,283,438</b>	<b>\$ 2,785,275</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,785,275</b>	<b>\$ 4,499,456</b>

#### Operating Cost Summary

Not Applicable.

## CHS Electronic Health Records

Project Location: System-wide  
 Managing Department: Correctional Health Services  
 Project/Community Partner(s): Enterprise Technology  
 Scheduled Completion Date: June 2017

### Project Purpose Statement



Ancillary products, services, and interfaces will provide: Enhanced quality of care, access and management of data, accuracy of management of data efficiency of processes, compliance with various law suits and accreditation and enhance continuity of care within the jail setting as well as 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 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
461 - DETENTION TECH CAP IMPROVEMENT	\$ 5,643,415	\$ 1,707,859	\$ 887,527	\$ -	\$ -	\$ -	\$ -	\$ 887,527	\$ 8,238,801
<b>Project Total</b>	<b>\$ 5,643,415</b>	<b>\$ 1,707,859</b>	<b>\$ 887,527</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 887,527</b>	<b>\$ 8,238,801</b>

### Operating Cost Summary

Operating Budget Impact	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021
Personnel Expenses	\$ 261,952	\$ 267,191	\$ 267,191	\$ 267,191	\$ 267,191
Supplies Expenses	36,852	37,589	37,589	37,589	37,589
Services Expenses	481,116	240,000	240,000	240,000	240,000
Capital Expenses	987,577	100,000	100,000	100,000	100,000
<b>Total</b>	<b>\$ 1,767,497</b>	<b>\$ 644,780</b>	<b>\$ 644,780</b>	<b>\$ 644,780</b>	<b>\$ 644,780</b>

### Computer Aided Mass Appraisal

Project Location: 111 South Third Avenue – Phoenix  
 Managing Department: Enterprise Technology  
 Project/Community Partner(s): None  
 Scheduled Completion Date: June 2018

#### Project Purpose Statement



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 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ 3,395,938	\$ 5,923,921	\$ 7,677,886	\$ 7,197,847	\$ -	\$ -	\$ -	14,875,733	\$ 24,195,592
460 - TECHNOLOGY CAP IMPROVEMENT	692,132	-	-	-	-	-	-	-	692,132
<b>Project Total</b>	<b>\$ 4,088,070</b>	<b>\$ 5,923,921</b>	<b>\$ 7,677,886</b>	<b>\$ 7,197,847</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>14,875,733</b>	<b>\$ 24,887,724</b>

#### Operating Cost Summary

Operating Budget Impact	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021
Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	-	-	613,875	638,400	663,900
Capital Expenses	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 613,875</b>	<b>\$ 638,400</b>	<b>\$ 663,900</b>

## County Telephone System

Project Location: All County Departments/Locations  
 Managing Department: Enterprise Technology  
 Project/Community Partner(s): All County IT Groups  
 Scheduled Completion Date: December 2016

### Project Purpose Statement



The purpose of the County Telephone System project is to provide a sustainable and reliable mechanism for citizens to call the County to seek information and conduct business, as well as ensuring County employees have the proper tools to do their jobs. The County's Nortel SL100 system has operated within the County for 15 years and has surpassed end-of-life. The current system components continuously fail, resulting in increasingly prolonged outages to departments and users as support and parts are becoming increasingly scarce.

### Project Description

The purpose of the County Telephone System project is to replace the current end-of-life Nortel SL100 phone system county-wide. OET is working with AVAYA to install the new phone system that will include unified communications (UC) and video conferencing services using Voice over Internet Protocol (VoIP) and Session Initiation Protocol (SIP) technologies. During system installation, OET works with each County department to understand their current business needs and to identify opportunities to improve business processes with the new technologies. It is important to note that the VoIP Unified Communications project is dependent on the completion of the County's network infrastructure refresh projects.

### Funding/Cost Summary

COUNTY TELEPHONE SYSTEM	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ 6,031,774	\$ 5,455,993	\$ 5,392,330	\$ -	\$ -	\$ -	\$ -	\$ 5,392,330	\$ 16,880,097
460 - TECHNOLOGY CAP IMPROVEMENT	12,206,108	-	-	-	-	-	-	-	12,206,108
<b>Project Total</b>	<b>\$ 18,237,882</b>	<b>\$ 5,455,993</b>	<b>\$ 5,392,330</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,392,330</b>	<b>\$ 29,086,205</b>

### Operating Cost Summary

Operating Budget Impact	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021
Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	1,400,000	1,428,000	1,456,560	1,485,691	1,515,405
Capital Expenses	-	-	-	-	-
<b>Total</b>	<b>\$ 1,400,000</b>	<b>\$ 1,428,000</b>	<b>\$ 1,456,560</b>	<b>\$ 1,485,691</b>	<b>\$ 1,515,405</b>

## Enterprise Data Center

Project Location: Phoenix  
 Managing Department: Enterprise Technology  
 Project/Community Partner(s): None  
 Scheduled Completion Date: December 2017

### Project Purpose Statement



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 CTNR CT	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ 11,694,968	\$ 3,165,783	\$ 4,983,247	\$ -	\$ -	\$ -	\$ -	\$ 4,983,247	\$ 19,843,998
460 - TECHNOLOGY CAP IMPROVEMENT	25,493,530	-	-	-	-	-	-	-	25,493,530
<b>Project Total</b>	<b>\$ 37,188,498</b>	<b>\$ 3,165,783</b>	<b>\$ 4,983,247</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,983,247</b>	<b>\$ 45,337,528</b>

### Operating Cost Summary

Operating Budget Impact	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021
Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	4,110,000	4,256,130	4,408,936	4,569,348	4,737,852
Capital Expenses	-	-	-	-	-
<b>Total</b>	<b>\$ 4,110,000</b>	<b>\$ 4,256,130</b>	<b>\$ 4,408,936</b>	<b>\$ 4,569,348</b>	<b>\$ 4,737,852</b>

## Enterprise Resource Planning System

Project Location: Phoenix  
 Managing Department: Enterprise Technology  
 Project/Community Partner(s): Department of Finance, Office of Management and Budget, and Office of Procurement Services  
 Scheduled Completion Date: September 2016

### Project Purpose Statement



The County's current budget, financial, and procurement systems are not fully integrated and are a mix of custom developed software and commercial off-the-shelf applications. The new Enterprise Resource Planning (ERP) system will modernize and transform the County's budgeting, financial, and procurement systems, including integration with the existing human resource management system, to improve the timeliness and accuracy of critical information sharing necessary to provide transparency for staff and leadership.

### Project Description

The scope of the (ERP) system includes Performance Budgeting, Financials, and Procurement. The system will be implemented in three phases: Envision, Create, and Achieve.

The Envision Phase develops a comprehensive implementation blueprint – determining exactly how the system will be implemented for Maricopa County. CGI and County staff will prototype business requirements using the actual ERP software. Based on prototyping results, CGI will develop a fit-gap analysis and implementation road-map. The Envision Phase started in November 2013 and was completed in July 2014.

The Create Phase includes configuring the ERP software; developing software needed for data conversion, interfaces and reports; and developing training and change management materials. The Create Phase began in July 2014 and will be completed in January 2016.

The Achieve Phase integrates all system components built in the Create Phase and prepares the County for full-scale cut-over and system implementation. Several key activities include user training and acceptance testing. The County will go live on the new ERP system in July 2016. The Achieve Phase began in February 2016 and will be completed in September 2016, including post implementation support.

### Funding/Cost Summary

ENTERPRISE RES PLANNING SYSTEM	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ 7,374,115	\$ 10,531,317	\$ 6,453,753	\$ -	\$ -	\$ -	\$ -	\$ 6,453,753	\$ 24,359,185
460 - TECHNOLOGY CAP IMPROVEMENT	4,132,672	-	-	-	-	-	-	-	4,132,672
<b>Project Total</b>	<b>\$ 11,506,787</b>	<b>\$ 10,531,317</b>	<b>\$ 6,453,753</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,453,753</b>	<b>\$ 28,491,857</b>

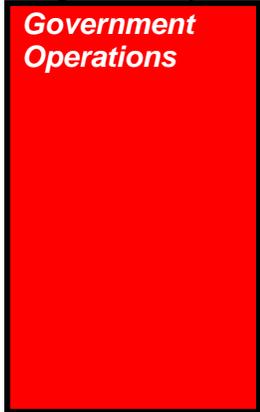
### Operating Cost Summary

Operating Budget Impact	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021
Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	2,205,013	2,651,261	2,794,241	2,794,241	2,794,291
Capital Expenses	-	-	-	-	-
<b>Total</b>	<b>\$ 2,205,013</b>	<b>\$ 2,651,261</b>	<b>\$ 2,794,241</b>	<b>\$ 2,794,241</b>	<b>\$ 2,794,291</b>

### Infrastructure Refresh Phase 1

Project Location: Downtown Locations – Phoenix  
 Managing Department: Enterprise Technology  
 Project/Community Partner(s): None  
 Scheduled Completion Date: December 2016

#### Project Purpose Statement



The County’s current network infrastructure at the Downtown Campus does not meet the Office of Enterprise Technology and industry minimum standards to ensure a reliable, secure, and supportable infrastructure required for the County to do business and serve the citizens.

The network equipment at the identified sites has reached end-of-life and therefore creates unnecessary risk of failure, which would disrupt County operations at the sites. Inaction would result in: 1) Network outages/downtime and can adversely affect the way customers conduct business; 2) Inability to replace defective parts or broken parts on outdated network equipment; 3) Premature network equipment failure due to inadequate cooling; and 4) Increased maintenance costs due to aged equipment support requirements.

#### Project Description

A reliable network is essential to ensuring all County employees have access to the business applications and systems they utilize each day to carry out their responsibilities in serving the public. The Downtown Zone 2 Refresh project is focused on the Downtown Campus having a Zone 2 presence and is designed to improve network service delivery.

The outcomes for this project include: 1) Cable pathways and conduits that provide the ability to expand the network; 2) Telecom rooms that have adequate or better power, cooling, security, and monitoring requirements; 3) Cabling bandwidth that meets or exceeds the demands for video, voice, and data networking services; 4) Comprehensive network gear that is built with redundancy; 5) Secure WiFi services; 6) A network that is architected and supported by industry subject matter experts to operate in an ‘always on – always connected’ fashion – 24/7; and 7) Improved security of equipment and, more importantly, the data contained within the equipment.

#### Funding/Cost Summary

PHASE I ZONE 2 DOWNTOWN	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ 6,151,879	\$ 1,300,000	\$ 73,586	\$ -	\$ -	\$ -	\$ -	\$ 73,586	\$ 7,525,465
460 - TECHNOLOGY CAP IMPROVEMENT	4,733,947	-	-	-	-	-	-	-	4,733,947
<b>Project Total</b>	<b>\$ 10,885,826</b>	<b>\$ 1,300,000</b>	<b>\$ 73,586</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 73,586</b>	<b>\$ 12,259,412</b>

#### Operating Cost Summary

Not Applicable.

## Infrastructure Refresh Phase 2

Project Location: Downtown Locations – Phoenix  
Managing Department: Enterprise Technology  
Project/Community Partner(s): None  
Scheduled Completion Date: July 2017

### Project Purpose Statement

**Government  
Operations**

The County's current network infrastructure at the Durango and Southeast Campus, and Remote Site Locations do not meet the Office of Enterprise Technology and industry minimum standards to ensure a reliable, secure, and supportable infrastructure required for the County to do business and serve the citizens.

### Project Description

A reliable network is essential to ensuring all County employees have access to the business applications and systems they utilize each day to carry out their responsibilities in serving the public.

The outcomes for this project include: 1) Cable pathways and conduits that provide the ability to 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.

Durango Campus: The project is focused on the Durango Campus having a Zone 2 and 3 presence and is designed to improve network service delivery. The project completed the Durango Campus Zone 3 in FY 2015 and will complete the Durango Campus Zone 2 refresh in FY 2016 with continued user migration into FY 2017.

Southeast Regional Facility: The project is focused on the Southeast Regional Facility having a Zone 2 and 3 presence and is designed to improve network service delivery. The project will complete the Durango Campus Zone 2 and 3 refresh in FY 2016 with continued user migration into FY 2017.

Remote Site Locations: Phase I of the project is focused on 41 buildings within the Maricopa County region having a Zone 2 and 3 presence and is designed to improve network service delivery, where the SL100 phone system reside. Phase I was started in FY 2015 and is scheduled to be completed in FY 2016. Phase 2 of the project will focus on locations without the SL100 phone system with the greatest need to be replaced and began in FY 2016 with scheduled completion in FY 2017.

Infrastructure Refresh Phase 2 (continued)

Funding/Cost Summary

PHASE II ZONE 2 DURANGO	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ 4,736,644	\$ 1,000,000	\$ 171,369	\$ -	\$ -	\$ -	\$ -	171,369	\$ 5,908,013
460 - TECHNOLOGY CAP IMPROVEMENT	9,630,827	-	-	-	-	-	-	-	9,630,827
<b>Project Total</b>	<b>\$ 14,367,471</b>	<b>\$ 1,000,000</b>	<b>\$ 171,369</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>171,369</b>	<b>\$ 15,538,840</b>
PHASE II ZONE 2 SOUTHEAST	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ 2,308,430	\$ 900,000	\$ 57,985	\$ -	\$ -	\$ -	\$ -	57,985	\$ 3,266,415
460 - TECHNOLOGY CAP IMPROVEMENT	1,800,561	-	-	-	-	-	-	-	1,800,561
<b>Project Total</b>	<b>\$ 4,108,991</b>	<b>\$ 900,000</b>	<b>\$ 57,985</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>57,985</b>	<b>\$ 5,066,976</b>
PHASE II ZONE 2 REMOTE	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ 2,036,789	\$ 1,000,000	\$ 87,706	\$ -	\$ -	\$ -	\$ -	87,706	\$ 3,124,495
460 - TECHNOLOGY CAP IMPROVEMENT	65,517	-	-	-	-	-	-	-	65,517
<b>Project Total</b>	<b>\$ 2,102,306</b>	<b>\$ 1,000,000</b>	<b>\$ 87,706</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>87,706</b>	<b>\$ 3,190,012</b>
PHASE II ZONE 3 DURANGO	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ 193,024	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ 193,024
460 - TECHNOLOGY CAP IMPROVEMENT	16,547,374	-	-	-	-	-	-	-	16,547,374
<b>Project Total</b>	<b>\$ 16,740,398</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,740,398</b>
PHASE II ZONE 3 SOUTHEAST	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ 682,564	\$ 300,000	\$ 26,764	\$ -	\$ -	\$ -	\$ -	26,764	\$ 1,009,328
460 - TECHNOLOGY CAP IMPROVEMENT	4,574,938	-	-	-	-	-	-	-	4,574,938
<b>Project Total</b>	<b>\$ 5,257,502</b>	<b>\$ 300,000</b>	<b>\$ 26,764</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>26,764</b>	<b>\$ 5,584,266</b>
PHASE II ZONE 3 REMOTE	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ 7,392,776	\$ 2,150,000	\$ 24,957	\$ -	\$ -	\$ -	\$ -	24,957	\$ 9,567,733
460 - TECHNOLOGY CAP IMPROVEMENT	240,847	-	-	-	-	-	-	-	240,847
<b>Project Total</b>	<b>\$ 7,633,623</b>	<b>\$ 2,150,000</b>	<b>\$ 24,957</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>24,957</b>	<b>\$ 9,808,580</b>
REMOTE SITES NON SL 100	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ -	\$ 61,192	\$ 4,190,000	\$ -	\$ -	\$ -	\$ -	4,190,000	\$ 4,251,192
<b>Project Total</b>	<b>\$ -</b>	<b>\$ 61,192</b>	<b>\$ 4,190,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>4,190,000</b>	<b>\$ 4,251,192</b>

Operating Cost Summary  
 Not Applicable.

## Jail Management Information System

Project Location: County Jail Facilities – Phoenix  
 Managing Department: Sheriff’s Office  
 Project/Community Partner(s): None  
 Scheduled Completion Date: June 2018

### Project Purpose Statement



The purpose of the Jail Management Information System Program is to ensure the accurate and reliable management of the classification and movement of defendants and inmates at the jail facilities so that staff and inmates’ activities can be safe and monitored.

### Project Description

The Jail Management Information System project was approved by the Board in January 2013. The project funds the design phase and consultant work to allow for the selection of a replacement automation system for the management and classification of in-custody defendants and inmates by the Maricopa County Sheriff’s Office.

### Funding/Cost Summary

JAIL MGMT INFORMATION SYSTEM	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ 730,252	\$ 4,520,745	\$ 8,893,241	\$ 5,608,676	\$ 4,275,543	\$ 19,117	\$ -	\$ 18,796,577	\$ 24,047,574
461 - DETENTION TECH CAP IMPROVEMENT	1,070,367	-	-	-	-	-	-	-	1,070,367
<b>Project Total</b>	<b>\$ 1,800,619</b>	<b>\$ 4,520,745</b>	<b>\$ 8,893,241</b>	<b>\$ 5,608,676</b>	<b>\$ 4,275,543</b>	<b>\$ 19,117</b>	<b>\$ -</b>	<b>\$ 18,796,577</b>	<b>\$ 25,117,941</b>

### Operating Cost Summary

Operating Budget Impact	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021
Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	-	50,000	720,651	1,180,916	1,217,727
Capital Expenses	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>50,000</b>	<b>720,651</b>	<b>1,180,916</b>	<b>1,217,727</b>

## Jail Security System Upgrade

Project Location: County Jail Facilities – Phoenix  
 Managing Department: Facilities Management  
 Project/Community Partner(s): Sheriff's Office  
 Scheduled Completion Date: June 2016

### Project Purpose Statement



The existing Jail Security and Surveillance Systems have become technologically outdated and maintenance support and replacement parts are more expensive to purchase or are no longer available. The system is at the end of its normal life cycle and is not able to be supported by the industry causing hardware and software repairs to be difficult. Current jail system technology varies from facility to facility and has the potential to create a training burden when personnel are transferred from one facility to another. The system upgrade will standardize the surveillance and operating systems in all County Jail and related facilities.

### Project Description

The Jail Security System Upgrade Project will replace the current video surveillance system that is in place throughout the Maricopa County Jail System. The new Nice Vision Surveillance Recording System will accurately and reliably record 24 hours per day, 7 days per week and store all of its data. The system allows for monitoring of the facilities, inmates, and officers. It will be used to perform inspections of staff to verify that security walks are being conducted in accordance with policy and resolve complaints of misconduct or mistreatment of inmates and staff. The stored data can be used during the course of litigation. Funding continues this project which began in FY 2013.

### Funding/Cost Summary

JAIL SECURITY SYSTEM UPGRADE	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ 4,109,778	\$ 1,680,903	\$ 2,663,250	\$ -	\$ -	\$ -	\$ -	2,663,250	\$ 8,453,931
461 - DETENTION TECH CAP IMPROVEMEN	22,249,780	(3,705)	-	-	-	-	-	-	22,246,075
<b>Project Total</b>	<b>\$ 26,359,558</b>	<b>\$ 1,677,198</b>	<b>\$ 2,663,250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>2,663,250</b>	<b>\$ 30,700,006</b>

### Operating Cost Summary

Operating Budget Impact	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021
Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	1,274,256	3,152,201	3,782,641	4,539,169	5,447,003
Capital Expenses	-	-	-	-	-
<b>Total</b>	<b>\$ 1,274,256</b>	<b>\$ 3,152,201</b>	<b>\$ 3,782,641</b>	<b>\$ 4,539,169</b>	<b>\$ 5,447,003</b>

## 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



The County's current Radio System does not meet portable radio coverage requirements and many active components of the system are no longer serviceable by the manufacturer. The proposed system will provide greater interoperability with other Public Safety agencies throughout the region. In addition, the project will also replace all portable and mobile radios on the system today (approximately 7,000) with state-of-the-art open architected radios that will afford greater interoperability by all end-users.

### Project Description

The Radio System Project will upgrade and expand the County owned Public Safety Radio infrastructure and upgrade/replace the user mobile and portable radio fleet. The project will replace the current Public Safety Radio System that has been operational since 1995.

### Funding/Cost Summary

PUBLIC SAFETY RADIO	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	\$ 9,632,227	\$ 26,045,818	\$ 35,241,579	\$ 9,243,768	\$ 14,839,080	\$ -	\$ -	\$ 59,324,427	\$ 95,002,472
460 - TECHNOLOGY CAP IMPROVEMENT	36,348,759	-	-	-	-	-	-	-	36,348,759
<b>Project Total</b>	<b>\$ 45,980,986</b>	<b>\$ 26,045,818</b>	<b>\$ 35,241,579</b>	<b>\$ 9,243,768</b>	<b>\$ 14,839,080</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 59,324,427</b>	<b>\$ 131,351,231</b>

### Operating Cost Summary

Operating Budget Impact	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021
Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	240,928	248,081	255,447	263,033	270,844
Capital Expenses	-	-	-	-	-
<b>Total</b>	<b>\$ 240,928</b>	<b>\$ 248,081</b>	<b>\$ 255,447</b>	<b>\$ 263,033</b>	<b>\$ 270,844</b>



### Refresh Remote Sites Phase 3

Project Location: Downtown Locations – Phoenix  
 Managing Department: Enterprise Technology  
 Project/Community Partner(s): None  
 Scheduled Completion Date: July 2017

#### Project Purpose Statement



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 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	\$ -	\$ -	\$ 2,452,744	\$ -	\$ -	\$ -	\$ -	\$ 2,452,744	\$ 2,452,744
<b>Project Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,452,744</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,452,744</b>	<b>\$ 2,452,744</b>

#### 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 2018

### Project Purpose Statement

**Government  
Operations**

The Treasurer's current property tax administration, banking, investment management, and accounting systems is based on an outdated, aged technology. The system has been maintained and enhanced by Treasurer's Information Services Division personnel using a combination of older and newer technologies. However, it is difficult to leverage new technologies that facilitate efficiencies and business process reengineering. Additionally, the system is used to meet over 400 statutory requirements of the Treasurer's Office which are complex and require a new system to meet them. The system has been patched and extended countless times over the last two and a half decades in response to changes (i.e. legislative, interfaces, legal compliance, and functional enhancements) and is increasingly difficult to maintain. Further, the system platform based on the OpenVMS operating system is neither mainstream nor common and presents numerous internal and external support challenges. All of these factors render the current Treasurer Information System (TIS) inadequate for continued long-term use both strategically and operationally. The various ad hoc systems created in Excel and Access to address the system's inadequacies further create a myriad of shadow/ancillary systems that complicate the user's ability to receive, record, safeguard, invest and disburse cash. Maintaining these ancillary systems, as well as relying on numerous databases and spreadsheets, requires a substantial amount of the staff's time and loss of efficiency. A new system is required to ensure the Treasurer's Office continues to 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 TECH SYSTEM UPGRADE	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	\$ 803,102	\$ 755,434	\$ 18,751,162	\$ 10,662,456	\$ 1,610,298	\$ -	\$ -	\$ 31,023,916	\$ 32,582,452
<b>Project Total</b>	<b>\$ 803,102</b>	<b>\$ 755,434</b>	<b>\$ 18,751,162</b>	<b>\$ 10,662,456</b>	<b>\$ 1,610,298</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,023,916</b>	<b>\$ 32,582,452</b>

**Operating Cost Summary**

Operating Budget Impact	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021
Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	17,997	18,537	259,678	1,566,168	1,613,153
Capital Expenses	-	-	-	-	-
<b>Total</b>	<b>\$ 17,997</b>	<b>\$ 18,537</b>	<b>\$ 259,678</b>	<b>\$ 1,566,168</b>	<b>\$ 1,613,153</b>

## Transportation Project Detail

### Bridge Preservation

Managing Department: Transportation  
 Project Partner(s): None

#### Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Rittenhouse Bridge at Queen Creek Wash	1	2 <sup>nd</sup> Qtr FY 2020

#### Purpose Statement:

The purpose of the Bridge Preservation project is to construct new bridges and box culverts and to inspect and repair bridges and box culverts so that commuters experience less travel delay and have a safe commute.

#### Project Descriptions:

#### T430 – Rittenhouse Bridge at Queen Creek Wash

Design and construct a new crossing of Rittenhouse Road over Queen Creek Wash along with widening segments of Rittenhouse to match the already widened Rittenhouse Road on the north leg. A total of \$90,000 is budgeted in FY 2017 complete the design and environmental clearance. Construction is tentatively planned to begin in FY 2019.

#### Funding/Cost Summary

Uses by Project	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total	Project
T430 - RITTENHOUSE BRIDGE AT QC WASH	\$ 457,352	\$ 209,152	\$ 90,000	\$ 260,000	\$ 1,105,000	\$ 880,000	\$ -	\$ 2,335,000	\$ 3,001,504
<b>Project Total</b>	<b>\$ 457,352</b>	<b>\$ 209,152</b>	<b>\$ 90,000</b>	<b>\$ 260,000</b>	<b>\$ 1,105,000</b>	<b>\$ 880,000</b>	<b>\$ -</b>	<b>\$ 2,335,000</b>	<b>\$ 3,001,504</b>

#### Operating Cost Summary

No additional funds are being requested. It is expected that only minimal maintenance (striping, right-of-way maintenance) will be required for several years resulting no net increase.

**County Arterials**

Managing Department: Transportation  
 Project Partner(s): T251 – Town of Queen Creek

**Scheduled Completion Dates:**

<b>Improvement</b>	<b>District</b>	<b>Scheduled Completion</b>
Deer Valley 117 <sup>th</sup> Avenue to 109 <sup>th</sup> Avenue	4	4 <sup>th</sup> Qtr FY 2020
Riggs Road Ellsworth to Crismon	1	4 <sup>th</sup> Qtr FY 2019
Riggs Road Hawes to Ellsworth	1	4 <sup>th</sup> Qtr FY 2017
Riggs Road Power to Hawes	1	4 <sup>th</sup> Qtr FY 2018
Riggs Road Recker to Power	1	1 <sup>st</sup> Qtr FY 2018
ARTS – County Arterials	Various	Various

**Purpose Statement:**

The purpose of the County Arterials project is to construct transportation infrastructure projects for the traveling public so they will have a safe and economical journey. The benefit to the public is that once constructed motorists will have a roadway that is safer and more economical to travel.

**Project Descriptions:**

**T248 – Deer Valley from 117<sup>th</sup> Avenue to 109<sup>th</sup> Avenue**

The project will extend Deer Valley Road across the Agua Fria River from 109th Avenue to El Mirage Road. It will connect Williams Road at 117th Avenue to Deer Valley Road at 109th Avenue constructing two bridges, and two miles of a 5-lane new pavement. A total of \$3.9 million is budgeted for FY 2017 to complete design, continue environmental mitigation and move utilities. Construction is planned to begin in FY 2019.

**T251 – Riggs Road from Ellsworth to Crismon**

The purpose of this project is to build an interim roadway after completing cultural resource data recovery and the interim roadway design. The Town of Queen Creek is contributing \$94,000 to extend the design of the project into Pinal County east of the Riggs Road and Meridian Road intersection and tapering to align with the existing two lane Combs Road. A total of \$4.4 million is budgeted in FY 2017 to complete the data recovery and begin right-of-way acquisition. Construction, which is tentatively planned for FY 2018, is contingent on obtaining a funding partnership with the Town of Queen Creek.

**T375 – Riggs Road from Hawes to Ellsworth**

This segment of Riggs Road will be expanded to have two travel lanes in each direction, a dual center turning lane, paved shoulders, drainage improvements and alignment improvements. The estimated total cost of the project is \$5.9 million. A total of \$3.1 million is budgeted for FY 2017 to complete design and relocate utilities. Construction is also tentatively planned for FY 2017.

**T406 – Riggs Road from Power to Hawes**

This segment of Riggs Road will be expanded to have three travel lanes in each direction, a dual center turning lane, paved shoulders, signal improvements, drainage improvements and alignment improvements. Total cost is estimated to be \$17.7 million. Construction is tentatively planned for FY 2018 with \$3 million budgeted in FY 2017 for right-of-way acquisition and to start utility relocation.

**T429 – Riggs Road from Recker to Power**

This segment of Riggs Road will be expanded to have two travel lanes in each direction, a dual center turning lane, paved shoulders, drainage improvements and alignment improvements. Construction is tentatively planned to begin in FY 2017 with \$5.5 million budgeted for right-of-way acquisition and utility relocation.

**ARTS – County Arterials**

Project reserve funding that will be used for new projects and/or change orders for existing projects.

**Funding/Cost Summary**

Sources by Project	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total	Project
T251 - RIGGS RD ELLSWORTH TO CRISMON	\$ 1,550,358	\$ -	\$ -	\$ 2,033,750	\$ 2,033,750	\$ -	\$ -	\$ 4,067,500	\$ 5,617,858
<b>Project Total</b>	<b>\$ 1,550,358</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,033,750</b>	<b>\$ 2,033,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,067,500</b>	<b>\$ 5,617,858</b>
Uses by Project	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total	Project
T248 - DEER VALLEY EL MIRAGE TO LK P	\$ 5,291,473	\$ 33,180	\$ 3,900,000	\$ 260,000	\$ 11,275,000	\$ 13,897,000	\$ -	\$ 29,332,000	\$ 34,656,653
T251 - RIGGS RD ELLSWORTH TO CRISMON	2,556,635	418,319	4,430,000	4,170,000	-	-	-	8,600,000	11,574,954
T375 - RIGGS RD HAWES TO ELLSWORTH	1,779,695	1,031,112	3,108,000	-	-	-	-	3,108,000	5,918,807
T406 - RIGGS RD POWER TO HAWES	1,184,264	3,493,037	3,070,000	10,010,000	-	-	-	13,080,000	17,757,301
T429 - RIGGS RD RECKER TO POWER	891,619	4,460,434	5,570,000	245,000	-	-	-	5,815,000	11,167,053
ARTS - COUNTY ARTERIALS	-	-	3,227,233	6,558,824	3,895,474	20,150,337	22,212,496	56,044,364	56,044,364
<b>Project Total</b>	<b>\$ 11,703,686</b>	<b>\$ 9,436,082</b>	<b>\$ 23,305,233</b>	<b>\$ 21,243,824</b>	<b>\$ 15,170,474</b>	<b>\$ 34,047,337</b>	<b>\$ 22,212,496</b>	<b>\$ 115,979,364</b>	<b>\$ 137,119,132</b>

**Operating Cost Summary**

No additional funds are being requested. It is expected that only minimal maintenance (striping, right-of-way maintenance) will be required for several years resulting no net increase.

**Dust Mitigation**

Managing Department:       Transportation  
 Project Partner(s):         None

Scheduled Completion Dates:

<b>Improvement</b>	<b>District</b>	<b>Scheduled Completion</b>
Dove Valley Area Low Volume Roads	4	4 <sup>th</sup> Qtr FY 2017
Rockaway Hills 255th to 251st Ave	4	4 <sup>th</sup> Qtr FY 2017
New River Area Phase 2	3	4 <sup>th</sup> Qtr FY 2017
Carefree Highway Area	3	4 <sup>th</sup> Qtr FY 2018
Laveen Area	3	4 <sup>th</sup> Qtr FY 2018
Tonto Hills Paving	2	4 <sup>th</sup> Qtr FY 2017
Appleby Road	1	4 <sup>th</sup> Qtr FY 2018
DMIT - Dust Mitigation	Various	Various

**Purpose Statement:**

The purpose of this Dust Mitigation project is to reduce dust on dirt roads primarily within the non-attainment area for travelers and citizens so that dust related health problems are reduced and to ensure compliance with federal mandates. The benefit to the public is that it reduces fugitive dust particulates improving public health and making the roads safer to travel.

**Project Descriptions:**

**T433 – Dove Valley Area Low Volume Roads**

Pave 167th Avenue from Dixileta Drive to Windstone Trail, 168th Avenue from Dixileta Drive to Windstone Trail and Montgomery Road and White Wing Road from 171st Avenue to 163rd Avenue in the Dove Valley area so travelers will have a healthier route to travel. A total of \$1.3 million is budgeted in FY 2017 for construction.

**T453 – Rockaway Hills 255<sup>th</sup> to 251<sup>st</sup> Ave**

Pave Rockaway Hills from 255th to 251st Avenue so travelers will have a healthier route to travel. A total of \$415,000 budgeted in FY 2017 for construction.

**T456 – New River Area Phase 2**

Pave 3rd Avenue from Honda Bow Road to 1500 feet north of Cavalry Road and 7th Avenue from Honda Bow Road to 1000 feet north of Cavalry Road so travelers will have a healthier route to travel. A total of \$1.2 million is budgeted in FY 2017 for construction.

**T457 – Carefree Highway Area**

Pave 10th Street from Dove Valley to Paint Your Wagon Trail and Dove Valley from 10th Street to 12th Street so travelers will have a healthier route to travel. A total of \$60,000 is budgeted in FY 2017 to relocate utilities. Construction is planned for FY 2018.

**T458 – Laveen Area**

Pave 31st Avenue from Olney to McNeil so travelers will have a healthier route to travel. A total of \$150,000 is budgeted in FY 2017 for right-of-way acquisition and utility relocation.

**T515 – Tonto Hills Paving**

Pave Deer Trail Road from Cave Creek Road to Old Mine Road so travelers will have a healthier route to travel. A total of \$950,000 budgeted in FY 2017 to acquire right-of-way, move utilities and pave the road.

**T526 – Appleby Road**

Pave Appleby Road from Arizona Avenue to End of Maintenance so travelers will have a healthier route to travel. A total of \$567,000 budgeted in FY 2017 for construction.

**DMIT – Dust Mitigation**

Project reserve funding that will be used for new projects and/or change orders for existing projects.

**Funding/Cost Summary**

Total Sources	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
T456 - NEW RIVER AREA PHASE 2	\$ -	\$ -	\$ 1,001,955	\$ -	\$ -	\$ -	\$ -	\$ 1,001,955	\$ 1,001,955
T457 - CAREFREE HWY AREA	-	-	-	1,112,740	-	-	-	1,112,740	1,112,740
DMIT - DUST MITIGATION	-	-	-	-	979,331	-	-	979,331	979,331
<b>Project Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,001,955</b>	<b>\$ 1,112,740</b>	<b>\$ 979,331</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,094,026</b>	<b>\$ 3,094,026</b>

Uses by Project	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
T433 - FY 14 LVR DOVE VALLEY AREA	\$ 356,165	\$ 445,749	\$ 1,310,000	\$ -	\$ -	\$ -	\$ -	\$ 1,310,000	\$ 2,111,914
T453 - ROCKAWAY HILLS 255TH-251ST AVE	98,346	270,002	415,000	-	-	-	-	415,000	783,348
T456 - NEW RIVER AREA PHASE 2	173,261	86,997	1,220,000	-	-	-	-	1,220,000	1,480,258
T457 - CAREFREE HWY AREA	29,172	161,434	60,000	1,785,000	-	-	-	1,845,000	2,035,606
T458 - LAVEEN AREA	67,315	104,888	150,000	-	-	-	-	150,000	322,203
T515 - TONTO HILLS PAVING	26,356	47,511	950,000	-	-	-	-	950,000	1,023,867
T526 - APPLEBY ARIZONA AVE TO EOM	-	91,245	567,000	-	-	-	-	567,000	658,245
DMIT - DUST MITIGATION	-	-	1,571,887	3,609,302	3,963,932	3,978,049	4,768,555	17,891,725	17,891,725
<b>Project Total</b>	<b>\$ 750,615</b>	<b>\$ 1,207,826</b>	<b>\$ 6,243,887</b>	<b>\$ 5,394,302</b>	<b>\$ 3,963,932</b>	<b>\$ 3,978,049</b>	<b>\$ 4,768,555</b>	<b>\$ 24,348,725</b>	<b>\$ 26,307,166</b>

**Operating Cost Summary**

No additional funds are being requested. It is expected that only minimal maintenance (striping, right-of-way maintenance) will be required for several years resulting no net increase.

## Intelligent Transportation Systems

Managing Department: Transportation

Project Partner(s): None

### Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Bell Road Adaptive	2,3,4	4 <sup>th</sup> Qtr FY 2017
Fiber Optics Installation on Indian School, McDowell and Daisy Mountain Roads	2,3,4	4 <sup>th</sup> Qtr FY 2017
Fiber Optics Installation on Riggs Road	1	4 <sup>th</sup> Qtr FY 2017
INTL – Intelligent Transit Systems	Various	Various

### Purpose Statement:

The purpose of this Intelligent Transportation Systems (ITS) project is to install Intelligent Transportation System “Smart Instrumentation” along corridors to monitor traffic and adjust traffic signals to improve traffic flow. The project will involve design of vehicle detection systems (VDS), closed circuit TV (CCTV), changeable message signs (CMS) and communications that allow technicians to monitor traffic and make adjustments so that commuters experience less travel delays and have a faster and safer commute.

### Project Descriptions:

#### T447 – Bell Road Adaptive Signals

The purpose of this project is to install a signal timing system to enable signal timing to systematically respond to the varying traffic conditions along Bell Road between Cotton Lane and 114th Avenue, 99th Avenue and 73rd Avenue, 35th Avenue and 19th Avenue as well as along Frank Lloyd Wright Blvd. between Scottsdale Road and Thompson Peak Parkway so that commuters will have a faster and safer commute. A total of \$2.3 million is budgeted in FY 2017 for construction.

#### T466 – Fiber Optics Installation on Indian School, McDowell and Daisy Mountain Roads

Install the last mile of fiber optic cable needed along Indian School Road west of Loop 101 to 99th Avenue to connect traffic signals at 99th Avenue and Loop 101 and integrate McDowell Road MCDOT fiber with ADOT’s fiber optic cable at Loop 101 connecting MCDOT signals along Daisy Mountain Road to the north terminus of the ADOT Freeway Management System on I-17. A total of \$490,000 is budgeted in FY 2017 for Construction.

#### T467 – Fiber Optics Installation on Riggs Road

Install fiber optic cable connections primarily along Riggs Road between South Sun Lakes Blvd. and Arizona Avenue so that commuters will experience less delays and a safer commute. Fiber optic connections will also be provided along Alma School Road between Chandler Heights Blvd. and Riggs Road to integrate with the Regional Community Network System and MCDOT Traffic Management Center. A total of \$1.2 million is budgeted in FY 2017 for Construction.

**INTL – Intelligent Transit Systems**

Project reserve funding that will be used for new projects and/or change orders for existing projects.

**Funding/Cost Summary**

Sources by Project	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total	Project
T466 - FIBER INSTALL IND SCH MCD DMTN	\$ -	\$ -	\$ 429,988	\$ -	\$ -	\$ -	\$ -	\$ 429,988	\$ 429,988
T467 - RIGGS RD ITS	-	-	734,295	-	-	-	-	734,295	734,295
<b>Project Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,164,283</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,164,283</b>	<b>\$ 1,164,283</b>

Uses by Project	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total	Project
T447 - BELL RD ADAPTIVE SIGNAL	\$ 316,103	\$ 384,752	\$ 2,332,000	\$ -	\$ -	\$ -	\$ -	\$ 2,332,000	\$ 3,032,855
T466 - FIBER INSTALL IND SCH MCD DMTN	111,417	106,714	490,000	-	-	-	-	490,000	708,131
T467 - RIGGS RD ITS	107,746	226,026	1,245,000	-	-	-	-	1,245,000	1,578,772
INTL - INTELLIGENT TRANS SYST ITS	3,000	-	-	30,000	75,000	55,000	125,000	285,000	285,000
<b>Project Total</b>	<b>\$ 538,266</b>	<b>\$ 717,492</b>	<b>\$ 4,067,000</b>	<b>\$ 30,000</b>	<b>\$ 75,000</b>	<b>\$ 55,000</b>	<b>\$ 125,000</b>	<b>\$ 4,352,000</b>	<b>\$ 5,607,758</b>

**Operating Cost Summary**

No additional funds are being requested. It is expected that only minimal maintenance (striping, right-of-way maintenance) will be required for several years resulting no net increase.



Variable Message Sign on Bell Road

**Maricopa Association of Governments (MAG)**

**Arterial Life Cycle Program Projects**

Managing Department: Transportation

Project Partner(s): Maricopa Association of Governments – All Projects  
 City of El Mirage – T199, T347, T367, T372, T427,  
 Glendale – T347, T372, T427  
 Peoria – T347, T372, T427  
 Flood Control District – T347, T372, T427  
 Salt River Pima Maricopa Indian Community –  
 T199, T339, T342  
 City of Mesa – T199, T339

**Scheduled Completion Dates:**

<b>Improvement</b>	<b>District</b>	<b>Scheduled Completion</b>
Northern Parkway Phase I Landscaping	4	2 <sup>nd</sup> Qtr FY 2017
Dobson Road Bridge	1,2	To Be Determined
Gilbert Road Bridge at the Salt River	2	To Be Determined
McKellips Road State Route 101 to Alma School	2	To Be Determined
Northern Parkway Dysart to 111 <sup>th</sup> Avenue	4	4 <sup>th</sup> Qtr FY 2019
El Mirage Northern to Peoria	4	3 <sup>rd</sup> Qtr FY 2018
Northern Parkway Northern at Loop 101	4	4 <sup>th</sup> Qtr FY 2020
Northern Parkway Dysart Overpass	4	1 <sup>st</sup> Qtr FY 2019
Gilbert Road Queen Creek to Hunt Highway	1	3 <sup>rd</sup> Qtr FY 2017
McQueen Road Ocotillo to Riggs	1	3 <sup>rd</sup> Qtr FY 2017
Ocotillo Road Arizona to McQueen	1	3 <sup>rd</sup> Qtr FY 2017
ALCP – MAG ALCP Projects	Various	Various

Completion date subject to finalizing project obligation authority and/or funding/partnership agreement

**Purpose Statement:**

The purpose of the Maricopa Association of Governments (MAG) Arterial Life Cycle Program (ALCP) Projects is to construct those transportation infrastructure projects in the County that are eligible for MAG funding from the Regional Transportation Plan (Prop 400) for the traveling public so they will have a safe and economical journey. The benefit to the public is that once constructed motorists will have a roadway that is safer and more economical to travel.

These projects are contingent on forming financial partnerships and securing MAG funding from the Regional Transportation Plan (Prop 400). Those revenues have slowed due to the economic downturn and as a result MAG is periodically adjusting reimbursement dates which affect project delivery. Most projects have slipped one to two years due to this lack of funding. The County lacks sufficient funds to complete these projects on its own and must secure financial partnerships to complete the projects.

Project Descriptions:

**T195 – Northern Parkway Phase I Landscaping**

The first phase of the 12.5 mile Northern Parkway project from Sarival to Dysart has been completed to include 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 2017. A total of \$3.5 million is budgeted in FY 2017 to complete the project.

**T199 – Dobson Road Bridge**

The purpose of this project is to provide a bridge across the Salt River at Dobson Road. The project will be led by MCDOT in partnership with Salt River Pima-Maricopa Indian Community and City of Mesa. The Maricopa Association of Governments (MAG) will provide regional funding for the project as part of their Arterial Life Cycle Program. The first step is to complete a partnership agreement prior to starting the design effort. Design and construction are contingent on formation of the partnership agreement and sufficient funding being provided by all parties. Design of the project is tentatively planned for FY 2020 once the financial partnership is formed.

**T339 – Gilbert Road 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 first step is to form the financial partnership with the Salt River Indian Community and the City of Mesa to secure MAG funding from the Regional Transportation Plan. A total of \$2.5 million is budgeted in FY 2017 to begin design contingent on partnership negotiations. Construction is contingent on successful financial partnership formation.

**T342 – McKellips Road State Route 101 to Alma School**

Widen McKellips Road to three lanes in each direction with bike lanes, curb, gutter, sidewalk and raised median between Loop 101 and 92nd Street. Between 92nd Street and Alma School Road construct two lanes in each direction with bike lanes, curb, gutter, sidewalk and raised median. Design is tentatively planned for FY 2019 consistent with Maricopa Association of Governments funding and is dependent on the total project cost, acquiring funding partners and the availability of funds.

**T347 – Northern Parkway Dysart to 111<sup>th</sup> Avenue**

This is one of four projects in the second phase of the 20 year multi-phased project in partnership with the Maricopa Association of Governments and the Cities of El Mirage, Glendale, Peoria, and the Maricopa Flood Control District. The project is on hold to re-evaluate the projected 2035 traffic volumes to determine the correct size facility to handle projected traffic. Once the traffic study is complete the design will be modified if necessary, right-of-way acquisition will continue and construction scheduled. A total of \$6.9 million is budgeted for FY 2017 to continue the project once the traffic analysis is completed.

**T367 – El Mirage Road Northern to Peoria**

This project is one of five planned phased improvements being planned in partnership with the City of El Mirage and the Maricopa Association of Governments (MAG) along El Mirage Road from Northern to Bell Road. The purpose of this project is to design the widening of El Mirage from Cactus to 1500 feet south of Peoria, right-of-way acquisition and construction from Northern to 1500 feet south of Peoria from two to four lanes with a dual left turn lane in the middle so travelers will have a safer route to travel. A total of \$8.2 million is budgeted in FY 2017 to start construction.

**T372 – Northern Parkway Northern at State Route 101**

This is one of four projects in the second phase of the 20 year multi-phased project in partnership with the Maricopa Association of Governments and the Cities of El Mirage, Glendale, Peoria, and the Maricopa Flood Control District. Northern Avenue will be widened initially to four lanes with additional lanes at major intersections. A total of \$400,000 is budgeted in FY 2017 for design and to start right-of-way acquisition.

**T427 – Northern Parkway Dysart Overpass**

The Dysart overpass is one of four projects in the second phase of the 20 year multi-phased project in partnership with the Maricopa Association of Governments and the Cities of El Mirage, Glendale, Peoria, and the Maricopa Flood Control District. Northern Avenue will be widened initially to four lanes with additional lanes at major intersections. Construction of the overpass is tentatively planned for FY 2019. 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 \$479,000 is budgeted in FY 2017 to start design.

**T441 – Gilbert Road Queen Creek to Hunt Highway**

The City of Chandler is the lead agency on this project. Improvements include widening to six lanes, adding bike lanes, curb and gutter, sidewalks, street lighting, new traffic signals and landscaping. The County will contribute not more than \$1 million to the project in FY 2017.

**T442 – McQueen Road Ocotillo to Riggs**

The City of Chandler is the lead agency on this project. Improvements include widening to city standards, adding bike lanes, curb and gutter, sidewalks, street lighting, new traffic signals and landscaping. The County will contribute not more than \$309,000 to the project in FY 2017.

**T443 – Ocotillo Road Arizona Avenue to McQueen**

The City of Chandler is the lead agency on this project. Improvements include widening to city standards, adding bike lanes, curb and gutter, sidewalks, street lighting, new traffic signals and landscaping. The County will contribute not more than \$1.1 million to the project in FY 2017.

**ALCP – MAG ALCP Projects**

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 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
T199 - DOBSON RD BRIDGE AT SALT RIVER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,800,000	\$ 12,886,199	\$ 15,686,199	\$ 15,686,199
T339 - GILBERT ROAD BRIDGE	-	350,000	1,400,000	-	2,800,000	8,405,000	-	12,605,000	12,955,000
T342 - MCKELLIPS RD I10 TO ALMA SCHL	216,327	11,391	-	-	6,036,000	2,000,000	-	8,036,000	8,263,718
T347 - NORTHERN PARKWAY PHASE II	8,791,745	2,013,128	3,226,247	11,596,247	23,021,090	-	-	37,843,584	48,648,457
T367 - EL MIRAGE: NORTHERN TO PEORIA	259,665	7,114,604	7,789,000	-	-	-	-	7,789,000	15,163,269
T372 - NORTHERN PKWY NORTHERN AT L101	-	-	339,480	669,530	1,886,000	7,293,162	-	10,188,172	10,188,172
T427 - DYSART AVE OVERPASS	-	-	432,837	400,000	9,878,686	-	-	10,711,523	10,711,523
ALCP - MAG ALCP PROJECTS	-	-	-	-	4,008,136	17,439,380	22,902,449	44,349,965	44,349,965
<b>Project Total</b>	<b>\$ 9,267,737</b>	<b>\$ 9,489,123</b>	<b>\$ 13,187,564</b>	<b>\$ 12,665,777</b>	<b>\$ 47,629,912</b>	<b>\$ 37,937,542</b>	<b>\$ 35,788,648</b>	<b>\$ 147,209,443</b>	<b>\$ 165,966,303</b>

Uses by Project	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
T195 - NORTHERN AVE SR 303 TO GRAND	\$ 79,825,771	\$ 138,031	\$ 3,540,000	\$ -	\$ -	\$ -	\$ -	\$ 3,540,000	\$ 83,503,802
T199 - DOBSON RD BRIDGE AT SALT RIVER	3,827,542	23,987	-	-	-	4,100,000	20,575,000	24,675,000	28,526,529
T339 - GILBERT ROAD BRIDGE	1,626,724	272,259	2,545,000	11,625,000	11,600,000	-	-	25,770,000	27,668,983
T342 - MCKELLIPS RD I10 TO ALMA SCHL	357,965	121,027	-	-	10,280,000	3,400,000	-	13,680,000	14,158,992
T347 - NORTHERN PARKWAY PHASE II	17,013,945	210,866	6,915,000	10,050,000	20,840,000	-	-	37,805,000	55,029,811
T367 - EL MIRAGE: NORTHERN TO PEORIA	1,336,651	2,255,889	8,295,000	2,270,000	-	-	-	10,565,000	14,157,540
T372 - NORTHERN PKWY NORTHERN AT L101	258,041	-	400,000	700,000	3,800,000	7,734,000	-	12,634,000	12,892,041
T427 - DYSART AVE OVERPASS	-	-	479,000	420,000	10,526,000	-	-	11,425,000	11,425,000
T441 - GILBERT RD QC TO HUNT HWY	2,214	-	1,037,000	-	-	-	-	1,037,000	1,039,214
T442 - MCQUEEN RD OCOTILLO TO RIGGS	25,096	1,811	309,000	-	-	-	-	309,000	335,907
T443 - OCOTILLO ARIZONA TO MCQUEEN	-	-	1,120,000	-	-	-	-	1,120,000	1,120,000
ALCP - MAG ALCP PROJECTS	-	-	1,554,639	1,758,913	5,963,542	12,340,668	23,000,025	44,617,787	44,617,787
<b>Project Total</b>	<b>\$ 104,273,949</b>	<b>\$ 3,023,870</b>	<b>\$ 26,194,639</b>	<b>\$ 26,823,913</b>	<b>\$ 63,009,542</b>	<b>\$ 27,574,668</b>	<b>\$ 43,575,025</b>	<b>\$ 187,177,787</b>	<b>\$ 294,475,606</b>

Operating Cost Summary

No additional funds are being requested. The projects on Northern and El Mirage and will be annexed by partners.



Anthem Box Culvert



Teamwork Needed to Install Guardrail

**Partnership Support**

Managing Department: Transportation  
 Project Partner(s): None

**Scheduled Completion Dates:**

Improvement	District	Scheduled Payment Date
Special Projects	TBD	Ongoing
35th Ave Baseline to Southern	5	2 <sup>nd</sup> Qtr FY 2017

**Purpose Statement:**

The purpose of Partnership Support is to provide funding for other agency led projects on the County road system or adjacent to unincorporated Maricopa County land so that commuters experience less travel delay and have a faster and safer commute.

**Project Descriptions:**

**T003 – Special Projects**

Special Projects is a reserve fund for projects selected by the Transportation Advisory Board to assist other agencies so that urgent projects can be funded that otherwise would not qualify through the normal review and prioritization process. The County will contribute up to \$1.5M annually to Special Projects.

**T483 – 35<sup>th</sup> Avenue Baseline to Southern**

The City of Phoenix is improving 35th Avenue from Baseline Road to Southern Avenue. Improvements will include the construction of four lanes with adjacent bike lanes, sidewalks, curb, gutter and street lighting. The County will contribute \$1 million to the project with the final payment of \$535,000 scheduled for FY 2017. The City is the lead agency for all elements of work for the Project and will be responsible for any additional costs associated with Project.

**Funding/Cost Summary**

Uses by Project	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
T003 - SPECIAL PROJECTS	\$ 5,511,905	\$ 1,502,000	\$ 1,510,000	\$ 1,520,000	\$ 1,520,000	\$ 1,520,000	\$ 1,520,000	\$ 7,590,000	\$ 14,603,905
T483 - 35TH AVE BASELINE TO SOUTHERN	122	1,070,000	535,000	-	-	-	-	535,000	1,605,122
<b>Project Total</b>	<b>\$ 5,512,027</b>	<b>\$ 2,572,000</b>	<b>\$ 2,045,000</b>	<b>\$ 1,520,000</b>	<b>\$ 1,520,000</b>	<b>\$ 1,520,000</b>	<b>\$ 1,520,000</b>	<b>\$ 8,125,000</b>	<b>\$ 16,209,027</b>

**Operating Cost Summary**

Not applicable.

**Pavement Preservation**

Managing Department: Transportation  
 Project Partner(s): None

**Scheduled Completion Dates:**

<b>Improvement</b>	<b>District</b>	<b>Scheduled Completion</b>
Miller Rd 1-10 to 1 Mile	4	4 <sup>th</sup> Qtr FY 2019
Bush Highway Asphalt Rubber Overlay	2	4 <sup>th</sup> Qtr FY 2018
Cotton Lane Haul Road Repair	4	4 <sup>th</sup> Qtr FY 2019
Pavement Preservation Projects	TBD	4 <sup>th</sup> Qtr FY 2017
SW Arterial Overlay	4	2 <sup>nd</sup> Qtr FY 2017
PAVE – Pavement Preservation	Various	Various

**Purpose Statement:**

The purpose of this Pavement Preservation project is to complete timely and cost effective roadway pavement restoration projects for the traveling public so they can safely and efficiently transport goods, services and people on well-maintained roadways.

**Project Descriptions:**

**T338 DMIT Miller Rd I-10 to 1 Mile**

Pave Miller Road from I-10 to the National Guard facility so travelers will have a healthier route to travel. Construction is planned for FY 2019 with \$275,000 budgeted in FY 2017 for design.

**T348 – Bush Highway Asphalt Rubber Overlay**

This 15.4 mile long project will overlay the existing pavement and make other improvements to improve safety. It will begin near the City of Mesa city limits and extend to 1200 feet south of SR 87. In addition it will pave approximately 500 feet of Usery Pass Road and Goldfield Road. Other improvements include replacing an existing fence with a concrete barrier, upgrading existing guardrails and replacing an existing drainage pipe with two 24 inch pipes to reduce roadway flooding. The project is planned to be completed in phases over three years due to limitations on construction from nesting bald eagles and heavy summer traffic. Phases 1 and 4 are under construction. Phase 3 followed by Phase 2 will complete the project. A total of \$3.7 is budgeted in FY 2017 to finish the design and then construct Phase 3 of the project.

**T440 – Cotton Lane Haul Road Repair**

The Arizona State Department of Transportation requested the use of Cotton Lane from Camelback Road to Bethany Home Road and Bethany Home Road to SR 303 as a haul road by the contractor widening SR 303 from Glendale Avenue to Peoria Avenue. As compensation for possible damage the state paid \$325,000 for any future repairs needed upon completion of the construction. A total of \$325,000 is budgeted in FY 2019 to make the repairs if needed.

**T477 – Pavement Preservation Projects**

As part of the pavement management system all arterials are evaluated every 12 to 18 months for surface distress and those with the worst pavement condition rating are selected for resurfacing by

either asphalt overlay or asphalt removal and resurfacing. A total of \$3.6 million is budgeted in FY 2017 for yet to be identified road segments that meet the criteria for resurfacing.

**T478 – Southwest Area Asphalt Rubber Arterial Overlays**

This project will mill and overlay 4.6 miles of roads with rubberized asphalt concrete to include Broadway Road from 91st Avenue to 83rd Avenue, Dobbins Road from 51st Avenue to 43rd Avenue and from 40th Drive to 35th Avenue, Southern Avenue from 67th Avenue to 59th Avenue, 67th Avenue from Baseline to Southern and 91st Avenue from Rosser to 1/2 mile north. A total of \$1.1 million is budgeted in FY 2017 for construction.

**PAVE – Pavement Preservation**

Project reserve funding that will be used for new projects and/or change orders for existing projects.

**Funding/Cost Summary**

Uses by Project	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total	Project
T338 - MILLER RD I10 TO 1 MI N I10	\$ 313,947	\$ 2,771	\$ 275,000	\$ 55,000	\$ 1,439,000	\$ -	\$ -	\$ 1,769,000	\$ 2,085,718
T348 - BUSH HWY ASPHALT RUBBER OVRLY	984,966	3,324,182	3,760,000	3,120,000	-	-	-	6,880,000	11,189,148
T440 - COTTON LANE HAUL RD REPAIR	-	-	-	-	325,000	-	-	325,000	325,000
T477 - PAVEMENT PRESERVATION PROJECTS	166	-	3,630,000	5,800,000	6,000,000	6,000,000	8,000,000	29,430,000	29,430,166
T478 - FY17 SE AREA W ART AR OVERLAY	-	-	1,170,000	-	-	-	-	1,170,000	1,170,000
PAVE - PAVEMENT PRESERVATION	-	-	2,549,319	8,297,446	8,290,253	10,531,709	10,742,990	40,411,717	40,411,717
<b>Project Total</b>	<b>\$ 1,299,079</b>	<b>\$ 3,326,953</b>	<b>\$ 11,384,319</b>	<b>\$ 17,272,446</b>	<b>\$ 16,054,253</b>	<b>\$ 16,531,709</b>	<b>\$ 18,742,990</b>	<b>\$ 79,985,717</b>	<b>\$ 84,611,749</b>

**Operating Cost Summary**

No additional funds are being requested.



Green Technology: Asphalt Recycle



Thermoplastic Stop Line Installation

**Right-of-Way**

Managing Department: Transportation  
 Project Partner(s): None

**Scheduled Completion Dates:**

Improvement	District	Scheduled Completion
Property Management on Prior Year Projects	All	Ongoing
Right-of-Way Infill on the County Road System	All	Ongoing

**Purpose Statement:**

One purpose of this Right-of-way (ROW) project is to fund the fees for the purchase of property and titles on existing roads. Other purposes include managing excess property purchased for projects and disposing of excess property. In the early years of the County, roads were built to allow farmers to get their products to market. Citizens were happy to get the road and often title to the land used for the road was not transferred to the County. This fund is used to obtain this type of property when these situations are identified. The benefit to the public is that it provides better fiscal management by providing a funding mechanism for acquisition of public right-of-way for existing County roads.

**Project Descriptions:**

**T008 – Property Management on Prior Year Projects**

Excess land occurs from situations where it is more cost effective to purchase the entire parcel rather than a portion of the parcel, thus avoiding costly litigation and severance damage claims. The estimated annual cost is \$50,000.

**T011 – Right-of-Way Infill on the County Road System**

Right-of-way Infill is a reserve fund for the purchase of property and titles on existing roads. The FY 2017 budget is \$200,000 to acquire right-of-way when identified.

**Funding/Cost Summary**

Uses by Project	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
T008 - PROP MGMT PRIOR YEARS PROJECTS	\$ 336,943	\$ 59,496	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 446,439
T011 - ROW IN FILL ROAD INVENTORY SYS	1,952,241	57,342	200,000	100,000	100,000	100,000	100,000	600,000	2,609,583
<b>Project Total</b>	<b>\$ 2,289,184</b>	<b>\$ 116,838</b>	<b>\$ 250,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 650,000</b>	<b>\$ 3,056,022</b>

**Operating Cost Summary**

Not applicable.

**Safety Improvements**

Managing Department: Transportation  
 Project Partner(s): None

Scheduled Completion Date:

Improvement	District	Scheduled Completion
MC 85 95th to 75 <sup>th</sup> Avenue	5	4 <sup>th</sup> Qtr FY 2019
Olive Avenue Citrus to Cotton Lane	4	4 <sup>th</sup> Qtr FY 2020
MC 85 107 <sup>th</sup> to 91 <sup>st</sup> Avenue	5	4 <sup>th</sup> Qtr FY 2019

**Purpose Statement:**

The purpose of this Safety Improvement project is to investigate potential hazardous situations and make necessary safety related improvements to reduce accidents and improve safety so that commuters have a safer commute.

**Project Descriptions:**

**T345 – MC 85 95<sup>th</sup> to 75<sup>th</sup> Avenue**

This project will create a constant roadway profile from 95th Avenue to 75th Avenue by adding a dual center turning lane where currently missing, improving the 83rd Avenue and 91st Avenue intersections plus milling and replacing the asphalt from 95th Avenue to 75th Avenue so the traveling public will have a safer commute. A total of \$10.9 million is budgeted in FY 2017 to complete right-of-way acquisition and utility relocation and begin construction.

**T497 – Olive Avenue Citrus to Cotton Lane**

Widen Olive Avenue from the current two lanes to four lanes with a center turn lane. A total of \$1.5 million is budgeted in FY 2017 for right-of-way acquisition. Construction is planned to start in FY 2019.

**T511 – MC 85 107<sup>th</sup> to 91<sup>st</sup> Avenue**

This project will create a constant roadway profile from 107th Avenue to 95th Avenue by adding a dual center turning lane where currently missing, improving the 107th Avenue intersection plus milling and replacing the asphalt from 107th Avenue to 95th Avenue so the traveling public will have a safer commute. A total of \$6.1 million is budgeted in FY 2017 to complete the design, begin right-of-way acquisition and utility relocation.

**Funding/Cost Summary**

Uses by Project	Previous Actuals	Projected FY 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
T345 - MC 85 91ST AVE TO 75TH AVE	\$ 4,818,752	\$ 1,013,828	\$ 10,920,000	\$ 13,571,000	\$ 2,275,000	\$ -	\$ -	\$ 26,766,000	\$ 32,598,580
T497 - OLIVE AVE CITRUS TO COTTON LN	26,497	796,981	1,525,000	2,150,000	6,965,000	4,325,000	-	14,965,000	15,788,478
T511 - MC 85 107TH AVE TO 91ST AVE	8,553	133,158	6,140,000	3,280,000	9,120,000	-	-	18,540,000	18,681,711
<b>Project Total</b>	<b>\$ 4,853,802</b>	<b>\$ 1,943,967</b>	<b>\$ 18,585,000</b>	<b>\$ 19,001,000</b>	<b>\$ 18,360,000</b>	<b>\$ 4,325,000</b>	<b>\$ -</b>	<b>\$ 60,271,000</b>	<b>\$ 67,068,769</b>

**Operating Cost Summary**

Not applicable.

**Traffic Improvements**

Managing Department: Transportation  
 Project Partner(s): None

**Scheduled Completion Dates:**

<b>Improvement</b>	<b>District</b>	<b>Scheduled Completion</b>
Traffic Calming	All	Ongoing
Avondale at MC 85	4	2 <sup>nd</sup> Qtr FY 2017
Dynamite at 52 <sup>nd</sup> Street	3	4 <sup>th</sup> Qtr FY 2018
Union Hills at 99 <sup>th</sup> Avenue	3	3 <sup>rd</sup> Qtr FY 2017
Yuma at Jackrabbit Trail	4	4 <sup>th</sup> Qtr FY 2018
Lower Buckeye at 107 <sup>th</sup> Avenue	5	4 <sup>th</sup> Qtr FY 2017
Broadway Road at 75 <sup>th</sup> Avenue	5	2 <sup>nd</sup> Qtr FY 2017
MC 85 at Rainbow Road	4	2 <sup>nd</sup> Qtr FY 2017
Roadway Lighting Upgrade	All	2 <sup>nd</sup> Qtr FY 2017
TIMP - Traffic Improvements	Various	Various

**Purpose Statement:**

The purpose of the Traffic Improvements project is to install traffic signals and make other intersection improvements to improve safety, reduce congestion, improve traffic flow, and provide real time traffic data so that commuters experience less travel delays and have a faster and safer commute.

**Project Descriptions:**

**T365 – Traffic Calming**

To install speed humps and other traffic calming solutions at yet to be selected locations to improve safety. There is \$800,000 in the 5-year Transportation Improvement Plan for this purpose.

**T391 – Avondale at MC 85**

To upgrade the existing traffic signal, make other intersection improvements plus railroad safety improvements at this intersection and railroad crossing to improve safety, reduce congestion and improve traffic flow so the travelling public will have a safer commute. A total of \$116,000 is budgeted in FY 2017 to complete construction.

**T424 – Dynamite at 52<sup>nd</sup> Street**

Install traffic signals to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. A total of \$210,000 budgeted in FY 2017 to complete design, relocate utilities followed by construction.

**T463 – Union Hills at 99<sup>th</sup> Avenue**

The northbound and southbound legs of the Union Hills and 99th Avenue intersection are separated by a drainage ditch which complicates the traffic signal operation creating delays. This project will modify the intersection and make other improvements to improve safety, reduce congestion and improve traffic

flow so the travelling public will have a safer commute. A total of \$2.2 million is budgeted in FY 2017 for construction.

**T487 – Yuma at Jackrabbit Trail**

This project involves the installation of traffic signals and left turn lanes to improve safety, reduce congestion and improve traffic flow so the traveling public will have a safer commute. A total of \$1.2 million is budgeted in FY 2017 to complete design, acquire right-of-way and relocate utilities. Construction is planned for FY 2018.

**T490 – Lower Buckeye at 107<sup>th</sup> Avenue**

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 \$400,000 budgeted in FY 2017 for construction.

**T533 – Broadway Road at 75th Avenue**

This scoping study will determine the cost to install traffic signals at the intersection of Broadway Road and 75th Avenue 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 the availability of funds. A total of \$22,000 is budgeted in FY 2017 to complete the scoping study.

**T534 – MC 85 at Rainbow Road**

This scoping study will determine the cost to install traffic signals at the intersection of MC 85 and Rainbow Road 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 the availability of funds. A total of \$51,000 is budgeted in FY 2017 to complete the scoping study.

**T536 – Roadway Lighting Upgrade**

This project will improve the lighting at 124 signalized intersections by replacing High Pressure Sodium fixtures with Light Emitting Diode (LED) fixtures. A total of \$3.5 million is budgeted in 2017 to complete the project.

**TIMP – Traffic Improvement Projects**

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 2016	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	5-Year Total	Total Project
T365 - TRAFFIC CALMING	\$ 462,696	\$ 65,882	\$ 200,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 800,000	\$ 1,328,578
T391 - AVONDALE AT MC 85	421,968	983,908	116,000	-	-	-	-	116,000	1,521,876
T424 - DYNAMITE AT 52ND STREET	118,252	85,045	210,000	-	-	-	-	210,000	413,297
T463 - UNION HILLS AT 99TH AVE	313,065	728,093	2,285,000	-	-	-	-	2,285,000	3,326,158
T487 - YUMA AT JACKRABBIT TRAIL	111,245	207,529	1,260,000	1,979,000	-	-	-	3,239,000	3,557,774
T490 - LOWER BUCKEYE AT 107TH AVE	128,348	109,416	400,000	-	-	-	-	400,000	637,764
T533 - BROADWAY ROAD AT 75TH AVENUE	-	72,106	22,000	-	-	-	-	22,000	94,106
T534 - MC 85 AT RAINBOW RD	-	113,210	51,000	-	-	-	-	51,000	164,210
T536 - ROADWAY LIGHTING UPGRADE	-	-	3,512,118	-	-	-	-	3,512,118	3,512,118
TIMP - TRAFFIC IMPROVEMENTS	-	-	-	1,580,711	1,259,264	10,434,815	10,070,416	23,345,206	23,345,206
<b>Project Total</b>	<b>\$ 1,555,574</b>	<b>\$ 2,365,189</b>	<b>\$ 8,056,118</b>	<b>\$ 3,709,711</b>	<b>\$ 1,409,264</b>	<b>\$ 10,584,815</b>	<b>\$ 10,220,416</b>	<b>\$ 33,980,324</b>	<b>\$ 37,901,087</b>

**Operating Cost Summary**

No additional funds are being requested.



MC85 Survey Work



## 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, 2015. 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, 2015, that can be obtained at: <http://www.maricopa.gov/finance/CAFR.aspx>.

#### Current Debt Situation

It is recognized that all debt, regardless of the source of revenue pledged for repayment, represents some sort of cost to taxpayers or ratepayers. Therefore, all types of County debt/obligations are considered herein. While lease-secured and certificates of participation obligations may not be debt under strict legal definitions, they still require future appropriations and are a fixed charge. These lease payments and other non-bonded obligations are added by most security analysts when calculating an issuer's debt ratios.

#### Debt Issuance History

The County has used debt financing for many years to finance capital projects. The following chart illustrates the amount of debt as well as categories of outstanding debt for the past five fiscal years.

**LONG-TERM LIABILITIES**  
**All Categories of Debt <sup>(2)</sup>**  
**Maricopa County, Arizona**  
**For the year ending June 30**

	Year Ending June 30				
	2011	2012	2013	2014	2015
<b>Governmental activities:</b>					
Bonds, loans, and other payables:					
General obligation bonds	\$ -	\$ -	\$ -	\$ -	\$ -
Lease revenue bonds	142,140,000	130,815,000	120,350,000	108,975,000	\$97,135,000
Special assessment debt with governmental commitment (1)	120,533	80,050	64,679	49,465	44,727
Certificates of participation (3) (4)	2,895,000	-	-	-	185,580,000
Capital leases	432,651	-	-	-	8,329,091
<b>Total Governmental activities</b>	<b>\$ 145,588,184</b>	<b>\$ 130,895,050</b>	<b>\$ 120,414,679</b>	<b>\$ 109,024,465</b>	<b>\$ 291,088,818</b>
<b>Business-type activities: (1) (5)</b>					
Capital leases, loans, and other payables:					
Capital Leases	\$ -	\$ -	\$ -	\$ 1,792,280	\$ 1,792,280
Loans payable	-	2,787,917	3,609,943	3,667,473	4,071,132
Other long-term debt	-	-	-	914,178	569,111
<b>Total Business-type activities</b>	<b>\$ -</b>	<b>\$ 2,787,917</b>	<b>\$ 3,609,943</b>	<b>\$ 6,373,931</b>	<b>\$ 6,432,523</b>

Notes:

- (1) Does not represent an obligation of the County.
- (2) Long-term liabilities exclude claims and judgments payable, reported and incurred but not reported claims, and liabilities for closure and postclosure costs.
- (3) On January 1, 2005, the Medical Center was transitioned to the Maricopa County Special Health Care District (SHCD), a separate legal entity that is not part of the County's reporting entity. The long-term debt obligations were transferred to governmental activities as they are the responsibility of the County. The Maricopa County SHCD will continue to reimburse the County pursuant to the intergovernmental agreement with the County for the 2011 debt obligation.
- (4) 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.
- (5) Beginning in fiscal 2014, the Housing Authority presentation changed from a special revenue fund to a major proprietary fund (enterprise fund). The fiscal year 2012 and 2013 long-term liability amounts were adjusted as a result of the change in presentation and for corrections of prior periods.

## Financing Alternatives

The County should evaluate all potential funding sources before considering which method of financing may be the most appropriate. There are many sources of funding, depending on the type of debt to be incurred and the length of time for repayment. Sources of funding may include: current revenues and fund balances; intergovernmental grants from federal, state or other sources; state revolving funds or loan pools; private sector contributions through impact fees or public/private partnerships; and debt financing.

## Pay-As-You-Go Financing

This method means that capital projects are paid for from the government's current revenue base. The County does not issue bonds and does not have to repay the borrowings over time.

There are several advantages to this method. For example, pay-as-you-go financing will save the amount of interest which otherwise would be paid on bonds issued to finance the program. The government is not encumbered by as much debt service when economic conditions deteriorate due to normal business cycles. Since the use of current revenues can be adjusted in a given budget year, pay-as-you-go financing can provide greater budgetary flexibility than does a debt issue. The jurisdiction's long-term debt capacity is preserved for the future. Finally, lower debt ratios may have a positive effect upon the jurisdiction's credit rating.

Relying on current revenues to finance capital improvements also presents several disadvantages. Exclusive reliance upon pay-as-you-go funds for capital improvements means that existing residents are obliged to pay for improvements that will benefit new residents who relocate to the area. If the jurisdiction is forced to finance the improvements within a single budget, the large capital outlay required for some projects may result in an onerous tax burden. The County must be careful to ensure that the use of current revenues for capital projects does not diminish its availability to respond to emergencies and ongoing mandated services.

## Grants

Government grants stem from a variety of sources, but the majority of grant revenues for capital projects come from federal and state governments. Grants often require a County matching contribution. Most grants require an application from the County, identifying specific improvements or equipment that will be purchased with the grant money.

## Short-Term Borrowing (Notes)

Short-term financing is defined as debt maturing not later than one year after the date of its issuance. There are basically three reasons for using short-term debt:

- A vehicle to deal with temporary cash flow difficulties. This situation arises when cash receipts do not follow the same pattern as cash outlays.
- To handle unexpected costs resulting from natural emergencies or other significant unexpected events.
- In anticipation of issuing a long-term bond for capital financing. This form of financing offers an opportunity to borrow for short periods until the true, final costs of a project are known.

Tax Anticipation Notes (TANs) are notes issued in anticipation of the collection of taxes, as referenced in the Arizona Revised Statutes (A.R.S.), Title 35, Chapter 3, Article 3.1. They provide operating funds to meet regular payroll and other operating expenses. During the fiscal year when tax payments are received, sufficient sums are used to retire the note. The timing of the note sale, the note's due date, and repayment of funds are all components of cash flow and cash management analysis.

Lines and Letters of Credit – Where their use is judged by the Chief Financial Officer to be prudent and advantageous to the County, the County has the power to enter into agreements with commercial banks or other financial entities for purposes of acquiring lines or letters of credit. The Board of Supervisors must approve any agreement with financial institutions for the acquisition of lines or letters of credit.

## General Obligation Bonds

Bond security is the taxing power of the state or local government, as referenced in the A.R.S., Title 35, Chapter 3, Article 3, for new general obligation bonds and Title 35, Chapter 3, Article 4 for refunding bonds. An issuer selling a general obligation bond secured by its full faith and credit attaches to that issue its broadest pledge. This makes the security of these bonds very high. The full faith and credit backing of a general obligation bond includes the pledge of all general revenues, unless specifically limited, as well as, the legal means to raise tax rates to cover debt service. The public entity is authorized to levy property taxes or to draw from other unrestricted revenue streams such as sales or income taxes to pay the bond's principal and interest. Interest rates on these bonds are generally the lowest of any public securities due to this superior security. Prior to issuance, Arizona general obligation bonds must have a majority vote approval from the residents of the County.

## Revenue Bonds

Revenue bonds are long-term debt instruments retired by specific dedicated revenues. Often these revenues are generated by the project funded out of debt proceeds. Revenue bonds are designed to be self-supporting through user fees or other special revenues (i.e. excise taxes, rents or fees). The general taxing powers of the jurisdiction are not pledged. The debt created through the issuance of revenue bonds is to be repaid by the earnings from the operations of a revenue producing enterprise, from special taxes, or from contract leases or rental agreements. County revenue bonds do not burden the constitutional or statutory debt limitation placed on the County because they are not backed by the full faith and credit of the issuer. The underlying security is the revenue stream pledged to pay the bond principal and interest.

## Capital Leases (Lease-Purchase Obligations)

This financing technique provides long-term financing through a lease (with a mandatory purchase provision). Lease-purchase agreements use non-appropriation clauses to avoid being classified as long-term debt, which might be subject to State legal restrictions. This clause allows the government to terminate the lease without penalty. Security for lease-purchase financing is the lease payments made by the County and, where legally permitted, also the asset being financed.

## Certificates of Participation (COP)

Certificates of Participation represent proportionate interests in semiannual lease payments. Participation in the lease is sold in the capital markets. The County's obligation to make lease payments is subject to annual appropriations made by the County for that purpose. Rating agencies typically give Certificate of Participation issues a grade below that of general obligation bonds. A.R.S., Title 11, Chapter 2, Article 4, §11-251, Paragraph 46, provides for a maximum repayment term of twenty five years for the purchase or improvement of real property.

## Lease Trust Certificates

Lease Trust Certificates financing provides long-term financing through a lease (with a mandatory purchase provision). This method does not constitute indebtedness under a state or local government's constitutional debt limit and does not require voter approval. In a lease-purchase transaction, the asset being financed can include new capital asset needs or assets under existing lease agreements.

## Installment Purchase Agreements

Same as a lease purchase agreement with the exception that the County takes title to the property up front.

## Special Assessment Bonds

Special Assessment Bonds are issued to districts that are within a legally designated geographic area located within the County, which through the consent of the affected property owners pay for basic infrastructure and public improvements to the area through a supplemental assessment. This financing approach achieves the objective of tying the repayment of debt to those property owners who most directly benefit from the improvements financed.

## Debt Limit

The Arizona Constitution, Article 9, Section 8, states that a County indebtedness pertaining to general obligation bonds may not exceed six percent of the value of the County's taxable property ascertained by the last assessment. All general obligation bonds must be approved by voters regardless of amount issued up to the six percent limit. The County may issue non-general obligation bonds without voter

approval up to six percent of the taxable property. However, with voter approval, the County may become indebted for an amount not to exceed fifteen percent of such taxable property.

The following table represents the County’s outstanding general obligation indebtedness with respect to its constitutional general obligation debt limitation.

<b>2014-15 Constitutional General Obligation Bonding Capacity</b>	
<b>Maricopa County, Arizona</b>	
2014-15 Secondary Assessed Valuation	35,079,646,593
15% of Secondary Assessed Valuation	5,261,946,989
Less: GO Bonded Debt Outstanding	-
Plus: GO Debt Service Fund Balance	-
Unused Fifteen Percent Borrowing Capacity	<u>\$ 5,261,946,989</u>

### Rating Agency Analysis

Independent assessments of the relative credit worthiness of municipal securities are provided by rating agencies. They furnish letter grades that convey their assessment of the ability and willingness of a borrower to repay its debt in full and on time. Credit ratings issued by these agencies are a major function in determining the cost of borrowed funds in the municipal bond market.

Moody’s Investors Service, Standard and Poor’s Corporation, and Fitch Ratings are the three major rating agencies that rate municipal debt. These rating agencies have provided a rating assessment of credit worthiness for Maricopa County. There are seven primary factors that comprise their ratings:

- Institutional framework – legal and practical environment of local government
- Economy – stability of trends in local income and total market value per capita
- Management – financial and operational decisions, policies and practices, leadership
- Budgetary flexibility – available fund balance, ability to raise revenues or reduce expenditures
- Budgetary performance – current fiscal balance of general fund and total governmental funds
- Liquidity – availability of cash and cash equivalents
- Debt and contingent liabilities – debt policies, pension obligations, long-term planning

Each of the rating agencies has their own method of assigning a rating on the ability and willingness of a borrower to repay in full and on time. Issuers must pay a fee for the opportunity to have one or more rating agencies rate existing and proposed debt issuance. The following chart outlines how the ratings reflect creditworthiness, ranging from very strong securities to speculative and default situations.

Examples of the rating systems are:

<b>BOND RATINGS</b> Explanation of corporate/municipal bond ratings	<b>RATING AGENCIES</b>		
	Fitch	Moody's	Standard & Poor's
Premium quality High quality Medium quality	AAA AA A	Aaa Aa A	AAA AA A
Medium grade, lower quality Predominantly speculative Speculative, low grade	BBB BB B	Baa Ba B	BBB BB B
Poor to default Highest speculation Lowest quality, no interest	CCC CC C	Caa Ca C	CCC CC C
In default, in arrears Questionable value	DDD DD D		DDD DD D

Fitch and Standard & Poor's may use "+" or "-" to modify ratings while Moody's may use numerical modifiers such as 1 (highest), 2, or 3.

### History of Maricopa County's Debt Rating

In June 2015, Standard & Poor's Ratings Services (S&P) assigned an "AA+" rating to Maricopa County's certificates of participation (C.O.P.), Series 2015. At the same time, S&P affirmed the County's general obligation bond rating (implied) at 'AAA', the highest level rating possible for general obligation bonds, and affirmed its 'AA+' rating for the County's lease revenue bonds. With its diverse economic base, strong management financial policies, budgetary flexibility, and low overall net debt, S&P views the County's long-term outlook as stable. [Standard & Poor's Rating Service Press Release dated June 2015](#)

In June 2015, Fitch Ratings assigned an "AA+" rating to Maricopa County's certificates of participation (C.O.P.), Series 2015. Fitch Ratings affirmed its 'AAA' issuer credit rating (ICR) and 'AA+' rating for the County's existing lease revenue bonds on March 24, 2015. Citing the County's continued structural balance throughout various economic and financial pressures, management's conservative and historically prudent fiscal practices, and the county's very modest direct debt position, Fitch Ratings views Maricopa County's rating outlook as stable. [Fitch Ratings Press Release dated June 2015](#)

In June 2015, Moody's Investors Service assigned an "Aa1" rating to Maricopa County's certificates of participation (C.O.P.), Series 2015. At the same time, Moody's affirmed the County's general obligation bond rating at 'Aaa', and affirmed its 'Aa1' rating for the County's lease revenue bonds. With its strong credit characteristics and well-managed financial operations, Moody's views Maricopa County's rating outlook as stable. [Moody's Investors Service Press Release dated June 2015](#)

Additional information on Maricopa County's bond ratings and the bond rating recalibration can be viewed on the Department of Finance webpage: <http://www.maricopa.gov/Finance/debt.aspx>.

The following illustrates the County's various debt ratings:

Type of Debt	Fitch	Date Rating Assigned	Moody's	Date Rating Assigned	Standard & Poor's	Date Rating Assigned
General Obligation	AAA (2)	3/24/2015	Aaa (1)	6/1/2015	AAA (1)	6/3/2015
C.O.P.	AA+	6/1/2015	Aa1	6/1/2015	AA+	6/3/2015
Lease Revenue	AA+ (1)	3/24/2015	Aa1 (1)	6/1/2015	AA+ (1)	6/3/2015
(1) Bond rating is "Affirmed"						
(2) Bond rating is "Affirmed implied"						

### Ratio Analysis

Rating analysts compare direct net debt to the population in order to measure the size or magnitude of the County's debt. This ratio is referred to as the Direct Net Debt Per Capita Ratio. The same ratio is applied to all debt within the County which includes School Districts, Cities and Towns, and Special Districts. This ratio is referred to as the Overall Net Debt Per Capita Ratio. The taxable value of the County is a measure of the County's wealth. It also reflects the capacity of the County's ability to service current and future debt. The ratio of Direct Net Debt as a percentage of Full Value (FV) Property is the comparison of direct net debt to the County's taxable value. The same ratio is applied to all debt within the County and is referred to as the Overall Net Debt as a percentage of Full Value Property. The Full Value Property Per Capita ratio represents the per capita value of taxable property in the County. An explanation of how each ratio is calculated is included in the notes adjacent to the following tables.

There are an infinite number of ratios, which could be calculated to measure the County's debt burden. The following analysis focuses on commonly used ratios instead of creating customized ones. The ratios calculated are for governmental activities and do not include business-type activities. The source of repayment is from either the secondary tax levy or by appropriation from the general fund for debt service payments. Debt for which there is a source of repayment, i.e. pledged revenues for car rental service charge, has been excluded.

**DIRECT AND OVERALL NET DEBT  
 MARICOPA COUNTY, ARIZONA**

<b>GOVERNMENTAL ACTIVITIES</b>	<b>Audited 6/30/2014</b>	<b>Audited 6/30/2015</b>	<b>Projected 6/30/2016</b>	<b>Projected 6/30/2017</b>
Lease Revenue Bonds	\$ 108,975,000	\$ 97,135,000	\$ 84,665,000	\$ 81,005,000
Certificate of Participation		185,580,000	185,580,000	185,580,000
Capital leases		8,329,091	12,417,429	8,626,768
<b>Direct Net Debt</b>	<b>\$ 108,975,000</b>	<b>\$ 291,044,091</b>	<b>\$ 282,662,429</b>	<b>\$ 275,211,768</b>
Overlapping Debt (1)	7,968,224,378	7,804,652,172	7,755,382,669	7,696,700,097
<b>Overall Net Debt</b>	<b>\$ 8,077,199,378</b>	<b>\$ 8,095,696,263</b>	<b>\$ 8,038,045,098</b>	<b>\$ 7,971,911,865</b>
Population Estimate (2)	4,008,651	4,076,438	4,152,807	4,233,286
Full Value of Taxable Property (3)	\$ 310,300,015	\$ 339,536,633	\$ 403,013,954	\$ 411,074,233
<b>Ratios (4)</b>				
Direct Net Debt Per Capita	\$ 27	\$ 71	\$ 68	\$ 65
Overall Net Debt Per Capita	\$ 2,015	\$ 1,986	\$ 1,936	\$ 1,883
Direct Net Debt as % of FV Property	0.035%	0.086%	0.070%	0.067%
Overall Net Debt as % of FV Property	2.603%	2.384%	1.994%	1.939%
FV Property Per Capita	\$ 77,408	\$ 83,292	\$ 97,046	\$ 97,105

Notes:

- (1) Projected overlapping debt for 2016 and 2017 was based on a three year average of general obligation Bonds for Cities, Towns, School Districts and Special Assessment Districts.  
 Source: [www.azdor.gov/ReportsResearch/ReportofBondedIndebtedness.aspx](http://www.azdor.gov/ReportsResearch/ReportofBondedIndebtedness.aspx)
- (2) Projections for 2016 and 2017 population are based on estimates provided by the Arizona Department of Administration. Source: <https://population.az.gov/population-projections>
- (3) Full Cash Value Taxable Property Estimate for Tax Year 2016 was provided by Maricopa County Assessor's Office (in thousands of dollars).
- (4) Summary of Debt Ratios:
  - Direct Net Debt per capita = Direct Net Debt/Population
  - Overall Net Debt per capita = Overall Net Debt/Population
  - Direct Net Debt as a percentage of Full Value (FV) Property = Direct Net Debt/FV Property
  - Overall Net Debt as a percentage of FV Property = Overall Net Debt/FV Property
  - FV property per capita = FV Property/Population

## Debt Obligations by Type

### General Obligation Bonds

Long-term General Obligation Bonds shall be issued to finance significant capital improvements for purposes set forth by voters in bond elections. Interest rates on these bonds are generally the lowest of any public securities. Prior to issuance, Arizona GO Bonds must have a majority vote approval from the residents of the County.

Legal Debt Margin – County indebtedness pertaining to general obligation bonds may not exceed six percent of the value of the County's taxable property ascertained by the last assessment. However, with voter approval, the County may become indebted for an amount not to exceed fifteen percent of such taxable property. At June 30, 2015, the County had no outstanding general obligation debt, (0.00% of taxable property), while the six percent limit was \$2,104,778,796 and the fifteen percent limit was \$5,261,946,989.

**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 non appropriation, the bonds would be subject to special redemption at par plus accrued interest to the redemption date.

On May 23, 2007, the Maricopa County Public Finance Corporation issued Lease Revenue Refunding Bonds, Series 2007B, for \$32,840,000 (par value) with interest rates ranging from 4% to 5% and maturing from July 1, 2012 to July 1, 2015. The net bond proceeds were \$34,414,011 which included a reoffering premium of \$973,843, County contributions of \$860,000, and cost of issuance of \$259,831. The net proceeds were used to advance refund the Lease Revenue Bonds, Series 2001, of \$32,215,000, with interest rates ranging from 4.7% to 5.5%, maturing from July 1, 2012 through July 1, 2015, and were redeemed at par plus accrued interest on July 1, 2011.

**SUMMARY OF LEASE REVENUE BOND PRINCIPAL AMOUNTS OUTSTANDING BY ISSUE  
 As of June 30, 2015**

Bond Issue	Amount
2007A Lease Revenue Bonds	\$ 88,155,000
2007B Lease Revenue Refunding Bonds	8,980,000
<b>Total</b>	<b>\$ 97,135,000</b>

**DEBT SERVICE REQUIREMENTS TO MATURITY  
 Lease Revenue Bonds  
 Maricopa County, Arizona  
 As of June 30, 2015**

Year Ending	Principal	Interest	Total Debt Service
June 30			
2016	\$ 12,470,000	\$ 4,016,330	\$ 16,486,330
2017	3,660,000	3,657,980	7,317,980
2018	3,845,000	3,470,355	7,315,355
2019	4,040,000	3,273,230	7,313,230
2020	4,240,000	3,087,430	7,327,430
2021-25	24,235,000	12,241,620	36,476,620
2026-30	30,565,000	5,819,825	36,384,825
2031-32	14,080,000	497,000	14,577,000
<b>Total</b>	<b>\$ 97,135,000</b>	<b>\$ 36,063,770</b>	<b>\$ 133,198,770</b>

**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% to 5% percent, payable semiannually on January 1 and July 1 each year through 2018.

**DEBT SERVICE REQUIREMENTS TO MATURITY  
 Certificates of Participation  
 Maricopa County, Arizona  
 As of June 30, 2015**

<b>Year Ending June 30</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
2016	\$	\$ 4,432,483	\$ 4,432,483
2017		8,579,000	8,579,000
2018	90,625,000	6,413,375	97,038,375
2019	94,955,000	2,123,875	97,078,875
<b>Total</b>	<b>\$ 185,580,000</b>	<b>\$ 21,548,733</b>	<b>\$ 207,128,733</b>

**Capital Leases**

The County has entered into various lease-purchase agreements, which are non-cancellable, for the acquisition of software and accessories totaling \$8,329,091. 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.

**DEBT SERVICE REQUIREMENTS TO MATURITY  
 Capital Leases - Maricopa County, Arizona  
 As of June 30, 2015**

<b>Year Ending June 30</b>	<b>Governmental Activities</b>
2016	\$ 4,283,318
2017	2,141,659
2018	2,141,659
Total minimum lease payments	8,566,636
Amount representing interest	(237,545)
Present value of net minimum lease payments	\$ 8,329,091

**Special Assessment Districts**

A Special Assessment District (County Improvement District) process begins with the circulation of a petition. The petition must be signed by either a majority of the persons owning real property or by the owners of fifty-one percent or more of the real property within the limits of the proposed district. With the approval of the petition by the Board of Supervisors, a new improvement district is established. County Improvement Districts are further described in A.R.S., Title 48, Chapter 6, Article 1.

With the Board of Supervisors acting as the Board of Directors for each district, approval of an engineer, and the approval of plans, specifications and cost estimates soon follow. Each of these early

phases of the improvement district process contain regulations for public notification through posting of the property, publication in the local newspaper, and the set up of a protest period.

Once the Board of Supervisors approves the awarding of the bid, construction follows. Since the residents pay for these improvements, an assessment is levied against each property owner. Depending on the type of improvement, some assessments are carried on the property tax roll, while others are collected through the County Improvement District Office. If the property owners are unable to prepay the improvement assessment within 30 days after the completion of the work, bonds are sold for the balance of the construction amount. The bonds are collateralized by properties within the District. The receivable is held by the Improvement District, and billed on a semi-annual basis. In cases of a delinquent payment of an assessment, the lien, including penalty and interest, may be sold at a public auction. If there is no purchaser for the lien, the District (not the County) will assume, as a general obligation, the amount of the assessment and interest accruing thereon.

The following table illustrates the outstanding principal amount by issue for the special assessment district bonds.

**SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE**  
**Special Assessment Districts**  
**Maricopa County, Arizona**  
**As of June 30, 2015**

Bond Issue	Amount
Queen Creek Water K-91	\$ 3,856
Plymouth Street K-109	40,871
<b>Total</b>	<b>\$ 44,727</b>

**Housing Authority of Maricopa County Loans Payable**

The Housing Authority of Maricopa County's Component Unit, Maricopa Revitalization Partnership, L.L.C., has a promissory note payable to Community Service of Arizona, Inc. The note bears an interest rate of 0.5% 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, 2015, the balance on this note was \$570,000.

The Housing Authority of Maricopa County's Component Unit, Rose Terrace Development Partnership Phase II, L.L.C., has a promissory note payable to Mutual of Omaha Bank. The note bears an interest rate of 8.75% and is collateralized by investment in real estate. Monthly principal and interest payments of \$3,744 will continue through February 2020, at which time a balloon payment of \$363,157 is due. At June 30, 2015, the balance on this note was \$395,458.

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% 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, 2015, the balance on this note was \$2,544,474.

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, 2015, the balance on this note was \$92,419.

The Housing Authority of Maricopa County entered into a repayment agreement with 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. At June 30, 2015, the balance on this note was \$468,781.

**DEBT SERVICE REQUIREMENTS  
 Housing Authority Loans Payable  
 Maricopa County, Arizona  
 As of June 30, 2015**

Year Ending June 30	Principal
2016	\$ 69,218
2017	90,476
2018	93,905
2019	657,546
2020	90,302
2021-25	2,769,663
2026-30	93,755
2031-35	93,755
2036-40	93,755
2041-42	18,757
<b>Total</b>	<b>\$ 4,071,132</b>

**Housing Authority of Maricopa County Capital Leases Obligation**

The Housing Authority of Maricopa County entered into a long-term lease commitment for equipment that has been accounted for as a capital lease. The lease obligation is part of a U.S. Department of Housing and Urban Development approved Energy Performance Contract (EPC) that provides for continued Public Housing funding and certain incentives for increasing energy efficiency of Public Housing Units. The assets are currently capitalized as Construction in Progress, valued at \$1,702,115. At June 30, 2015, the balance on this obligation is \$1,792,280.

Annual debt service requirements to maturity for Housing Authority capital lease obligations are as follows:

**DEBT SERVICE REQUIREMENTS  
 Housing Authority Capital Leases  
 Maricopa County, Arizona  
 As of June 30, 2015**

<b>Year Ending June 30</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2016	\$ 58,219	\$ 66,283	\$ 124,502
2017	64,897	64,130	129,027
2018	71,986	61,730	133,716
2019	79,506	59,068	138,574
2020	87,480	56,127	143,607
2021-25	574,552	225,573	800,125
2026-30	855,640	99,633	955,273
<b>Total</b>	<b>\$ 1,792,280</b>	<b>\$ 632,544</b>	<b>\$ 2,424,824</b>

**Short-Term Borrowing**

On July 1, 2014, 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, 2015. Outstanding principal and interest is due on June 30 of each year. During fiscal year 2015, the County had not borrowed against the line of credit. The municipal revolving line of credit was renewed to June 30, 2016.

On July 1, 2014, the County maintained a \$15,878,105 irrevocable standby letter of credit issued to the Industrial Commission of Arizona for unfunded workers’ compensation claims. On December 27, 2014, the letter of credit was increased to \$15,151,706. The letter of credit was reserved against the municipal revolving line of credit. During fiscal year 2015, the letter of credit had not been drawn upon. The irrevocable standby letter of credit was renewed to June 30, 2016.

**Debt Practices**

Regularly review of debt practices 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 Debt**

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 Maricopa County debt.

**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, informs the County of various options, advises the County as to how choices will impact the marketability of County obligations and provides other services as defined by contract. To ensure independence, the financial advisor will not bid on nor underwrite any County debt issues.

Competitive proposals will be taken periodically for services to be provided over a period of one year with annual renewal options.

Other professional services will be retained, when required, including managing underwriters, credit agencies, escrow agents, trustees, printers, and others. These services will be procured when in the best interest of the County by a competitive selection process.

## Continuing Disclosure of County Financial Information

Annual financial statements and other pertinent credit information, including the Comprehensive Annual Financial Report (CAFR), will be provided by the County upon request. A copy of the CAFR can be obtained from the Maricopa County webpage at: <http://www.maricopa.gov/Finance/CAFR.aspx>. All material that has a pertinent bearing on County finances will be provided to the agencies that maintain a rating on County securities.

The Chief Financial Officer shall be responsible for providing ongoing disclosure information to established national information repositories and for maintaining compliance with disclosure standards dictated by state and national regulatory bodies.

Copies of official statements for are available through the following recognized municipal repository:

Electronic Municipal Market Access ("EMMA")  
c/o Municipal Securities Rulemaking Board  
1900 Duke Street, Suite 600  
Alexandria, VA 22314  
Phone: (703) 797-6600  
Fax: (703) 797-6700  
<http://www.dataport.emma.msrb.org>  
Email: [emmaonline@msrb.org](mailto:emmaonline@msrb.org)

The Securities and Exchange Commission released final "continuing disclosure" rules (the "Rules") for municipal bond issues on July 1, 2009, (amended existing Rule 15c2-12). The Rules, which in general were effective on July 3, 1995, impact nearly every issuer of municipal securities. The stated purpose of the Rules is to deter fraud and manipulation in the municipal securities market by prohibiting the underwriting and subsequent recommendation of securities for which adequate information is not available. No underwriter can purchase or sell bonds in an offering of more than \$1,000,000 after July

3, 1995, unless it has reasonably determined that an issuer has undertaken to provide to the public information repositories on a continuing basis, both annual financial information and notices of specified material events affecting the issuer or its securities. This is applicable unless an exemption applies. The County intends to fully comply with the “continuing disclosure” rules.

## Maturity Structures

Principal payment schedules should not extend beyond the economic life of the project or equipment financed. The structure of debt issued by the County should be to provide for either level principal or level debt service. Except in select instances, deferring the repayment of principal should be avoided.

## Ratings

The County’s goal is to maintain or improve its bond ratings. To that end, prudent financial management policies will be adhered to in all areas. The Chief Financial Officer shall be responsible for maintaining relationships with the rating agencies that currently assign ratings to the County’s various debt obligations. The County will maintain a line of communication with the rating agencies informing them of major financial events in the County as they occur. Full disclosure of operations will be made to the bond rating agencies. County staff, with the assistance of the financial advisor and bond counsel, will prepare the necessary materials for presentation to the rating agencies. A personal meeting with representatives of the rating agencies will be scheduled every few years or whenever a major project is initiated.

## Modification to Practices

These practices will be reviewed annually and significant changes may be made with the approval of the County Manager. Significant changes will be presented to the Board of Supervisors for approval.



## Attachments

### Budgeting for Results Guidelines and Priorities

Approved by the Board of Supervisors on January 6, 2016.

The purpose of these guidelines and priorities is to provide direction from the Board of Supervisors to the County Manager, Office of Management and Budget and all departments so that they can develop a sustainable, structurally-balanced budget that achieves, within available resources, the County's mission and strategic goals as set forth in the Maricopa County Strategic Plan.

#### **Property Taxes:**

The FY 2017 primary property tax rate will remain unchanged, resulting in an estimated tax levy of \$23 million more than FY 2016.

#### **Other Major Revenue Source Assumptions**

The base budget will assume the *Most Likely* forecast values from the County's economic consultant for State-Shared Sales tax, State-Shared Vehicle License tax, and Jail Excise Tax revenues.

#### **Employee Compensation:**

Human Resources is directed to develop a targeted employee compensation strategy which includes pay for performance, highlights a service delivery approach and is 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 will be prepared within baseline amounts equal to their current budgets plus authorized adjustments. The Office of Management and Budget is directed to adjust budget baselines for the following:
  - a) The annualized impact of FY 2016 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) Other technical adjustments as required.
- 2) All departments must submit their base expenditure budget requests within their baseline budget. If justified by revenue projections, base revenue budget requests may exceed revenue baselines. Revenue thresholds for non-General Fund budgets will include an adjustment as necessary to maintain structural balance (recurring revenues equal to or greater than recurring expenditures) within the fund. If the revenue baseline cannot be

met, departments must reduce base expenditures and base revenue by an amount sufficient to restore structural balance.

- 3) All budget submissions will be analyzed by the Office of Management and Budget for budget reductions.
- 4) While no budget reductions are requested at this time, departments should be prepared to submit up to 5% in operating reductions if needed to achieve structural balance.
- 5) Departments participating in the Zero-Based Budget process will complete decision packages utilizing the forms provided by the Office of Management and Budget. Items (1) and (2) above do not apply to ZBB requests.

**User Fees:**

Per the Budgeting for Results Policy Guidelines, user fees are to be reviewed annually in conjunction with the budget development process. Existing user fees will be re-evaluated and necessary changes will be presented to the Board of Supervisors. New user fees should be brought forward to the Board of Supervisors for consideration.

**Requests for Additional Funding:**

No funding will be available for new or expanded programs.

**Contingency, Reserves and Fund Balances**

The base budget will include a plan to continue to incrementally restore 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 General Fund reserves equal to two-months of prior year operating expenditures. In addition, a multi-year plan to build reserves in the Detention Fund will be developed and implemented. 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 any fund balances should be limited to either building reserves or one-time, non-recurring expenditures and should not be used to offset an operating deficit. Any use of fund balances and other non-recurring sources to support an operating budget deficit must be specifically approved by the Board of Supervisors.

**Expenditure Limitation**

Increases to expenditures will be evaluated for their impact to the County's Expenditure Limitation as outlined in the Arizona Constitution Article 9 Section 20 and Arizona Revised Statute 41-563. To mitigate the impact of expenditure increases on the expenditure limitation, financing will be considered where there is an established, conservative repayment plan.

### **Capital Improvement Program**

No funding will be available for new capital improvement projects until after reserve decisions have been made by the Board of Supervisors.

#### **1. Transportation**

The Office of Management and Budget is directed to work with the Transportation Department to develop an updated Transportation Capital Improvement Program budget for FY 2017 that, within available non-recurring resources, meets the strategic goal of developing, identifying funding, and beginning to implement a long-range plan for addressing HURF funded projects and transportation infrastructure needs.

#### **2. Information Technology**

If it is determined that funding is available for Information Technology Projects, the Board will prioritize the needs within the available funds for projects demonstrating a reasonable return on investment (ROI).

#### **3. Facilities Capital Improvement**

If it is determined that funding is available for Capital Improvement Projects, the Board will prioritize the needs within the available funds.

## **Budgeting and Accountability Policy**

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 Owing 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.

**I. PURPOSE**

This policy establishes a framework that integrates planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments and agencies. This framework is called Managing for Results; a management system that establishes the requirements to fulfill the County's Mission and Vision of accountability to its citizens.

This policy is promulgated as part of the annual County budget process under the authority of the Board of Supervisors.

**II. DEFINITIONS**

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

**Strategic Plan** – A Strategic Plan sets forth the mission, strategic goals, performance measurements for a department, agency and the County. A Strategic Plan provides information to department/agency staff, corporate decision makers, the Board of Supervisors and the public about how the department/agency is organized to deliver results and what results the department/agency is accountable for achieving. It also provides the opportunity for all County employees to see how they contribute at all levels in the organization.

**Managing for Results Resource Guide** – This guide describes Maricopa County’s strategic planning process, and how to develop and implement a plan. The Resource Guide is available to all County employees.

**Department/Agency** – This includes appointed departments, offices, elected departments, special districts and the judicial branch.

**A. GENERAL POLICY**

All Maricopa County departments/agencies will participate in the Maricopa County Managing for Results system and shall comply with this policy.

**B. GENERAL REQUIREMENTS**

Planning for Results

1. Each department/agency will develop and submit to the Office of Management and Budget a department/agency strategic plan as part of the budget process.
2. All strategic plans will be developed and presented to the Office of Management and Budget in required format as outlined in the Managing for Results Resource Guide. All strategic plans will be submitted according to the annual budget calendar.
2. All managers will work with assigned employees to establish performance plans that align with department/agency strategic plans. Performance plans will be developed in accordance with Performance Management policy #A1802.
3. The County Administrative Officer will develop and present to the Board of Supervisors a Countywide strategic plan, which contains strategic priorities and key result measures.

Budgeting for Results

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

2. The Board of Supervisors directs the Office of Management and Budget to review department/agency strategic plans and performance measures as a basis for making funding recommendations.

Reporting Results

1. Departments/Agencies will report quarterly to the Office of Management and Budget on their family of measures for budget and planning purposes according to the annual budget calendar.
2. The Office of Management and Budget will prepare and distribute a summary of measures

Evaluating Results

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

Decision Making and Accountability

1. The Board of Supervisors directs all Management to use performance information to manage activities effectively and efficiently.
2. Management will consider performance information in making policy and program decisions.

## Policy for Administering Grants

Latest revisions approved by the Board of Supervisors on May 6, 2009.

### I. **PURPOSE**

The purpose of this policy is to serve as the framework for Maricopa County Departments and Special Districts (Flood Control District, Library District, and Stadium District) to follow when applying for grants and negotiating the terms and conditions of the agreements and/or contracts to ensure optimum financial and administrative arrangements for Maricopa County or the Special District are met.

### II. **DEFINITIONS**

Central Service Costs (2 CFR Part 225 (OMB Circular A-87)) – refers to costs, benefiting both grant and non-grant activities for inclusion as part of indirect cost in grants. The allocation is calculated in compliance with 2 CFR Part 225 (Federal Office of Management and Budget Circular A-87).

Department – refers to the department, office or agency under budgetary responsibility of the Board of Supervisors, which has direct oversight responsibility for the program(s) funded partially or totally with the grant funds. The elected official or department director of the Department shall act as the agent of the County for purposes of this policy.

Department Overhead – Departmental/Special District costs incurred for both grant and non-grant programs.

Grantor Agency – refers to a Federal, state, local, or private agency or organization, which provides the grant funding and/or grant funding oversight.

Indirect Costs – refers to those costs incurred for a common or institution-wide objective that benefits more than one grant program or project. Such costs are not readily assignable to the cost objective specifically benefited.

In-Kind – refers to contributions in the form of goods or services rather than in cash.

One-time Grants – refers to funding from a Grantor Agency which is provided for a limited duration for a specified project or program. This type of grant may be provided to start a new program or service or for a program or services which has a limited life.

Ongoing Grants – refers to funding from a Grantor Agency which is expected to be provided year after year for a specified program(s) or service(s).

Special District – Flood Control District of Maricopa County, Maricopa County Library District, Maricopa County Stadium District.

### **III. POLICY**

Maricopa County and Special Districts receive significant funding from Federal, state, and local agencies annually. The following policy statements will ensure that the County or Special District is managing grants to its optimum potential.

1. The Board of Supervisors or Board of Directors must formally accept all grant awards prior to any funds being expended.
2. Departments/Special Districts will consistently negotiate grant agreements to meet County or Special District goals and policies. This includes conducting a cost/benefit study to determine the appropriateness of Maricopa County or Special District pursuing a particular grant.
3. Departments/Special Districts will negotiate for advance funding financial arrangements first and only accept reimbursement funding as the final option.
4. Departments/Special Districts will clearly define any matching requirements required by Maricopa County or Special District during the application process.
5. To minimize interest expense to Maricopa County, Departments/Special Districts will try and negotiate a reimbursement schedule that is in alignment with this policy. Departments/Special Districts will closely monitor their expenditures and claim reimbursement whenever expenses exceed \$100,000, or on a monthly basis.
6. Maricopa County or Special District will utilize the County financial system to track, monitor and report all grant financial activity. All grant activity must be closed out within 150 days of the grant end date.
7. Departments/Special Districts are required to charge indirect costs on all grants unless prohibited by the grant contract, law, County Board of Supervisors approval or Special District Board of Directors approval.

- ◆ Indirect costs will always be included (applied for) in the financial section of the grant application.
  - ◆ Indirect costs will be recovered at the maximum allowed by the Grantor or as defined on the Indirect Cost Plan that is approved by the Department of Finance.
8. Departments/Special Districts do not have the authority to negotiate a lower indirect cost reimbursement in order to increase program funding.
9. Departments will expend all grant funds prior to expending any general fund appropriations, or in the case of Special Districts, before expending other Special District revenues in relation to grant programs.

#### **IV. GUIDELINES**

This Policy shall serve as the framework for Departments/Special Districts to follow when applying for grants and negotiating the terms and conditions of the agreements. The Policy is not intended to discourage Departments/Special Districts from seeking grant funding as a means to support various services and programs. Rather, it is intended to provide consistent guidelines for grant administration to ensure optimum financial arrangements for Maricopa County or Special District and to enhance Board of Supervisors or Board of Directors acceptance of grants conforming to this Policy. Specific information and detailed procedures are contained in the Maricopa County Grant Manual, which is located at [ebc.maricopa.gov/library/finance](http://ebc.maricopa.gov/library/finance). The Maricopa County Grant Manual may be updated by the Department of Finance, as determined necessary, to accommodate the effective administration of this policy.

##### **1. Initial Grant Application**

- a) Departments/Special Districts are not required to obtain Board of Supervisors/Board of Directors approval prior to submitting an application for grant funding provided the grant meets the following requirements:
1. There is no matching requirement of funds;
  2. Indirect costs are fully recoverable; and
  3. There is no future or ongoing contributions required after the grant period ends.

In addition, the Director of the Department or Special District shall certify that the grant being applied for meets the above requirements.

Departments that wish to apply for grants that do NOT meet one or more of the above requirements must obtain Board of Supervisors/Board of Directors approval prior to submission of the application.

- b) Departments/Special Districts are required to obtain the approval of the Board of Supervisors/Board of Directors prior to submitting an application for grant funding for any type of deviation from this policy including full indirect cost recovery. The information on the agenda must be clear and describe the nature of the deviation(s). It must also be clearly noted the intent or non-intent to apply for further grants from this particular grantor of this nature. After this grant has been reviewed and accepted by the Board of Supervisors/Board of Directors, subsequent grants in that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance during the application process.

- c) Grants for the Judicial Branch in Maricopa County will be identified by the Presiding Judge of the Superior Court in an annual presentation to the Board of Supervisors. The presentation will reference the individual grants, and whether any of the provisions of the grants deviate from this Policy. After these grants have been reviewed and accepted by the Board of Supervisors, subsequent grants for that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance of the grant. Subsequent grants from a new Grantor Agency must be transmitted to the Board of Supervisors for review and acceptance.
- d) Departments/Special Districts may seek approval for both the Grant Submittal and Grant Award Acceptance at the pre-submission stage, provided that all terms of the grant are in compliance with this policy and the information presented to the Board of Supervisors/Board of Directors is consistent.
- e) Departments/Special Districts will provide to the Department of Finance a copy of all grant agreements which must specifically include the award amount, grant period dates, availability of indirect costs and the indirect cost percentage (%), distinction between reimbursement or advance funding and a complete description of the grant. The provided information will be used to establish controls on the County financial system and will not be changed or modified (award period, grant award, etc.) without supporting documentation from the Grantor.

## **2. On-Going Grant Application**

From year to year, Departments/Special Districts may receive grant funding from the same Grantor for the continuation of a program. In this case, Departments must notify the Board of Supervisors/Board of Directors in an annual or more frequent presentation of their intent to apply for all ongoing grants.

Grants for the Judicial Branch in Maricopa County will be identified by the Presiding Judge of the Superior Court in an annual presentation to the Board of Supervisors. The presentation will reference the individual grants, and whether any of the provisions of the grants deviate from this policy. After these grants have been reviewed and accepted by the Board of Supervisors, subsequent grants for that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance of the grant. Subsequent grants from a new Grantor Agency will be transmitted to the Board of Supervisors for review and acceptance.

## **3. Funding**

To improve cash management practices, it is the County and Special Districts' preference to receive funding on an advance basis instead of a reimbursement basis. Therefore, every effort is to be made by Departments/Special Districts to obtain advance funding from the Grantor Agency. This is especially critical for one-time grant funded programs where the County or Special District is advancing funds to nonprofit subcontractors. The Department/Special District may be requested by the Office of Management and Budget (OMB) to present the cost/benefits of accepting a grant versus not accepting a particular grant. The cost/benefit analysis must take into account if the grant-funded services are mandated and comply with the MFR Budgeting format.

One-time Grants, which are actually start-up grants for new programs or services, will be so noted in the submittal to the Board of Supervisors/Board of Directors. Program costs, which Departments/Special Districts wish to continue once the grant funding has been depleted, will be identified and reported to the Board of Supervisors /Board of Directors at the time of submittal for consideration. The Department must present analysis and information to the Board of Supervisors/Board of Directors to assist the Board in deciding whether the County or Special District should fund expenses for the project or program from other County or Special District funds following the depletion of the grant funds.

#### **4. Claiming Reimbursement**

- a) Departments/Special District will record and track grant revenues and expenditures utilizing the County financial system.
- b) Departments/Special District shall submit claims to the Grantor Agency as frequently as permitted under the grant agreement. This will be no less frequent than monthly or when the expenditures reach \$100,000, unless otherwise established by the grantor.
- c) At grant year-end, each Department/Special District shall close out its respective grants. This includes preparing and submitting any required final reports to the Grantor Agency and either returning excess funds or requesting final reimbursement for the grant year. All grant closing documentation will be submitted to the Finance Department to ensure the grants are accurately closed on the financial system within 150 days after the grant end date as represented on the County financial system. All unreimbursed costs must be identified and a plan of action defined to ensure an alternate funding source is identified and the grant is effectively closed within the 150 day timeframe. All unresolved grant balances/deficits after the 150 day timeframe will be reported to the County Manager by the Department of Finance and the Office of Management and Budget by utilizing the Fund Balance Report.

#### **5. Indirect Costs (2 CFR Part 225 (OMB Circular A-87) Charges)**

2 CFR Part 225 (Federal Office of Management and Budget Circular A-87) recognizes indirect costs as legitimate grant expenses. As such, it is the intention of Maricopa County or Special District to recover indirect costs at all opportunities. In order to do so, the Department of Finance will prepare the following plans on an annual basis:

1. 2 CFR Part 225 (OMB Circular A-87) County-wide Central Services Cost Allocation Plan. The Department of Finance is responsible for preparing and negotiating the County-wide 2 CFR Part 225 (OMB Circular A-87) plan with Maricopa County's cognizant agency, United States Department of Housing and Urban Development (HUD). The Department of Health and Human Services is Maricopa County's assigned cognizant agency regarding audit issues.

Whenever permitted by the Grantor Agency, grants requiring County or Special District matching funds may utilize County Overhead (A-87) as a last option. All other opportunities must be exhausted to meet the in-kind match before utilizing County Overhead (A-87). If the required match exceeds the amount of in-kind and/or County Overhead (A-87) or Overhead is not an allowable expense by the Grantor Agency the Department must inform the Board of Supervisors/Board of Directors of the exception and estimate the relative financial in-kind impact.

2. Departmental Indirect Cost Allocation Plan(s). The County's 2 CFR Part 225 (OMB Circular A-87) indirect costs plans are used as a means of equitably recovering indirect costs from both federal and non-federal grant programs. All departments/Special Districts receiving grant funds can submit a written request to the Department of Finance to prepare a Departmental 2 CFR Part 225 (OMB Circular A-87) Indirect Cost Allocation Plan.

In some cases the grantor may limit the recovery of indirect costs to a percentage less than the combined Departmental and County-wide 2 CFR Part 225 (OMB Circular A-87) indirect rate. In these cases, the Departmental 2 CFR Part 225 (OMB Circular A-87) rate shall be satisfied first. Any remaining funds will then be applied to the County-wide 2 CFR Part 225 (OMB Circular A-87) rate.

#### **6. County Departments Providing Grant Services to Outside Entities**

Maricopa County Departments that are allowed to perform grant financial services for entities outside of the County and are not considered to be sub-recipients may recover indirect costs and/or user charges for the administration of grants. If these outside entities are allowed by their grantors to recover indirect costs and/or charge a user fee to reimburse Maricopa County for services rendered, the monies must be deposited back to the funding source where the support services were initially provided. For example, a General Fund Department being reimbursed for grant management activities shall remit the reimbursement back to the General Fund.

Specific accounting information and examples can be found in the County Grant Manual located at [ebc.Maricopa.gov/library/finance](http://ebc.Maricopa.gov/library/finance).

#### **7. Purchase of Computing and Network Systems Relating to Grant Supported Programs**

To ensure compatibility and supportability of the County computing and network infrastructure, Departments/Special Districts are to consult with and obtain approval from the Chief Information Officer prior to purchasing any desired equipment. This applies to hardware, software and communications technologies including data, voice, video, image radio telemetry and facsimile purchases under the provisions of the County's Procurement Code.

Departments/Special Districts are to utilize the Technology Financing Program unless the grant specifically does not provide for this type of activity. As an example, a grant that is Board approved for two (2) years would not allow for the purchase of computers under the Technology Financing Program as the Technology Financing Program is a 36-month program.

To ensure effective asset management and tracking, all computer-related items must be tagged with an asset number by the Technology Finance Program Coordinator and recorded in an asset database. This information is utilized for the projection of asset replacement purposes.

Departments in the Judicial Branch of Maricopa County will consult with the Chief Information Officer prior to any purchases under the Judicial Procurement Code to determine whether the purchase will require compatibility and supportability of the County computing and network infrastructure.

**8. Department of Finance Responsibility**

While each Department/Special District has staff assigned to monitor and report the financial activities of grants, the Department of Finance will provide general and technical oversight and monitoring of all grant funds. At a minimum, the Department of Finance will:

- a) Review and approve grant agenda items when they comply with County policy and the County Grant Manual.
- b) Establish a Board approved grant on the County financial system when all supporting documentation is provided.
- c) Prepare and provide to the Departments/Special Districts a monthly grant report (Fund Balance Report). This report will include inception to date financial activity for each individual grant. This report will be used to ensure the effective management and maintenance of grant activity.
- d) Monitor that grant expenditures do not exceed grant awards.
- e) Review individual grant balances, utilizing the Fund Balance Report, on a quarterly basis to identify departments that are not requesting reimbursement from the Grantor Agency on a timely basis. Departments/Special Districts that are not regularly claiming reimbursements will be contacted by the Department of Finance.
- f) Communicate with the Office of Management and Budget regarding fund balance and/or deficit issues.
- g) Initiate the preparation of the Indirect Cost Allocation Plan by providing a copy of the current plan, detailed listing of expenditures and other supporting data. Provide support, guidance and direction to Departments/Special Districts to assist them in the preparation of their Indirect Cost Allocation Plan.
- h) Review Fund Balance Report for closed Grants to determine compliance with fund balance/deficits.
- i) Review and recommend approval of proposed Grant applications when Department/Special District is not in full compliance with Grant policy.

**9. Office of Management and Budget Responsibilities**

- a) Review and recommend approval of grant agenda items when they comply with County policy and the County Grant Manual.
- b) Review and recommend approval of Department's/Special District's proposed grant budget.
- c) Review and recommend approval of adjustments to Department's/Special District's grant budget as necessary.
- d) Review and take action as necessary to correct any deficit in Grant Funded Budgets.

- e) Review and take action as necessary to minimize lost interest earnings to the General Fund due to negative cash positions in Grant funds.
- f) Review and take action as necessary regarding departmental indirect cost rate plans. Ensure maximum reimbursement of all allowable indirect costs.
- g) Consistent with Board policy, review departments spending to ensure that Grant Funds are used before General Fund dollars, and for Special Districts, to ensure that Grant Funds are used before other Special District revenues.
- h) Review and recommend approval of proposed Grant applications when Department/Special District is not in full compliance with Grant policy.

#### **10. Department/Special District Responsibilities**

Each Department/Special District will ensure the following general maintenance activities are completed as defined below:

- a) Review, reconcile and certify the monthly Fund Balance Report. Any discrepancies are to be reported to the Department of Finance within two (2) weeks of receiving the Fund Balance Report. A written response must be received by the Department of Finance to report any discrepancies.
- b) Reconcile and close expired grants on the County financial system within 150 days of the grant end date (as entered on the County financial system).
- c) Communicate with the Office of Management and Budget and the Department of Finance regarding grants with a negative balance (un-reimbursable expense). The Department/Special District must develop a plan of action to resolve the deficit. For departments, the plan should only consider utilizing General Funds as a last option.
- d) Prepare the Indirect Cost Allocation Plan in the format defined by the Department of Finance. Obtain Departmental/Special District approval of the Indirect Cost Allocation Plan and provide a complete copy of the plan with all supporting documenting to the Department of Finance and the Office of Management and Budget by the timeline established by the Department of Finance.
- e) Ensure that grant expenditures do not exceed grant awards.
- f) Comply with all reporting requirements as defined by the grantor and County-wide Grant Policy and Manual.
- g) Comply with all record retention requirements as defined by the grantor.

#### **A. Related Documents:**

The following documents are available at the indicated site.

Grant Manual: [ebc.maricopa.gov/library/finance](http://ebc.maricopa.gov/library/finance)

2 CFR Part 225 (OMB Circular A-87):

[http://www.whitehouse.gov/omb/assets/omb/fedreg/2005/083105\\_a87.pdf](http://www.whitehouse.gov/omb/assets/omb/fedreg/2005/083105_a87.pdf)

Additional financial policies, which do not directly impact the budget process may be found at <http://www.maricopa.gov/Finance/policies.aspx>

## Budget Calendar

### **FY 2017 Budget Calendar**

10/23/2015	Budget system available to Departments. BFR memo issued with forms and submission requirements.
12/22/2015	OMB Issues Department BFR Memo with Internal Service Charges, Central Service and Variable Benefits Information.
01/06/2016	Board of Supervisors approves Budgeting for Results Guidelines and Priorities.
01/06/2016	Budget Kick-Off for Departments.
01/08/2016	Zero-Based Budgets Due.
01/11/2016	Elected Official and Judicial Branch budget presentations to the Board of Supervisors.
01/13/2016	Elected Official and Judicial Branch budget presentations to the Board of Supervisors.
02/10/2016	Assessed Values and Levy Limits reported by Assessor.
Late Jan - Late Feb	Departments Submit Budget Requests.
03/15/2016	Departments Submit CIP Budgets.
April 6 - May 1	OMB Consolidates Budget Recommendations.
05/16/2016	FY 2017 Recommended Budget Presentation.
05/16/2016	Adoption of FY 2017 Tentative Budget.
June 2 and June 9	Publication of Tentative Budget and Truth in Taxation Notice.
06/20/2016	Final Adoption of FY 2017 Budget.
08/15/2016	Adoption of the FY 2017 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.
- 795 Educational Supplemental Program:** Accounts for federal indirect fees charged to school districts.
- 900 Eliminations:** Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in another fund. For additional information refer to the Budget Summary Schedule section, Elimination Summary.
- 988 Public Works/Flood Control:** This fund is established for management planning purposes and the financial activity will be allocated to the Flood Control District funds. The fund is not budgeted and will not be reported in the audited financial statements.

## Revenue Source Codes

Revenue Source	Revenue Source Name	Comments
601	Property Taxes	Amounts collected on property taxes assessed on real, secured and unsecured personal property.
605	Tax Penalties and Interest	Amounts collected as penalties for delinquent tax payments, and the interest charged on delinquent taxes from the due date to the date of the actual payment.
606	Sales Tax	Amounts collected for a sales tax levied by the County.
610	Licenses and Permits	Revenues from businesses and occupations that must be licensed before doing business or licenses and permits levied according to benefits presumably conferred by the license or permit.
615	Grants	Contributions or gifts of cash or other assets from the federal and/or state government to be used or expended by the county for a specified purpose, activity or facility.
620	Other Intergovernmental Revenues	Other non-grant revenues levied by the federal to state government and shared with the county on a predetermined basis.
621	Payments in Lieu of Taxes	Payments from other governments or other local units/organizations for owned properties falling within the County's geographical boundaries on which it cannot levy property taxes.
625	State Shared Sales Tax	Transaction Privilege Taxes levied by the state government and shared with the County, based on a statutory distribution formula.
626	State Shared Highway User Revenue	Tax levied by the state government on motor fuel consumption and other transportation-related items, and shared with the County based on a statutory distribution formula.
630	Sate Shared Vehicle License Taxes	Tax levied by the state government based on the assessed value of motor vehicles and shared with the County based on a statutory distribution formula.
634	Intergovernmental Charges for Services	Charges for service provided to other public entities.
635	Other Charges for Services	Various types of County charges for services and other related activities.
636	Internal Service Charges	Revenue collected by internal service fund department of the County for centralized internal service operations, (telecom, equipment services, reprographics, etc...).
637	Fines and Forfeits	Amounts collected for a compliance violation of any applicable laws, policy or other authoritative rule or amounts collected through confiscation.
638	Patient Services Revenues	Charges for patient and third-party reimbursements for healthcare related services.
645	Interest Earnings	Revenue from holdings invested for earnings purposes.
650	Miscellaneous Revenue	Any and all revenue that cannot be reasonably classified to another specific revenue code.
651	Gain on Fixed Assets	Gains received from the sale of fixed assets.
652	Proceeds From Financing	Proceeds from financing transactions.
680	Transfers In	Inflow of monies transferred between funds within the County.

## Expenditure Object Codes

Object	Description	Comment
701	Regular Pay	Gross salary and wages for personal services rendered by regular full and part-time employees.
705	Temporary Pay	Gross salary and wages for temporary employees.
710	Overtime	Overtime salary and wages for personal services rendered by regular full-time employees.
750	Fringe Benefits	Amounts paid by the County on behalf of the employees.
790	Other Personal Services	Miscellaneous employee payments and/or adjustments not considered regular employee compensation.
795	Personnel Services Allocation-Out	Used to allocate personal service charges to another fund/department.
796	Personnel Services Allocation-In	Used to allocate personal service charges from another fund/department.
801	General Supplies	Amounts paid for consumable operational supply items.
802	Medical Supplies	Amounts paid for consumable healthcare operational supply items.
803	Fuel	Amounts paid for fuel.
804	Non-Capital Equipment	Amounts paid for items not considered general or medical supplies, that have a useful life of one year or more but cost less than \$5,000 per item.
805	Supplies - Allocation Out	Used to allocate supply charges to another fund/department.
806	Supplies - Allocation In	Used to allocate supply charges from another fund/department.
808	Legal - Gross Proceeds	Used to record gross proceeds related to legal proceedings.
809	Damages Paid	Amounts expended for legal related damages.
810	Legal Services	Professional legal services rendered by individuals not on the County payroll and/or other legal service related costs.
811	Health Care Services	Professional health care services rendered by individuals not on the County payroll and/or other healthcare service related costs.
812	Other Services	Amounts expended for services rendered by individuals not on the County payroll and/or other services related costs that are not legal and healthcare related.
820	Rent and Operating Leases	Payments for operating leases and rents, excluding capital leases (see 950-Debt Service).
825	Repairs and Maintenance	Amounts paid for repairing or maintaining buildings, structures, improvements or equipment.
830	Intergovernmental Payments	Contributions, aid or other amounts paid to other government entities for program and/or other agreed upon contracts and agreements.
839	Internal Service Charges	Amounts charged by internal service departments of the County to other departments.
841	Travel	Amounts paid for any and all costs related to travel.
842	Education and Training	Amounts paid for any and all costs related to education and training.
843	Postage/Freight/Shipping	Amounts paid for mailing costs and other incidental costs associated with the movement of goods.
845	Support and Care of Persons	Amounts paid to administer the County's fiduciary care responsibilities.
850	Utilities	Amounts paid for the costs of any and all utility charges and/or related disposition of utility products.

**Expenditure Object Codes (continued)**

<b>Object</b>	<b>Description</b>	<b>Comment</b>
855	Interest Expense	Interest charges for negative cash and investment balances.
861	Gain/Loss on Fixed Assets	Used to record gain/loss on disposition/sale of fixed assets.
865	Depreciation	Expense charged for the loss of value of an asset as a result of it's use.
872	Services - Allocation Out	Used to allocate service charges to another fund/department.
873	Services - Allocation In	Used to allocate service charges from another fund/department.
880	Transfers Out	Movement of monies between (outflow) funds within the County.
890	Loss on Fixed Assets	Used to record loss on disposition/sale of fixed assets.
910	Land	Amounts paid for the acquisition of land or any charges necessary to prepare the land for use.
915	Building and Improvements	Amounts paid for the acquisition of buildings or changes necessary to prepare the building for use. Does not record amounts paid for normal repair and maintenance.
920	Capital Equipment	Amounts paid for the acquisition of non-vehicle related equipment costing more than \$5,000.
930	Vehicles and Construction Equipment	Amounts paid for the acquisition of any and all types of vehicles costing more than \$5,000.
940	Infrastructure	Amounts paid for County infrastructure, such as streets, roads, tunnels, drainage systems, water and sewer systems, dams and lighting systems.
950	Debt Service	Amounts paid to satisfy County debt financing obligations, including capital leases. A capital lease is a financing that transfers ownership of the property to the County at the end of the lease term, contains a bargain purchase option, covers a lease term that is equal to 75% or more of the leased asset's useful life, or requires lease payments equal to at least 90% of the leased asset's market value.
955	Capital - Allocation Out	Used to allocate capital charges to another fund/department.
956	Capital - Allocation In	Used to allocate capital charges from another fund/department.

## Statutory Requirements

The following sections of the Arizona Revised Statutes are relevant to Maricopa County's budget and budget process:

### §42-17101. Annual county and municipal financial statement and estimate of expenses

On or before the third Monday in July each year the governing body of each county and incorporated city or town shall prepare:

1. A full and complete statement of the political subdivision's financial affairs for the preceding fiscal year.
2. An estimate of the different amounts that will be required to meet the political subdivision's public expense for the current fiscal year entered in the minutes of the governing body and containing the items prescribed by section 42-17102.
3. A summary schedule of estimated expenditures and revenues that shall be:
  - (a) Entered in the minutes of the governing body.
  - (b) Prepared according to forms supplied by the auditor general.

### §42-17102. Contents of estimate of expenses

- A. The annual estimate of expenses of each county, city and town shall include:
  1. An estimate of the amount of money required for each item of expenditure necessary for county, city or town purposes.
    - (a) Beginning in fiscal year 2013-14, the estimated number of full-time employees.
    - (b) Beginning in fiscal year 2013-14, the total estimated personnel compensation which shall separately include the employee salaries and employee related expenses for retirement and health care costs.
  2. The amounts necessary to pay the interest and principal of outstanding bonds.
  3. The items and amounts of each special levy provided by law.
  4. An amount for unanticipated contingencies or emergencies.
  5. A statement of the receipts for the preceding fiscal year from sources other than direct property taxes.
  6. The amounts that are estimated to be received during the current fiscal year from sources other than direct property taxes and voluntary contributions.
  7. The amounts that were actually levied and the amounts that were actually collected for county, city or town purposes on the primary and secondary property tax rolls of the preceding fiscal year.
  8. The amounts that were collected through primary property taxes and secondary property taxes levied for the years before the preceding fiscal year.
  9. The amount that is proposed to be raised by direct property taxation for the current fiscal year for the general fund, bonds, special assessments and district levies.
  10. The separate amounts to be raised by primary property tax levies and by secondary property tax levies for the current fiscal year.
  11. The amount of voluntary contributions estimated to be received pursuant to section 48-242, based on the information transmitted to the governing body by the department of revenue.
  12. The maximum amount that can be raised by primary property tax levies by the county, city or town pursuant to article 2 of this chapter for the current fiscal year.
  13. The amount that the county, city or town proposes to raise by secondary property tax levies and the additional amounts, if any, that the county, city or town will levy pursuant to the authority

- given to the governing body by the voters at an election called pursuant to article 5 of this chapter.
14. The property tax rate for county, city or town purposes for the preceding fiscal year for the primary property tax and the secondary property tax.
  15. The estimated property tax rate for county, city or town purposes for the current fiscal year for the primary property tax and the secondary property tax.
  16. The expenditure limitation for the preceding fiscal year and the total amount that was proposed to be spent for the preceding fiscal year.
  17. The total expenditure limitation for the current fiscal year.
  18. The amount of monies received from primary property taxation in the preceding fiscal year in excess of the maximum allowable amount as computed pursuant to article 2 of this chapter.
- B. The estimate shall be fully itemized according to forms supplied by the auditor general showing under separate headings:
1. The amounts that are estimated as required for each department, public office or official.
  2. A complete disclosure and statement of the contemplated expenditures for the current fiscal year, showing the amount proposed to be spent from each fund and the total amount of proposed public expense.
- C. The total of amounts proposed in the estimates to be spent shall not exceed the expenditure limitation established for the county, city or town.

#### **§42-17103. Publication of estimates of expenses and notice of public hearing and special meeting**

- A. The governing body of each county, city or town shall publish the estimates of revenues and expenses, or a summary of the estimates of revenues and expenses, and a notice of a public hearing of the governing body to hear taxpayers and make tax levies at designated times and places. The summary shall set forth the total estimated revenues and expenditures by fund type, truth in taxation calculations and primary and secondary property tax levies for all districts. A complete copy of the estimates of revenues and expenses shall be made available at the city, town or county libraries and city, town or county administrative offices and shall be posted in a prominent location on the official websites, or on a website of an association of cities and towns for cities and towns that do not have official websites, no later than seven business days after the estimates of revenues and expenses are initially presented before the governing body. A complete copy of the budget finally adopted under section 42-17105 shall be posted in a prominent location on the official websites no later than seven business days after final adoption.
- B. Beginning with fiscal year 2011-2012, both the estimates of revenues and expenses initially presented before the governing body and the budget finally adopted under section 42-17105 shall be retained and accessible in a prominent location on the official websites, or on a website of an association of cities and towns for cities and towns that do not have official websites, for at least sixty months.
- C. The summary of estimates and notice, together with the library addresses and websites where the complete copy of estimates may be found, shall be published once a week for at least two consecutive weeks after the estimates are tentatively adopted in the official newspaper of the county, city or town, if there is one, and, if not, in a newspaper of general circulation in the county, city or town.
- D. If a truth in taxation notice and hearing is required under section 42-17107, the governing body may combine the notice under this section with the truth in taxation notice.

**§42-17104. Hearing and special meeting on expenditures and tax levy**

- A. The governing body of each county, city or town shall hold a public hearing and special meeting on or before the fourteenth day before the day on which it levies taxes as stated in the notice under section 42-17103. Any taxpayer may appear and be heard in favor of or against any proposed expenditure or tax levy.
- B. If a truth in taxation notice and hearing is required under section 42-17107, the governing body may combine the hearing under this section with the truth in taxation hearing.

**§42-17105. Adoption of budget**

- A. After the hearing on estimates under section 42 17104 is concluded, the governing body shall convene in a special meeting and finally determine and adopt estimates of proposed expenditures for the purposes stated in the published proposal.
- B. The adopted estimates constitute the budget of the county, city or town for the current fiscal year.
- C. The total amounts that are proposed to be spent in the budget shall not exceed the total of amounts that were proposed for expenditure in the published estimates.

**§42-17106. Expenditures limited to budgeted purposes; transfer of monies**

- A. Except as provided in subsection B, a county, city or town shall not:
  - 1. Spend money for a purpose that is not included in its budget.
  - 2. Spend money or incur or create a debt, obligation or liability in a fiscal year in excess of the amount stated for each purpose in the finally adopted budget for that year, except as provided by law, regardless of whether the county, city or town has received at any time, or has on hand, monies or revenue in excess of the amount required to meet expenditures, debts, obligations and liabilities that are incurred under the budget.
- B. A governing body may transfer monies between budget items if all of the following apply:
  - 1. The monies are available.
  - 2. The transfer is in the public interest and based on a demonstrated need.
  - 3. The transfer does not result in a violation of the limitations prescribed in article IX, sections 19 and 20, Constitution of Arizona.
  - 4. A majority of the members of the governing body votes affirmatively on the transfer at a public meeting.

**§42-17107. Truth in taxation notice and hearing; roll call vote on tax increase; definition**

- A. On or before February 10 of the tax year, the county assessor shall transmit and certify to the property tax oversight commission and to the governing body of the county, city or town the total net primary assessed values that are required to compute the levy limit prescribed by section 42-17051. If the proposed primary property tax levy, excluding amounts that are attributable to new construction, is greater than the amount levied by the county, city or town in the preceding tax year in the county, city or town:
  - 1. The governing body shall publish a notice that meets the following requirements:
    - (a) The notice shall be published twice in a newspaper of general circulation in the county, city or town. The first publication shall be at least fourteen but not more than twenty days before the date of the hearing. The second publication shall be at least seven but not more than ten days before the date of the hearing.
    - (b) The notice shall be published in a location other than the classified or legal advertising section of the newspaper in which it is published.
    - (c) The notice shall be at least one-fourth page in size and shall be surrounded by a solid black border at least one-eighth inch in width.

- (d) The notice shall be in the following form, with the "truth in taxation hearing notice of tax increase" headline in at least eighteen point type:

Truth in Taxation Hearing  
Notice of Tax Increase

In compliance with section 42-17107, Arizona Revised Statutes, \_\_\_\_\_ (name of county, city or town) is notifying its property taxpayers of \_\_\_\_\_'s (name of county, city or town) intention to raise its primary property taxes over last year's level. \_\_\_\_\_ (name of county, city or town) is proposing an increase in primary property taxes of \$\_\_\_\_\_ or \_\_\_\_%.

For example, the proposed tax increase will cause \_\_\_\_\_'s (name of county, city or town) primary property taxes on a \$100,000 home to increase from \$\_\_\_\_\_ (total taxes that would be owed without the proposed tax increase) to \$\_\_\_\_\_ (total proposed taxes including the tax increase).

This proposed increase is exclusive of increased primary property taxes received from new construction. The increase is also exclusive of any changes that may occur from property tax levies for voter approved bonded indebtedness or budget and tax overrides.

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held \_\_\_\_\_ (date and time) at \_\_\_\_\_ (location).

2. In lieu of publishing the truth in taxation notice, the governing body may mail the truth in taxation notice prescribed by paragraph 1, subdivision (d) to all registered voters in the county, city or town at least ten but not more than twenty days before the date of the hearing on the estimates pursuant to section 42-17104.
  3. In addition to publishing the truth in taxation notice under paragraph 1 or mailing the notice under paragraph 2, the governing body shall issue a press release containing the truth in taxation notice.
  4. The governing body shall consider a motion to levy the increased property taxes by roll call vote.
  5. Within three days after the hearing, the governing body shall mail a copy of the truth in taxation notice, a statement of its publication or mailing and the result of the governing body's vote under paragraph 4 to the property tax oversight commission.
  6. The governing body shall hold the truth in taxation hearing on or before the adoption of the county, city or town budget under section 42-17105.
- B. If the governing body fails to comply with the requirements of this section, the governing body shall not fix, levy or assess an amount of primary property taxes that exceeds the preceding year's amount, except for amounts attributable to new construction.
- C. For the purposes of this section, "amount attributable to new construction" means the net assessed valuation of property added to the tax roll since the previous year multiplied by a property tax rate computed by dividing the primary property tax levy of the county, city or town in the preceding year by the estimate of the total net assessed valuation of the county, city or town for the current year, excluding the net assessed valuation attributable to new construction.

### §42-17151. County, municipal, community college and school tax levy

- A. On or before the third Monday in August each year the governing body of each county, city, town, community college district and school district shall:
1. Fix, levy and assess the amount to be raised from primary property taxation and secondary property taxation. This amount, plus all other sources of revenue, as estimated, and unencumbered balances from the preceding fiscal year, shall equal the total of amounts proposed to be spent in the budget for the current fiscal year.

2. Designate the amounts to be levied for each purpose appearing in the adopted budget.
  3. Fix and determine a primary property tax rate and a secondary property tax rate, each rounded to four decimal places on each one hundred dollars of taxable property shown by the finally equalized valuations of property, less exemptions, that appear on the tax rolls for the fiscal year and that when extended on those valuations will produce, in the aggregate, the entire amount to be raised by direct taxation for that year.
- B. The governing body of a county, city, town or community college district shall not fix, levy or assess an amount of primary property taxes in excess of the amount permitted by section 42-17051, subsection A, paragraph 7 or section 42-17005 as determined by the property tax oversight commission.
- C. 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

Summary Schedule of Estimated Revenues and Expenditures/Expenses  
 Fiscal Year 2017

Fiscal Year	S c h	FUNDS							Eliminations Funds	Total All Funds
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Funds				
2016	E	1,043,775,712	908,220,474	27,180,672	358,380,657	237,948,999		(190,746,884)	2,384,759,630	
2016	E	953,722,801	814,652,779	24,199,230	201,913,538	238,085,403		(191,585,710)	2,040,988,041	
2017		133,944,163	153,620,378	23,966,201	981,716,509	16,597,557			1,309,844,808	
2017	B	500,147,476	77,612,256						577,759,732	
2017	B									
2017	C	754,651,137	617,764,292	3,705,813	59,774,434	239,264,093		(214,751,324)	1,460,408,445	
2017	D	5,156,400	5,965,440		168,120,251				179,242,091	
2017	D									
2017	D	12,104,659	214,434,796	140,192,040	197,330,692	3,517,901		(567,580,088)		
2017	D	343,497,979	103,315,791		120,766,318			(567,580,088)		
2017										
LESS:				32,377,031					32,377,031	
2017		1,062,505,856	966,081,371	135,487,023	1,286,175,568	259,379,551		(214,751,324)	3,494,878,045	
2017	E	1,062,505,856	886,445,533	135,487,023	375,143,558	248,743,798		(214,751,324)	2,493,574,444	

EXPENDITURE LIMITATION COMPARISON

	2016	2017
1. Budgeted expenditures/expenses	\$ 2,384,759,630	\$ 2,493,574,444
2. Add/subtract: estimated net reconciling items	(294,546,246)	(304,388,895)
3. Budgeted expenditures/expenses adjusted for reconciling items	2,090,213,384	2,189,185,549
4. Less: estimated exclusions	838,851,451	899,176,796
5. Amount subject to the expenditure limitation	1,251,361,932	1,290,008,752
6. EEC expenditure limitation	\$ 1,251,361,933	\$ 1,290,008,753

\* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.  
 \*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.  
 \*\*\* Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**MARICOPA COUNTY**  
**Summary of Tax Levy and Tax Rate Information**  
**Fiscal Year 2017**

	2016	2017
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 628,350,369	\$ 655,823,089
2. Amount received from primary property taxation in the <b>current</b> year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$	
3. Property tax levy amounts		
A. Primary property taxes	\$ 471,193,529	\$ 506,222,142
B. Secondary property taxes		
General Fund - Override election	\$	\$
Flood Control District	49,512,136	58,463,580
Library District	19,250,761	20,091,335
Total secondary property taxes	\$ 68,762,897	\$ 78,554,915
C. Total property tax levy amounts	\$ 539,956,426	\$ 584,777,057
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ 457,057,723	\$ 491,035,478
(2) Prior years' levies	8,481,484	9,111,998
(3) Total primary property taxes	\$ 465,539,207	\$ 500,147,476
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ 66,700,010	\$ 76,198,268
(2) Prior years' levies	1,237,732	1,413,988
(3) Total secondary property taxes	\$ 67,937,742	\$ 77,612,256
C. Total property taxes collected **	\$ 533,476,949	\$ 577,759,732
5. Property tax rates		
A. County tax rate		
(1) Primary property tax rate	1.3609	1.4009
(2) Secondary property tax rate		
General Fund - Override election		
(3) Total county tax rate	1.3609	1.4009
B. Special assessment district tax rates		
Secondary property tax rates		
Flood Control District	0.1592	0.1792
Library District	0.0556	0.0556

\* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

\*\* Represents budgeted Property Tax Revenue. Property tax revenue is budgeted in FY 2017 based on prior years' collection trends, rather than on the actual levy amount. Each year, approximately 3.0% of levied taxes go unpaid. While a portion (approximately 2.0%) are paid in the following tax year, approximately 1.0% are never paid, or are not levied due to resolutions which actually reduce assessed value amounts. Levy for General Fund is \$506,222,142; for Flood Control District is \$58,463,580 and for Library District is \$20,091,335.

**MARICOPA COUNTY**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2017**

SOURCE OF REVENUES	ESTIMATED	ACTUAL	ESTIMATED
	REVENUES **	REVENUES*	REVENUES
	2016	2016	2017
<b>GENERAL FUND</b>			
<b>Taxes</b>			
TAX PENALTIES & INTEREST	\$ 11,087,186	\$ 11,084,407	\$ 7,519,586
PAYMENTS IN LIEU OF TAXES	13,686,679	14,234,759	13,659,917
STATE SHARED SALES TAX	492,019,045	499,440,776	516,863,039
STATE SHARED VEHICLE LICENSE	138,282,676	144,654,495	149,955,458
<b>Licenses and permits</b>			
LICENSES AND PERMITS	2,311,877	1,993,721	2,329,936
<b>Intergovernmental</b>			
GRANTS	6,333	6,215	
OTHER INTERGOVERNMENTAL	9,389,697	10,796,567	4,306,822
<b>Charges for services</b>			
INTERGOV CHARGES FOR SERVICES	17,888,754	18,608,705	18,632,123
OTHER CHARGES FOR SERVICES	24,559,638	27,103,191	26,101,214
PATIENT SERVICES REVENUE	6,988	7,271	6,988
<b>Fines and forfeits</b>			
FINES & FORFEITS	9,802,082	10,478,212	10,372,054
<b>Investments</b>			
INTEREST EARNINGS	2,800,000	3,087,867	2,400,000
<b>Miscellaneous</b>			
MISCELLANEOUS REVENUE	2,782,614	3,512,798	2,504,000
<b>Total General Fund</b>	<b>\$ 724,623,569</b>	<b>\$ 745,008,984</b>	<b>\$ 754,651,137</b>
* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.			
<b>SPECIAL REVENUE FUNDS</b>			
<b>Road Fund</b>			
TRANSPORTATION OPERATIONS	\$ 108,602,126	\$ 108,688,747	\$ 118,542,556
<b>Total Road Fund</b>	<b>\$ 108,602,126</b>	<b>\$ 108,688,747</b>	<b>\$ 118,542,556</b>
<b>Health Services Fund</b>			
PATIENT SERVICES REVENUE	\$ 2,290,807	\$ 2,597,812	\$ 2,460,757
<b>Total Health Services Fund</b>	<b>\$ 2,290,807</b>	<b>\$ 2,597,812</b>	<b>\$ 2,460,757</b>
<b>List Fund: Other Special Revenue</b>			
GRANTS, MISC. REVENUE, ETC.	\$ 554,439,577	\$ 502,033,592	\$ 496,760,979
<b>Total Other Special Revenue</b>	<b>\$ 554,439,577</b>	<b>\$ 502,033,592</b>	<b>\$ 496,760,979</b>
<b>Total Special Revenue Funds</b>	<b>\$ 665,332,510</b>	<b>\$ 613,320,151</b>	<b>\$ 617,764,292</b>
<b>DEBT SERVICE FUNDS</b>			
NON-DEPARTMENTAL	\$ 1,373,504	\$ 1,377,636	\$
STADIUM DISTRICT	3,701,623	3,701,647	3,705,813
<b>Total Debt Service Funds</b>	<b>\$ 5,075,127</b>	<b>\$ 5,099,120</b>	<b>\$ 3,705,813</b>

**MARICOPA COUNTY**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2017**

SOURCE OF REVENUES	ESTIMATED REVENUES **	ACTUAL REVENUES*	ESTIMATED REVENUES
	2016	2016	2017
<b>CAPITAL PROJECTS FUNDS</b>			
TRANSPORTATION	\$ 29,364,618	\$ 16,624,649	\$ 18,085,534
LIBRARY DISTRICT		25,004	
STADIUM DISTRICT	750,200	772,546	750,200
NON DEPARTMENTAL	200	1,006,694	200
FLOOD CONTROL DISTRICT	34,453,000	25,751,542	40,938,500
<b>Total Capital Projects Funds</b>	<b>\$ 64,568,018</b>	<b>\$ 44,180,435</b>	<b>\$ 59,774,434</b>
<b>INTERNAL SERVICE FUNDS</b>			
EMPLOYEE BENEFITS AND HEALTH	\$ 160,167,998	\$ 161,138,526	\$ 179,462,451
ENTERPRISE TECHNOLOGY	17,069,304	17,701,187	21,636,326
PROCUREMENT SERVICES	845,217	707,214	739,834
EQUIPMENT SERVICES	16,854,693	16,433,029	16,854,693
RISK MANAGEMENT	20,570,789	20,830,710	20,570,789
<b>Total Internal Service Funds</b>	<b>\$ 215,508,001</b>	<b>\$ 216,810,666</b>	<b>\$ 239,264,093</b>
<b>ELIMINATIONS FUNDS</b>			
ELIMINATIONS	\$ (190,746,884)	\$ (191,585,710)	\$ (214,751,324)
<b>Total Eliminations Funds</b>	<b>\$ (190,746,884)</b>	<b>\$ (191,585,710)</b>	<b>\$ (214,751,324)</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 1,484,360,341</b>	<b>\$ 1,432,833,646</b>	<b>\$ 1,460,408,445</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

\*\* Includes revenues from adopted budget plus any approved adjustments

**MARICOPA COUNTY**  
**Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2017**

FUND	OTHER FINANCING 2017		INTERFUND TRANSFERS 2017	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUND</b>				
ASSESSOR	\$	\$	\$	\$ 7,730
EDUCATION SERVICES				6,161
ELECTIONS				1,913,301
ENTERPRISE TECHNOLOGY				1,335,475
FACILITIES MANAGEMENT				10,140
NON DEPARTMENTAL	5,156,400		12,104,659	339,872,234
PUBLIC HEALTH				30,000
SHERIFF				322,938
<b>Total General Fund</b>	\$ 5,156,400	\$	\$ 12,104,659	\$ 343,497,979
<b>SPECIAL REVENUE FUNDS</b>				
AIR QUALITY	\$	\$	\$	\$ 8,450
ANIMAL CARE AND CONTROL				1,140,175
EMERGENCY MANAGEMENT				845
ENVIRONMENTAL SERVICES				17,323
HUMAN SERVICES				6,602
FLOOD CONTROL DISTRICT				25,408,677
LIBRARY DISTRICT				2,018,941
NON DEPARTMENTAL	1,154,241		214,404,796	9,962,412
PARKS & RECREATION	1,021,199			1,034,475
PLANNING & DEVELOPMENT				5,070
PUBLIC HEALTH			30,000	
SHERIFF				6,750,000
STADIUM DISTRICT				4,076,643
TRANSPORTATION	3,790,000			52,886,178
<b>Total Special Revenue Funds</b>	\$ 5,965,440	\$	\$ 214,434,796	\$ 103,315,791
<b>DEBT SERVICE FUNDS</b>				
NON DEPARTMENTAL	\$	\$	\$ 140,192,040	\$
<b>Total Debt Service Funds</b>	\$	\$	\$ 140,192,040	\$
<b>CAPITAL PROJECTS FUNDS</b>				
FLOOD CONTROL DISTRICT	\$	\$	\$ 25,408,677	\$
LIBRARY DISTRICT			2,018,941	
NON DEPARTMENTAL	168,120,251		119,634,637	120,766,318
STADIUM DISTRICT			4,076,643	
TRANSPORTATION			46,191,794	
<b>Total Capital Projects Funds</b>	\$ 168,120,251	\$	\$ 197,330,692	\$ 120,766,318
<b>INTERNAL SERVICE FUNDS</b>				
RISK MANAGEMENT	\$	\$	\$ 3,517,901	\$
<b>Total Internal Service Funds</b>	\$	\$	\$ 3,517,901	\$
<b>ELIMINATIONS FUNDS</b>				
ELIMINATIONS COUNTY	\$	\$	\$ (489,884,033)	\$ (489,884,033)
FLOOD CONTROL DISTRICT			(25,408,677)	(25,408,677)
LIBRARY DISTRICT			(2,018,941)	(2,018,941)
STADIUM DISTRICT			(4,076,643)	(4,076,643)
TRANSPORTATION			(46,191,794)	(46,191,794)
<b>Total Eliminations Funds</b>	\$	\$	\$ (567,580,088)	\$ (567,580,088)
<b>TOTAL ALL FUNDS</b>	\$ 179,242,091	\$ -	\$ -	\$ -

MARICOPA COUNTY  
 Summary by Department of Expenditures/Expenses Within Each Fund Type  
 Fiscal Year 2017

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES FY 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED FY 2016	ACTUAL EXPENDITURES/ EXPENSES* FY 2016	BUDGETED EXPENDITURES/ EXPENSES FY 2017
<b>GENERAL FUND</b>				
ADULT PROBATION	\$ 49,255,413	\$ (900,000)	\$ 48,007,648	\$ 51,024,130
AIR QUALITY	1,220,657		1,220,657	1,119,037
ANIMAL CARE AND CONTROL	258,954	500,000	758,954	758,954
ASSESSOR	24,132,164	(7,730)	23,704,178	24,018,711
ASSISTANT COUNTY MANAGER 940	295,088		251,350	295,088
ASSISTANT COUNTY MANAGER 950	961,361	(46,647)	445,607	904,383
BOARD OF SUPERVISORS DIST 1	370,718		341,510	376,999
BOARD OF SUPERVISORS DIST 2	370,718		370,551	376,999
BOARD OF SUPERVISORS DIST 3	370,718		346,813	376,999
BOARD OF SUPERVISORS DIST 4	370,718		362,064	376,999
BOARD OF SUPERVISORS DIST 5	370,718		370,597	376,999
CALL CENTER	1,719,187		1,666,364	1,719,187
CLERK OF THE BOARD	1,424,411		1,181,080	1,458,992
CLERK OF THE SUPERIOR COURT	35,668,456	(76,673)	32,777,662	35,192,277
CONSTABLES	3,076,881	6,333	2,956,341	3,242,537
CONTRACT COUNSEL	55,543,889		46,875,576	54,487,007
CORRECTIONAL HEALTH	3,289,967	17,835	3,158,551	3,522,248
COUNTY ATTORNEY	85,548,461		85,340,944	87,639,468
COUNTY MANAGER	2,577,919		2,576,602	2,648,433
DEPUTY COUNTY MANAGER 920	1,473,270		1,389,706	1,473,270
EDUCATION SERVICE	2,910,770	(6,161)	2,607,891	2,976,772
ELECTIONS	13,347,301	5,378,388	14,406,256	21,269,588
EMERGENCY MANAGEMENT	250,989		245,997	253,651
EMPLOYEE BENEFITS AND HEALTH	270,537		261,130	276,946
ENTERPRISE TECHNOLOGY	39,148,184	(205,869)	32,472,862	32,162,742
ENVIRONMENTAL SERVICES	4,168,995		4,168,995	4,638,045
FACILITIES MANAGEMENT	49,850,747	117,095	45,840,411	46,105,227
FINANCE	2,855,401		2,604,278	2,855,401
HUMAN RESOURCES	4,440,245	(24,320)	4,203,015	4,475,633
HUMAN SERVICES	2,380,912		2,378,802	2,383,708
INTERNAL AUDIT	1,855,357		1,833,875	1,888,018
JUSTICE COURTS	18,337,008		18,160,382	18,312,558
JUVENILE PROBATION	17,872,534	(1,105,000)	17,232,776	17,154,428
LEGAL ADVOCATE	12,055,425		11,683,662	12,046,888
LEGAL DEFENDER	13,258,636		13,098,196	13,436,322
MANAGEMENT AND BUDGET	2,431,156		2,257,655	2,431,156
MEDICAL EXAMINER	8,791,501	127,510	8,609,735	10,398,183
NON DEPARTMENTAL*	289,015,578	4,846,277	238,255,549	319,427,694
PARKS AND RECREATION	1,259,802	40,038	899,840	1,274,325
PLANNING AND DEVELOPMENT	868,232		868,232	868,232
PROCUREMENT SERVICES	2,487,658		2,487,658	2,438,032
PUBLIC ADVOCATE	9,441,291		9,074,077	9,297,577
PUBLIC DEFENDER	40,490,466		40,695,596	41,570,118
PUBLIC FIDUCIARY	3,201,348	101,435	3,128,257	3,857,641
PUBLIC HEALTH	11,814,181		11,566,434	11,848,845
RECORDER	2,185,621		2,072,852	2,322,447
SHERIFF	114,650,913	(682,724)	112,351,871	109,360,459
SUPERIOR COURT	87,424,770	2,040,036	87,984,521	85,692,226
TREASURER	5,059,279		5,059,250	5,907,713
WASTE RESOURCES AND RECYCLING	3,231,384		3,109,991	4,186,564
<b>Total General Fund</b>	<b>\$ 1,033,655,889</b>	<b>\$ 10,119,823</b>	<b>\$ 953,722,801</b>	<b>\$ 1,062,505,856</b>
<i>* Non Departmental includes general contingency of</i>	<i>\$ 33,215,825</i>	<i>\$ 6,344,793</i>	<i>\$</i>	<i>\$ 39,089,107</i>
<b>SPECIAL REVENUE FUNDS</b>				
ADULT PROBATION	\$ 49,802,659	\$ 75,829	\$ 48,217,805	\$ 50,944,060
AIR QUALITY	18,267,649	(8,450)	15,888,665	17,647,878
ANIMAL CARE AND CONTROL	12,588,895	230,958	15,014,087	14,893,914
ASSISTANT COUNTY MANAGER 950	474,389		1,256,220	479,139
CLERK OF THE SUPERIOR COURT	7,774,240	112,753	7,555,739	8,583,746
CORRECTIONAL HEALTH	63,629,857	13,628	63,056,418	64,480,524
COUNTY ATTORNEY	13,183,799	2,017,369	14,802,592	14,149,082
COUNTY MANAGER	5,000	1,618,576	1,618,576	326,455
EDUCATION SERVICES	28,168,106	1,394,873	26,031,541	27,863,805
ELECTIONS	470,278	503,216	316,343	406,750
EMERGENCY MANAGEMENT	1,815,266	186,954	1,810,220	1,810,156
EMPLOYEE BENEFITS AND HEALTH	7,935,127		6,975,131	7,891,088
ENTERPRISE TECHNOLOGY	1,151,484		1,120,567	984,584
ENVIRONMENTAL SERVICES	19,855,027	52,875	19,496,277	20,165,433
FACILITIES MANAGEMENT	27,043,973	1,119,904	26,120,183	26,139,595

MARICOPA COUNTY  
 Summary by Department of Expenditures/Expenses Within Each Fund Type  
 Fiscal Year 2017

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES FY 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED FY 2016	ACTUAL EXPENDITURES/ EXPENSES* FY 2016	BUDGETED EXPENDITURES/ EXPENSES FY 2017
FLOOD CONTROL DISTRICT	32,840,393	258,774	31,422,273	32,500,393
HUMAN SERVICES	65,389,861	8,360,294	57,997,626	57,722,463
INTEGRATED CRIMINAL JUSTICE INFO	1,730,987		1,714,417	1,674,309
JUSTICE COURTS	7,221,433		7,036,059	7,510,836
JUVENILE PROBATION	40,871,232	140,049	39,961,566	41,509,884
LEGAL ADVOCATE	25,968		22,968	35,014
LEGAL DEFENDER	182,434		147,069	135,739
LIBRARY DISTRICT	29,489,719	81,798	29,447,583	26,283,450
MEDICAL EXAMINER		8,406	8,406	8,851
NON DEPARTMENTAL*	75,651,946	(16,755,243)	1,134,411	51,494,618
PARKS AND RECREATION	10,917,061		9,700,951	11,241,409
PLANNING AND DEVELOPMENT	8,178,791	744,930	9,635,728	8,528,751
PUBLIC DEFENDER	1,764,814		1,563,166	1,373,421
PUBLIC HEALTH	50,759,524	715,210	53,898,696	50,033,386
RECORDER	5,490,958		5,022,556	4,567,089
SHERIFF	237,950,230	1,161,328	235,350,683	240,611,882
STADIUM DISTRICT	3,008,311		3,001,741	2,876,085
SUPERIOR COURT	15,844,414	863,850	14,577,293	17,090,468
TRANSPORTATION	60,727,906	(45,090)	58,890,612	69,425,324
TREASURER	304,341			304,341
WASTE RESOURCES AND RECYCLING	4,751,611	100,000	4,838,611	4,751,611
<b>Total Special Revenue Funds</b>	<b>\$ 905,267,683</b>	<b>\$ 2,952,791</b>	<b>\$ 814,652,779</b>	<b>\$ 886,445,533</b>
<i>* Non Departmental includes general contingency of</i>	<i>\$ 24,700,000</i>	<i>\$ (282,061)</i>	<i>\$ -</i>	<i>\$ 24,417,939</i>
<b>DEBT SERVICE FUNDS</b>				
NON DEPARTMENTAL	\$ 9,580,777	\$ 13,898,272	\$ 20,497,615	\$ 131,781,210
STADIUM DISTRICT	\$ 3,701,623		\$ 3,701,615	\$ 3,705,813
<b>Total Debt Service Funds</b>	<b>\$ 13,282,400</b>	<b>\$ 13,898,272</b>	<b>\$ 24,199,230</b>	<b>\$ 135,487,023</b>
<b>CAPITAL PROJECTS FUNDS</b>				
FLOOD CONTROL DISTRICT	\$ 68,000,000	\$	\$ 54,934,307	\$ 77,446,654
NON DEPARTMENTAL	200,867,803	(9,087,668)	88,877,289	193,417,708
STADIUM DISTRICT	4,003,000	226,952	4,224,340	4,058,000
TRANSPORTATION	94,370,570		53,877,602	100,221,196
<b>Total Capital Projects Funds</b>	<b>\$ 367,241,373</b>	<b>\$ (8,860,716)</b>	<b>\$ 201,913,538</b>	<b>\$ 375,143,558</b>
<b>INTERNAL SERVICE FUNDS</b>				
EMPLOYEE BENEFITS AND HEALTH	\$ 166,963,791	\$	\$ 167,257,738	\$ 173,875,451
ENTERPRISE TECHNOLOGY	19,021,458		20,147,194	22,840,873
EQUIPMENT SERVICES	17,822,193	(42,657)	16,561,029	17,861,193
PROCUREMENT SERVICES	845,217		780,445	827,284
RISK MANAGEMENT	33,338,997		33,338,997	33,338,997
<b>Total Internal Service Funds</b>	<b>\$ 237,991,656</b>	<b>\$ (42,657)</b>	<b>\$ 238,085,403</b>	<b>\$ 248,743,798</b>
<b>ELIMINATIONS FUNDS</b>				
ELIMINATIONS COUNTY	\$ (181,990,122)	\$	\$ (182,828,948)	\$ (205,447,397)
ELIMINATIONS COUNTY AND DIST	(8,756,762)		(8,756,762)	(9,303,927)
<b>Total Eliminations Funds</b>	<b>\$ (190,746,884)</b>	<b>\$</b>	<b>\$ (191,585,710)</b>	<b>\$ (214,751,324)</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 2,366,692,117</b>	<b>\$ 18,067,513</b>	<b>\$ 2,040,988,041</b>	<b>\$ 2,493,574,444</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2017**

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016</u>	<u>ACTUAL EXPENDITURES/ EXPENSES * 2016</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2017</u>
<b>ADULT PROBATION:</b>				
ADULT PROBATION FEES	\$ 12,772,336	\$	\$ 12,415,900	\$ 13,563,611
ADULT PROBATION GRANTS	3,171,370	75,829	2,792,182	2,807,783
DETENTION OPERATIONS	33,858,953		33,009,723	34,572,666
GENERAL	49,255,413	(900,000)	48,007,648	51,024,130
<b>Department Total</b>	<b>\$ 99,058,072</b>	<b>\$ (824,171)</b>	<b>\$ 96,225,453</b>	<b>\$ 101,968,190</b>
<b>AIR QUALITY:</b>				
AIR QUALITY FEES	\$ 14,294,128	\$ (8,450)	\$ 11,915,144	\$ 13,519,572
AIR QUALITY GRANTS	3,973,521		3,973,521	4,128,306
GENERAL	1,220,657		1,220,657	1,119,037
<b>Department Total</b>	<b>\$ 19,488,306</b>	<b>\$ (8,450)</b>	<b>\$ 17,109,322</b>	<b>\$ 18,766,915</b>
<b>ANIMAL CARE AND CONTROL:</b>				
ANIMAL CONTROL FIELD OPERATION	\$ 3,639,290	\$	\$ 3,585,127	\$ 3,951,868
ANIMAL CONTROL GRANTS		196,000	24,937	
ANIMAL CONTROL LICENSE SHELTER	8,949,605	34,958	11,404,023	10,942,046
GENERAL	258,954	500,000	758,954	758,954
<b>Department Total</b>	<b>\$ 12,847,849</b>	<b>\$ 730,958</b>	<b>\$ 15,773,041</b>	<b>\$ 15,652,868</b>
<b>ASSESSOR:</b>				
GENERAL	\$ 24,132,164	\$ (7,730)	\$ 23,704,178	\$ 24,018,711
<b>Department Total</b>	<b>\$ 24,132,164</b>	<b>\$ (7,730)</b>	<b>\$ 23,704,178</b>	<b>\$ 24,018,711</b>
<b>ASSISTANT COUNTY MANAGER 940:</b>				
GENERAL	\$ 295,088	\$	\$ 251,350	\$ 295,088
<b>Department Total</b>	<b>\$ 295,088</b>	<b>\$</b>	<b>\$ 251,350</b>	<b>\$ 295,088</b>
<b>ASSISTANT COUNTY MANAGER 950:</b>				
DETENTION OPERATIONS	\$ 405,930	\$	\$ 389,768	\$ 410,680
GENERAL	961,361	(46,647)	445,607	904,383
NON DEPARTMENTAL GRANTS	68,459		866,452	68,459
<b>Department Total</b>	<b>\$ 1,435,750</b>	<b>\$ (46,647)</b>	<b>\$ 1,701,827</b>	<b>\$ 1,383,522</b>
<b>BOARD OF SUPERVISORS DIST 1:</b>				
GENERAL	\$ 370,718	\$	\$ 341,510	\$ 376,999
<b>Department Total</b>	<b>\$ 370,718</b>	<b>\$</b>	<b>\$ 341,510</b>	<b>\$ 376,999</b>
<b>BOARD OF SUPERVISORS DIST 2:</b>				
GENERAL	\$ 370,718	\$	\$ 370,551	\$ 376,999
<b>Department Total</b>	<b>\$ 370,718</b>	<b>\$</b>	<b>\$ 370,551</b>	<b>\$ 376,999</b>
<b>BOARD OF SUPERVISORS DIST 3:</b>				
GENERAL	\$ 370,718	\$	\$ 346,813	\$ 376,999
<b>Department Total</b>	<b>\$ 370,718</b>	<b>\$</b>	<b>\$ 346,813</b>	<b>\$ 376,999</b>
<b>BOARD OF SUPERVISORS DIST 4:</b>				
GENERAL	\$ 370,718	\$	\$ 362,064	\$ 376,999
<b>Department Total</b>	<b>\$ 370,718</b>	<b>\$</b>	<b>\$ 362,064</b>	<b>\$ 376,999</b>
<b>BOARD OF SUPERVISORS DIST 5:</b>				
GENERAL	\$ 370,718	\$	\$ 370,597	\$ 376,999
<b>Department Total</b>	<b>\$ 370,718</b>	<b>\$</b>	<b>\$ 370,597</b>	<b>\$ 376,999</b>

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2017**

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016</u>	<u>ACTUAL EXPENDITURES/ EXPENSES * 2016</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2017</u>
<b>CALL CENTER:</b>				
GENERAL	\$ 1,719,187	\$	\$ 1,666,364	\$ 1,719,187
<b>Department Total</b>	<b>\$ 1,719,187</b>	<b>\$</b>	<b>\$ 1,666,364</b>	<b>\$ 1,719,187</b>
<b>CLERK OF THE BOARD:</b>				
GENERAL	\$ 1,424,411	\$	\$ 1,181,080	\$ 1,458,992
<b>Department Total</b>	<b>\$ 1,424,411</b>	<b>\$</b>	<b>\$ 1,181,080</b>	<b>\$ 1,458,992</b>
<b>CLERK OF THE SUPERIOR COURT:</b>				
CHILD SUPPORT ENHANCEMENT	\$	\$	\$	\$ 20,000
CLERK OF COURT FILL THE GAP	1,915,696	112,753	2,028,449	1,905,898
CLERK OF THE COURT EDMS	2,448,571		2,434,128	2,500,000
CLERK OF THE COURT GRANTS	1,484,286		1,204,976	1,446,855
COURT DOCUMENT RETRIEVAL	1,149,941		1,112,440	1,193,993
GENERAL	35,668,456	(76,673)	32,777,662	35,192,277
JUDICIAL ENHANCEMENT	700,746		700,746	1,502,000
VICTIM LOCATION	75,000		75,000	15,000
<b>Department Total</b>	<b>\$ 43,442,696</b>	<b>\$ 36,080</b>	<b>\$ 40,333,401</b>	<b>\$ 43,776,023</b>
<b>CONSTABLES:</b>				
GENERAL	\$ 3,076,881	\$ 6,333	\$ 2,956,341	\$ 3,242,537
<b>Department Total</b>	<b>\$ 3,076,881</b>	<b>\$ 6,333</b>	<b>\$ 2,956,341</b>	<b>\$ 3,242,537</b>
<b>CONTRACT COUNSEL:</b>				
GENERAL	\$ 55,543,889	\$	\$ 46,875,576	\$ 54,487,007
<b>Department Total</b>	<b>\$ 55,543,889</b>	<b>\$</b>	<b>\$ 46,875,576</b>	<b>\$ 54,487,007</b>
<b>CORRECTIONAL HEALTH:</b>				
DETENTION OPERATIONS	\$ 63,629,857	\$ 13,628	\$ 63,056,418	\$ 64,480,524
GENERAL	3,289,967	17,835	3,158,551	3,522,248
<b>Department Total</b>	<b>\$ 66,919,824</b>	<b>\$ 31,463</b>	<b>\$ 66,214,969</b>	<b>\$ 68,002,772</b>
<b>COUNTY ATTORNEY:</b>				
CHECK ENFORCEMENT PROGRAM	\$ 125,048	\$	\$ 119,559	\$ 125,340
COUNTY ATTORNEY FILL THE GAP	1,527,206		1,495,316	1,494,911
COUNTY ATTORNEY GRANTS	5,351,226	517,369	5,868,595	6,490,942
COUNTY ATTORNEY RICO	1,910,940	1,500,000	3,314,916	1,879,086
CRIM JUSTICE ENHANCEMENT	1,573,727		1,499,286	1,502,282
DIVERSION	2,567,536		2,395,412	2,472,006
GENERAL	85,548,461		85,340,944	87,639,468
VICTIM COMP RESTITUTION	111,600		93,000	164,759
VICTIM COMPENSATION INTEREST	16,516		16,508	19,756
<b>Department Total</b>	<b>\$ 98,732,260</b>	<b>\$ 2,017,369</b>	<b>\$ 100,143,536</b>	<b>\$ 101,788,550</b>
<b>COUNTY MANAGER:</b>				
GENERAL	\$ 2,577,919	\$	\$ 2,576,602	\$ 2,648,433
NON DEPARTMENTAL GRANTS	5,000	1,618,576	1,618,576	326,455
<b>Department Total</b>	<b>\$ 2,582,919</b>	<b>\$ 1,618,576</b>	<b>\$ 4,195,178</b>	<b>\$ 2,974,888</b>
<b>DEPUTY COUNTY MANAGER 920:</b>				
GENERAL	\$ 1,473,270	\$	\$ 1,389,706	\$ 1,473,270
<b>Department Total</b>	<b>\$ 1,473,270</b>	<b>\$</b>	<b>\$ 1,389,706</b>	<b>\$ 1,473,270</b>

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2017**

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016</u>	<u>ACTUAL EXPENDITURES/ EXPENSES * 2016</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2017</u>
<b>EDUCATION SERVICE:</b>				
DETENTION OPERATIONS	\$	\$ 838,219	\$ 158,269	\$ 679,906
EDUCATIONAL SUPPLEMENTAL PROG	1,128,875		866,988	876,785
GENERAL	2,910,770	(6,161)	2,607,891	2,976,772
SCHOOL COMMUNICATION	869,575	25,157	687,383	1,103,065
SCHOOL GRANTS	25,401,884	531,497	23,556,888	24,494,498
SCHOOL TRANSPORTATION	600,000		599,357	600,000
SMALL SCHOOL SERVICE	167,772		162,656	109,551
<b>Department Total</b>	<b>\$ 31,078,876</b>	<b>\$ 1,388,712</b>	<b>\$ 28,639,432</b>	<b>\$ 30,840,577</b>
<b>ELECTIONS:</b>				
ELECTIONS GRANTS	\$ 470,278	\$ 503,216	\$ 316,343	\$ 406,750
GENERAL	13,347,301	5,378,388	14,406,256	21,269,588
<b>Department Total</b>	<b>\$ 13,817,579</b>	<b>\$ 5,881,604</b>	<b>\$ 14,722,599</b>	<b>\$ 21,676,338</b>
<b>EMERGENCY MANAGEMENT:</b>				
EMERGENCY MANAGEMENT	\$ 1,054,427	\$ 186,954	\$ 1,133,880	\$ 1,018,170
GENERAL	250,989		245,997	253,651
PALO VERDE	760,839		676,340	791,986
<b>Department Total</b>	<b>\$ 2,066,255</b>	<b>\$ 186,954</b>	<b>\$ 2,056,217</b>	<b>\$ 2,063,807</b>
<b>EMPLOYEE BENEFITS AND HEALTH:</b>				
40 PERCENT STD	\$ 161,260	\$	\$ 86,693	\$ 203,520
50 PERCENT STD	408,473		373,241	530,448
60 PERCENT STD	2,207,008		2,041,753	2,107,539
BEHAVIORAL HEALTH	1,760,590		1,371,710	1,536,123
BENEFIT ADMINISTRATION	3,005,916		2,829,399	3,205,916
BENEFITS ELIMINATIONS	(1,157,990)		(1,192,495)	(1,157,990)
COINSURANCE PHARMACY	18,072,572		21,066,848	22,131,797
DEPENDENT LIFE	345,300		410,045	415,704
EMPLOYEE ASSISTANCE	420,963		420,448	420,354
FI DENTAL PPO	4,702,760		4,928,383	5,176,907
FI LIFE AND AD AND D	597,992		633,286	632,580
FI PREPAID DENTAL	225,977		229,129	224,239
FLEX SPENDING DEP CARE	801,620		1,044,177	1,009,392
FLEX SPENDING HEALTH	2,269,651		2,330,962	2,362,430
GENERAL	270,537		261,130	276,946
MEDICAL HDHP W HSA	26,029,963		26,057,082	26,684,781
MEDICAL HMO	52,845,683		48,740,024	52,886,919
MEDICAL PPO	39,659,466		41,404,222	40,883,745
ONSITE PHARMACY CLINIC	2,003,810		2,083,944	2,079,812
PUBLIC HEALTH GRANTS	7,935,127		6,975,131	7,891,088
SI DENTAL PPO	4,530,902		4,585,615	4,285,030
SUPPLEMENTAL LIFE	3,471,236		3,937,309	3,949,284
VISION	1,735,553		1,483,367	1,713,648
VOLUNTARY BENEFITS	683,838		731,195	731,400
WELLNESS	2,181,248		1,661,401	1,861,873
<b>Department Total</b>	<b>\$ 175,169,455</b>	<b>\$</b>	<b>\$ 174,493,999</b>	<b>\$ 182,043,485</b>
<b>ENTERPRISE TECHNOLOGY:</b>				
DETENTION OPERATIONS	\$ 1,151,484	\$	\$ 1,120,567	\$ 984,584
GENERAL	39,148,184	(205,869)	32,472,862	32,162,742
TECHNOLOGY INFRASTRUCTURE	19,021,458		20,147,194	22,840,873
<b>Department Total</b>	<b>\$ 59,321,126</b>	<b>\$ (205,869)</b>	<b>\$ 53,740,623</b>	<b>\$ 55,988,199</b>

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2017**

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016</u>	<u>ACTUAL EXPENDITURES/ EXPENSES * 2016</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2017</u>
<b>ENVIRONMENTAL SERVICES:</b>				
ENVIRONMTL SVCS ENV HEALTH	\$ 19,855,027	\$ (17,323)	\$ 19,426,079	\$ 20,098,235
GENERAL	4,168,995		4,168,995	4,638,045
ENVIRONMENTAL SERVICES GRANTS		70,198	70,198	67,198
<b>Department Total</b>	<b>\$ 24,024,022</b>	<b>\$ 52,875</b>	<b>\$ 23,665,272</b>	<b>\$ 24,803,478</b>
<b>EQUIPMENT SERVICES:</b>				
EQUIPMENT SERVICES	\$ 17,822,193	\$ (42,657)	\$ 16,561,029	\$ 17,861,193
<b>Department Total</b>	<b>\$ 17,822,193</b>	<b>\$ (42,657)</b>	<b>\$ 16,561,029</b>	<b>\$ 17,861,193</b>
<b>FACILITIES MANAGEMENT:</b>				
DETENTION OPERATIONS	\$ 27,043,973	\$ 1,119,904	\$ 26,120,183	\$ 26,139,595
GENERAL	49,850,747	117,095	45,840,411	46,105,227
<b>Department Total</b>	<b>\$ 76,894,720</b>	<b>\$ 1,236,999</b>	<b>\$ 71,960,594</b>	<b>\$ 72,244,822</b>
<b>FINANCE:</b>				
GENERAL	\$ 2,855,401		\$ 2,604,278	\$ 2,855,401
<b>Department Total</b>	<b>\$ 2,855,401</b>	<b>\$</b>	<b>\$ 2,604,278</b>	<b>\$ 2,855,401</b>
<b>FLOOD CONTROL DISTRICT:</b>				
FLOOD CONTROL	\$ 32,495,393		\$ 30,818,499	\$ 32,495,393
FLOOD CONTROL CAPITAL PROJECTS	68,000,000		54,934,307	77,446,654
FLOOD CONTROL GRANTS	345,000	258,774	603,774	5,000
<b>Department Total</b>	<b>\$ 100,840,393</b>	<b>\$ 258,774</b>	<b>\$ 86,356,580</b>	<b>\$ 109,947,047</b>
<b>HUMAN RESOURCES:</b>				
GENERAL	\$ 4,440,245	\$ (24,320)	\$ 4,203,015	\$ 4,475,633
<b>Department Total</b>	<b>\$ 4,440,245</b>	<b>\$ (24,320)</b>	<b>\$ 4,203,015</b>	<b>\$ 4,475,633</b>
<b>HUMAN SERVICES:</b>				
CDBG HOUSING TRUST	\$ 20,143,632		\$ 6,427,403	\$ 6,231,776
GENERAL	2,380,912		2,378,802	2,383,708
HUMAN SERVICES GRANTS	45,246,229	8,360,294	51,570,223	51,490,687
<b>Department Total</b>	<b>\$ 67,770,773</b>	<b>\$ 8,360,294</b>	<b>\$ 60,376,428</b>	<b>\$ 60,106,171</b>
<b>INTEGRATED CRIM JUSTICE INFO:</b>				
DETENTION OPERATIONS	\$ 1,730,987		\$ 1,714,417	\$ 1,674,309
<b>Department Total</b>	<b>\$ 1,730,987</b>	<b>\$</b>	<b>\$ 1,714,417</b>	<b>\$ 1,674,309</b>
<b>INTERNAL AUDIT:</b>				
GENERAL	\$ 1,855,357		\$ 1,833,875	\$ 1,888,018
<b>Department Total</b>	<b>\$ 1,855,357</b>	<b>\$</b>	<b>\$ 1,833,875</b>	<b>\$ 1,888,018</b>
<b>JUSTICE COURTS:</b>				
GENERAL	\$ 18,337,008		\$ 18,160,382	\$ 18,312,558
JUST COURTS PHOTO ENFORCEMENT				9,000
JUSTICE COURTS SPECIAL REVENUE	6,484,250		6,461,520	6,764,653
JUSTICE CT JUDICIAL ENHANCEMNT	737,183		574,539	737,183
<b>Department Total</b>	<b>\$ 25,558,441</b>	<b>\$</b>	<b>\$ 25,196,441</b>	<b>\$ 25,823,394</b>

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2017**

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016</u>	<u>ACTUAL EXPENDITURES/ EXPENSES * 2016</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2017</u>
<b>JUVENILE PROBATION:</b>				
DETENTION OPERATIONS	\$ 33,607,736	\$	\$ 33,157,112	\$ 34,219,259
GENERAL	17,872,534	(1,105,000)	17,232,776	17,154,428
JUVENILE PROBATION DIVERSION	390,010		380,934	388,597
JUVENILE PROBATION GRANTS	3,811,356	140,049	3,339,797	3,811,356
JUVENILE PROBATION SPECIAL FEE	3,058,130		3,080,676	3,080,665
JUVENILE RESTITUTION	4,000		3,047	10,007
<b>Department Total</b>	<b>\$ 58,743,766</b>	<b>\$ (964,951)</b>	<b>\$ 57,194,342</b>	<b>\$ 58,664,312</b>
<b>LEGAL ADVOCATE:</b>				
GENERAL	\$ 12,055,425	\$	\$ 11,683,662	\$ 12,046,888
PUBLIC DEFENDER TRAINING	25,968		22,968	35,014
<b>Department Total</b>	<b>\$ 12,081,393</b>	<b>\$</b>	<b>\$ 11,706,630</b>	<b>\$ 12,081,902</b>
<b>LEGAL DEFENDER:</b>				
GENERAL	\$ 13,258,636	\$	\$ 13,098,196	\$ 13,436,322
LEGAL DEFENDER FILL THE GAP	66,362		66,362	66,362
PUBLIC DEFENDER TRAINING	116,072		80,707	69,377
<b>Department Total</b>	<b>\$ 13,441,070</b>	<b>\$</b>	<b>\$ 13,245,265</b>	<b>\$ 13,572,061</b>
<b>LIBRARY DISTRICT:</b>				
LIBRARY DIST CAP IMPROVEMENT	\$	\$	\$	\$
LIBRARY DISTRICT	24,910,145	26,186	24,812,397	21,632,723
LIBRARY DISTRICT GRANTS		55,612	55,612	7,000
LIBRARY INTERGOVERNMENTAL	4,579,574		4,579,574	4,643,727
<b>Department Total</b>	<b>\$ 29,489,719</b>	<b>\$ 81,798</b>	<b>\$ 29,447,583</b>	<b>\$ 26,283,450</b>
<b>MANAGEMENT AND BUDGET:</b>				
GENERAL	\$ 2,431,156	\$	\$ 2,257,655	\$ 2,431,156
<b>Department Total</b>	<b>\$ 2,431,156</b>	<b>\$</b>	<b>\$ 2,257,655</b>	<b>\$ 2,431,156</b>
<b>MEDICAL EXAMINER:</b>				
GENERAL	\$ 8,791,501	\$ 127,510	\$ 8,609,735	\$ 10,398,183
MEDICAL EXAMINER GRANTS		8,406	8,406	8,851
<b>Department Total</b>	<b>\$ 8,791,501</b>	<b>\$ 135,916</b>	<b>\$ 8,618,141</b>	<b>\$ 10,407,034</b>
<b>NON DEPARTMENTAL:</b>				
COUNTY IMPROVEMENT DEBT	\$ 7,409,480	\$ 8,721,984	\$ 16,131,463	\$ 119,968,480
CAPITAL LEASE DEBT SERVICE	2,171,297	5,176,288	4,366,152	11,812,730
COUNTY IMPROVEMENT	160,985,109	(19,129,271)	71,535,672	97,388,194
DETENTION CAPITAL PROJECTS	12,497,806	263	4,550,000	31,000,000
DETENTION OPERATIONS	37,906,954	(9,396,825)	1,092,000	34,784,881
DETENTION TECH CAP IMPROVEMENT	4,837,346	490,363	1,704,154	1,050,061
GENERAL	289,015,578	4,846,277	238,255,549	319,427,694
GENERAL FUND CTY IMPROV	8,848,242	312,386	6,037,442	19,307,847
COUNTY IMPROVEMENT 441				17,600,000
INTERGOVERNMENTAL CAP PROJ	127,500		6,000	123,300
INTERGOVERNMENTAL TECH PROJECT		382,006		
NON DEPARTMENTAL GRANTS	37,091,664	(7,359,273)		16,020,975
TECHNOLOGY CAP IMPROVEMENT	13,571,800	8,856,585	5,044,021	26,948,306
WASTE MANAGEMENT	653,328	855	42,411	688,762
<b>Department Total</b>	<b>\$ 575,116,104</b>	<b>\$ (7,098,362)</b>	<b>\$ 348,764,864</b>	<b>\$ 696,121,230</b>

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2017**

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016</u>	<u>ACTUAL EXPENDITURES/ EXPENSES * 2016</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2017</u>
<b>PARKS AND RECREATION:</b>				
GENERAL	\$ 1,259,802	\$ 40,038	\$ 899,840	\$ 1,274,325
LAKE PLEASANT RECREATION SVCS	3,833,436		3,347,735	3,520,026
PARKS AND RECREATION GRANTS	13,990		13,990	34,696
PARKS DONATIONS	324,237		111,688	493,570
PARKS ENHANCEMENT FUND	5,977,245		5,567,917	6,392,966
PARKS SOUVENIR	362,544		342,773	396,182
SPUR CROSS RANCH CONSERVATION	405,609		316,848	403,969
<b>Department Total</b>	<b>\$ 12,176,863</b>	<b>\$ 40,038</b>	<b>\$ 10,600,791</b>	<b>\$ 12,515,734</b>
<b>PLANNING AND DEVELOPMENT:</b>				
GENERAL	\$ 868,232	\$	\$ 868,232	\$ 868,232
PLANNING AND DEVELOPMENT FEES	8,178,791	744,930	9,635,728	8,528,751
<b>Department Total</b>	<b>\$ 9,047,023</b>	<b>\$ 744,930</b>	<b>\$ 10,503,960</b>	<b>\$ 9,396,983</b>
<b>PROCUREMENT SERVICES:</b>				
GENERAL	\$ 2,487,658	\$	\$ 2,487,658	\$ 2,438,032
REPROGRAPHICS	845,217		780,445	827,284
<b>Department Total</b>	<b>\$ 3,332,875</b>	<b>\$</b>	<b>\$ 3,268,103</b>	<b>\$ 3,265,316</b>
<b>PUBLIC ADVOCATE:</b>				
GENERAL	\$ 9,441,291	\$	\$ 9,074,077	\$ 9,297,577
<b>Department Total</b>	<b>\$ 9,441,291</b>	<b>\$</b>	<b>\$ 9,074,077</b>	<b>\$ 9,297,577</b>
<b>PUBLIC DEFENDER:</b>				
GENERAL	\$ 40,490,466	\$	\$ 40,695,596	\$ 41,570,118
PUBLIC DEFENDER FILL THE GAP	1,011,395		941,490	813,470
PUBLIC DEFENDER GRANTS	237,289		222,141	222,141
PUBLIC DEFENDER TRAINING	516,130		399,535	337,810
<b>Department Total</b>	<b>\$ 42,255,280</b>	<b>\$</b>	<b>\$ 42,258,762</b>	<b>\$ 42,943,539</b>
<b>PUBLIC FIDUCIARY:</b>				
GENERAL	\$ 3,201,348	\$ 101,435	\$ 3,128,257	\$ 3,857,641
<b>Department Total</b>	<b>\$ 3,201,348</b>	<b>\$ 101,435</b>	<b>\$ 3,128,257</b>	<b>\$ 3,857,641</b>
<b>PUBLIC HEALTH:</b>				
GENERAL	\$ 11,814,181	\$	\$ 11,566,434	\$ 11,848,845
PUBLIC HEALTH FEES	6,638,299	715,210	6,331,555	7,148,891
PUBLIC HEALTH GRANTS	44,121,225		47,567,141	42,884,495
<b>Department Total</b>	<b>\$ 62,573,705</b>	<b>\$ 715,210</b>	<b>\$ 65,465,130</b>	<b>\$ 61,882,231</b>
<b>RECORDER:</b>				
GENERAL	\$ 2,185,621	\$	\$ 2,072,852	\$ 2,322,447
RECORDERS SURCHARGE	5,490,958		5,022,556	4,567,089
<b>Department Total</b>	<b>\$ 7,676,579</b>	<b>\$</b>	<b>\$ 7,095,408</b>	<b>\$ 6,889,536</b>
<b>RISK MANAGEMENT:</b>				
RISK MANAGEMENT	\$ 33,338,997	\$	\$ 33,338,997	\$ 33,338,997
<b>Department Total</b>	<b>\$ 33,338,997</b>	<b>\$</b>	<b>\$ 33,338,997</b>	<b>\$ 33,338,997</b>

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2017**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016</b>	<b>ACTUAL EXPENDITURES/ EXPENSES * 2016</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2017</b>
<b>SHERIFF:</b>				
DETENTION OPERATIONS	\$ 214,140,230	\$	\$ 211,400,781	\$ 218,619,446
GENERAL	114,650,913	(682,724)	112,351,871	109,360,459
INMATE HEALTH SERVICES	600,873		600,873	476,570
INMATE SERVICES	11,250,326	750,000	11,565,623	9,596,352
OFFICER SAFETY EQUIPMENT	52,000		10,777	352,000
SHERIFF DONATIONS	26,774		61,680	33,969
SHERIFF GRANTS	7,184,985	411,328	7,465,907	7,624,572
SHERIFF JAIL ENHANCEMENT	2,718,942		2,268,942	1,932,444
SHERIFF RICO	1,750,000		1,750,000	1,750,000
SHERIFF TOWING AND IMPOUND	226,100		226,100	226,529
<b>Department Total</b>	<b>\$ 352,601,143</b>	<b>\$ 478,604</b>	<b>\$ 347,702,554</b>	<b>\$ 349,972,341</b>
<b>STADIUM DISTRICT:</b>				
BALLPARK OPERATIONS	\$ 1,711,052	\$	\$ 1,704,571	\$ 1,578,826
CACTUS LEAGUE OPERATIONS	1,297,259		1,297,170	1,297,259
LONG TERM PROJECT RESERVE	4,003,000	226,952	4,224,340	4,058,000
STADIUM DISTRICT DEBT SERVICE	3,701,623		3,701,615	3,705,813
<b>Department Total</b>	<b>\$ 10,712,934</b>	<b>\$ 226,952</b>	<b>\$ 10,927,696</b>	<b>\$ 10,639,898</b>
<b>SUPERIOR COURT:</b>				
CHILDRENS ISSUES EDUCATION	\$ 115,007	\$	\$ 10,007	\$
CONCILIATION COURT FEES	1,578,566		1,578,566	1,583,362
DOM REL MEDIATION EDUCATION	180,600		180,600	200,600
EXPEDITED CHILD SUPPORT	713,621		713,621	677,500
GENERAL	87,424,770	2,040,036	87,984,521	85,692,226
JUDICIAL ENHANCEMENT	505,901		447,192	499,000
LAW LIBRARY	1,165,971		592,851	1,165,971
PROBATE FEES	530,756		530,756	442,000
SPOUSAL MAINT ENF ENHANCEMENT	108,000		108,000	108,000
SUPERIOR COURT BUILDING REPAIR		412,619	412,619	1,650,474
SUPERIOR COURT FILL THE GAP	2,218,728	(15,828)	2,202,900	2,202,900
SUPERIOR COURT GRANTS	3,432,507	467,059	2,519,542	3,432,507
SUPERIOR COURT SPECIAL REVENUE	5,294,757		5,280,639	5,128,154
<b>Department Total</b>	<b>\$ 103,269,184</b>	<b>\$ 2,903,886</b>	<b>\$ 102,561,814</b>	<b>\$ 102,782,694</b>
<b>TRANSPORTATION:</b>				
TRANSPORTATION CAPITAL PROJECT	\$ 94,370,570	\$	\$ 53,877,602	\$ 100,221,196
TRANSPORTATION GRANTS	250,939	95,889	346,828	320,000
TRANSPORTATION OPERATIONS	60,476,967	(140,979)	58,543,784	69,105,324
<b>Department Total</b>	<b>\$ 155,098,476</b>	<b>\$ (45,090)</b>	<b>\$ 112,768,214</b>	<b>\$ 169,646,520</b>
<b>TREASURER:</b>				
GENERAL	\$ 5,059,279	\$	\$ 5,059,250	\$ 5,907,713
TAXPAYER INFORMATION	304,341			304,341
<b>Department Total</b>	<b>\$ 5,363,620</b>	<b>\$</b>	<b>\$ 5,059,250</b>	<b>\$ 6,212,054</b>
<b>WASTE RESOURCES AND RECYCLING:</b>				
GENERAL	\$ 3,231,384	\$	\$ 3,109,991	\$ 4,186,564
WASTE TIRE	4,751,611	100,000	4,838,611	4,751,611
<b>Department Total</b>	<b>\$ 7,982,995</b>	<b>\$ 100,000</b>	<b>\$ 7,948,602</b>	<b>\$ 8,938,175</b>

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2017**

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016</u>	<u>ACTUAL EXPENDITURES/ EXPENSES * 2016</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2017</u>
<u>ELIMINATIONS COUNTY:</u>				
<u>ELIMINATIONS</u>	\$ (181,990,122)	\$	\$ (182,828,948)	\$ (205,447,397)
<b>Department Total</b>	\$ (181,990,122)	\$	\$ (182,828,948)	\$ (205,447,397)
<u>ELIMINATIONS COUNTY AND DIST:</u>				
<u>ELIMINATIONS</u>	\$ (8,756,762)	\$	\$ (8,756,762)	\$ (9,303,927)
<b>Department Total</b>	\$ (8,756,762)	\$	\$ (8,756,762)	\$ (9,303,927)
<b>Total all Departments</b>	\$ 2,366,692,117	\$ 18,067,513	\$ 2,040,988,041	\$ 2,493,574,444

\*Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Maricopa County Annual Business Strategies  
FY 2017 Adopted Budget

Attachments

Maricopa County , Flood Control District, Library District, Stadium District  
Full-Time Employees and Personnel Compensation  
Fiscal Year 2017

FUND	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
	FY 2017	FY 2017	FY 2017	FY 2017	FY 2017	FY 2017
<b>GENERAL FUND</b>	<b>7,918.69</b>	<b>380,015,813</b>	<b>64,489,051</b>	<b>70,189,553</b>	<b>35,240,146</b>	<b>549,934,564</b>
Regular Staff	7,553.13	376,729,674	64,489,051	70,189,553	34,557,525	545,965,804
Temporary Staff	365.57	3,286,139	-	-	682,621	3,968,760
<b>SPECIAL REVENUE FUNDS</b>						
<b>Regular Staff</b>						
201 - ADULT PROBATION FEES	1.50	8,598,039	970,939	1,815,883	726,314	12,111,174
204 - JUSTICE CT JUDICIAL ENHANCEMNT	3.00	217,179	20,486	33,244	22,051	292,959
205 - COURT DOCUMENT RETRIEVAL	25.00	796,479	88,995	245,579	62,939	1,193,993
207 - PALO VERDE	6.00	337,037	38,417	68,474	25,845	469,772
208 - JUDICIAL ENHANCEMENT	8.00	579,043	52,470	86,718	58,405	776,635
209 - PUBLIC DEFENDER TRAINING	3.00	139,793	16,048	34,200	10,720	200,761
211 - ADULT PROBATION GRANTS	24.00	1,228,626	137,097	261,930	158,808	1,786,461
215 - EMERGENCY MANAGEMENT	8.00	547,251	62,297	103,821	42,601	755,969
216 - CLERK OF THE COURT GRANTS	-	1,027,267	115,748	217,028	86,811	1,446,855
217 - CDBG HOUSING TRUST	6.00	401,430	41,370	66,343	36,480	545,622
218 - CLERK OF COURT FILL THE GAP	47.00	1,226,900	133,850	404,471	97,971	1,863,192
219 - COUNTY ATTORNEY GRANTS	54.00	2,547,750	273,258	465,121	258,387	3,544,516
220 - DIVERSION	28.00	1,589,232	182,441	319,200	200,501	2,291,374
221 - COUNTY ATTORNEY FILL THE GAP	24.00	970,604	111,425	273,600	99,257	1,454,886
222 - HUMAN SERVICES GRANTS	523.50	16,859,401	2,163,651	5,407,490	1,726,696	26,157,238
225 - SPUR CROSS RANCH CONSERVATION	2.00	157,586	17,911	40,616	14,229	230,342
226 - PLANNING AND DEVELOPMENT FEES	100.00	4,271,427	510,398	810,714	372,831	5,965,371
227 - JUVENILE PROBATION GRANTS	38.00	2,380,553	435,682	459,981	182,406	3,458,621
228 - JUVENILE PROBATION SPECIAL FEE	-	2,187,272	246,453	462,100	184,840	3,080,665
232 - TRANSPORTATION OPERATIONS	421.00	20,153,226	2,259,948	4,236,540	1,895,693	28,545,406
233 - PUBLIC DEFENDER GRANTS	2.00	162,190	18,641	22,273	14,028	217,133
236 - RECORDERS SURCHARGE	27.00	1,894,029	215,350	303,293	154,744	2,567,416
238 - SUPERIOR COURT GRANTS	25.00	1,614,110	192,086	407,333	142,438	2,355,967
239 - PARKS SOUVENIR	-	21,700	2,445	4,585	1,935	30,665
240 - LAKE PLEASANT RECREATION SVCS	29.00	1,164,179	124,146	293,220	98,883	1,680,429
241 - PARKS ENHANCEMENT FUND	50.75	2,026,645	236,726	514,042	196,731	2,974,144
244 - LIBRARY DISTRICT	117.73	5,592,397	650,090	1,331,760	496,631	8,070,879
245 - JUSTICE COURTS SPECIAL REVENUE	-	4,018,376	452,775	848,953	339,581	5,659,685
246 - LIBRARY INTERGOVERNMENTAL	47.00	1,696,753	207,543	527,147	138,299	2,569,742
249 - NON DEPARTMENTAL GRANTS	1.00	36,751	4,435	8,094	2,976	52,257
250 - CACTUS LEAGUE OPERATIONS	-	9,173	1,034	1,938	775	12,920
251 - SHERIFF GRANTS	27.00	2,091,138	391,816	225,384	639,986	3,348,324
252 - INMATE SERVICES	133.00	3,595,798	478,272	1,018,509	322,334	5,414,913
253 - BALLPARK OPERATIONS	5.00	298,199	32,179	49,322	21,833	401,533
255 - DETENTION OPERATIONS	3,712.35	210,889,941	30,098,932	44,258,764	19,819,659	305,067,296
256 - PROBATE FEES	-	278,306	31,358	58,797	23,519	391,980
257 - CONCILIATION COURT FEES	-	974,092	109,757	205,794	82,318	1,371,960
258 - SHERIFF TOWING AND IMPOUND	2.00	85,418	30,065	22,800	8,930	147,213
259 - SUPERIOR COURT SPECIAL REVENUE	-	3,148,140	354,720	665,100	266,040	4,434,000
261 - LAW LIBRARY	3.00	101,534	11,654	21,889	7,768	142,845
262 - PUBLIC DEFENDER FILL THE GAP	9.00	552,016	63,368	100,225	42,629	758,238
263 - LEGAL DEFENDER FILL THE GAP	-	47,117	5,309	9,954	3,982	66,362
264 - SUPERIOR COURT FILL THE GAP	32.00	1,372,182	217,434	350,324	78,577	2,018,517
265 - PUBLIC HEALTH FEES	63.00	2,722,074	306,083	727,103	229,651	3,984,911
266 - CHECK ENFORCEMENT PROGRAM	2.00	77,467	8,894	22,800	7,846	117,007
267 - CRIM JUSTICE ENHANCEMENT	19.00	1,022,433	115,486	213,115	148,609	1,499,643
271 - EXPEDITED CHILD SUPPORT	-	424,978	47,885	89,784	35,914	598,560
273 - VICTIM LOCATION	-	10,650	1,200	2,250	900	15,000
274 - CLERK OF THE COURT EDMS	48.00	1,429,637	160,352	406,855	112,282	2,109,126
275 - JUVENILE PROBATION DIVERSION	4.00	266,660	54,311	44,702	21,759	387,432
276 - SPOUSAL MAINT ENF ENHANCEMENT	-	76,680	8,640	16,200	6,480	108,000
282 - DOM REL MEDIATION EDUCATION	-	142,426	16,048	30,090	12,036	200,600
290 - WASTE TIRE	2.00	121,278	13,784	36,525	9,799	181,385
503 - AIR QUALITY GRANTS	14.00	2,040,016	192,981	376,317	151,671	2,760,985
504 - AIR QUALITY FEES	130.15	5,346,421	604,142	1,103,728	424,292	7,478,583
505 - ENVIRONMENTAL SERVICES GRANTS	-	29,122	-	-	15,681	44,803
506 - ENVIRONMTL SVCS ENV HEALTH	235.00	10,949,259	1,267,024	2,479,367	900,449	15,596,099
532 - PUBLIC HEALTH GRANTS	427.05	20,842,176	2,467,615	4,525,265	1,669,367	29,504,423

Maricopa County Annual Business Strategies  
FY 2017 Adopted Budget

Attachments

FUND	Full-Time Equivalent (FTE) FY 2017	Employee Salaries and Hourly Costs FY 2017	Retirement Costs FY 2017	Healthcare Costs FY 2017	Other Benefit Costs FY 2017	Total Estimated Personnel Compensation FY 2017
572 - ANIMAL CONTROL LICENSE SHELTER	126.00	4,245,155	468,543	1,186,945	389,993	6,290,636
574 - ANIMAL CONTROL FIELD OPERATION	48.00	1,623,930	167,477	450,468	127,539	2,369,414
669 - SMALL SCHOOL SERVICE	1.00	65,918	7,567	11,400	5,045	89,930
715 - SCHOOL GRANTS	51.50	4,036,726	463,644	635,775	309,759	5,445,904
782 - SCHOOL COMMUNICATION	9.00	490,778	56,527	82,061	37,162	666,528
795 - EDUCATIONAL SUPPLEMENTAL PROG	8.00	583,586	66,882	93,382	44,719	788,568
991 - FLOOD CONTROL	185.50	11,295,066	1,396,861	2,327,621	961,250	15,980,799
<b>Temporary Staff</b>						
204 - JUSTICE CT JUDICIAL ENHANCEMNT	10.00	240,383	-	-	25,554	265,937
208 - JUDICIAL ENHANCEMENT	8.00	212,976	-	-	16,292	229,268
211 - ADULT PROBATION GRANTS	5.50	224,913	-	-	17,207	242,120
218 - CLERK OF COURT FILL THE GAP	1.00	39,672	-	-	3,034	42,706
221 - COUNTY ATTORNEY FILL THE GAP	1.00	26,622	-	-	2,038	28,660
222 - HUMAN SERVICES GRANTS	1.00	25,056	-	-	1,918	26,974
232 - TRANSPORTATION OPERATIONS	6.00	215,967	-	-	16,515	232,482
238 - SUPERIOR COURT GRANTS	1.00	102,987	-	-	3,194	106,181
239 - PARKS SOUVENIR	1.77	43,575	-	-	3,324	46,899
240 - LAKE PLEASANT RECREATION SVCS	1.74	42,009	-	-	3,216	45,225
241 - PARKS ENHANCEMENT FUND	11.16	137,837	-	-	10,552	148,389
244 - LIBRARY DISTRICT	29.87	616,688	-	-	50,746	667,434
246 - LIBRARY INTERGOVERNMENTAL	25.37	480,314	-	-	39,598	519,912
253 - BALLPARK OPERATIONS	0.60	9,772	-	-	747	10,519
255 - DETENTION OPERATIONS	8.00	349,858	-	-	25,274	375,132
265 - PUBLIC HEALTH FEES	1.00	96,479	-	-	2,313	98,792
503 - AIR QUALITY GRANTS	0.50	14,156	-	-	1,080	15,236
504 - AIR QUALITY FEES	3.50	97,025	-	-	7,428	104,453
532 - PUBLIC HEALTH GRANTS	18.80	884,565	-	-	67,666	952,231
572 - ANIMAL CONTROL LICENSE SHELTER	1.00	31,423	-	-	2,404	33,827
715 - SCHOOL GRANTS	0.75	14,654	-	-	1,935	16,589
991 - FLOOD CONTROL	2.50	43,056	-	-	4,787	47,843
<b>Total Special Revenue Funds</b>	<b>7,058.08</b>	<b>379,678,699</b>	<b>49,700,967</b>	<b>81,924,301</b>	<b>35,097,408</b>	<b>546,401,375</b>
<b>DEBT SERVICE FUNDS</b>						
<b>Total Debt Service Funds</b>	-	-	-	-	-	-
<b>CAPITAL PROJECTS FUNDS</b>						
234 - TRANSPORTATION CAPITAL PROJECT	-	1,902,939	214,416	402,029	160,812	2,680,196
440 - COUNTY IMPROVEMENT	-	1,393,308	156,992	294,361	117,744	1,962,405
445 - GENERAL FUND CTY IMPROV	-	97,624	11,000	20,625	8,250	137,499
461 - DETENTION TECH CAP IMPROVEMENT	-	185,986	20,956	39,293	15,717	261,952
990 - FLOOD CONTROL CAPITAL PROJECTS	-	1,276,580	143,840	269,700	107,880	1,798,000
<b>Total Capital Projects Funds</b>	-	<b>4,856,437</b>	<b>547,204</b>	<b>1,026,008</b>	<b>410,403</b>	<b>6,840,052</b>
<b>INTERNAL SERVICE FUNDS</b>						
<b>Regular Staff</b>						
615 - WELLNESS	6.00	340,652	39,141	64,993	26,618	471,403
618 - BENEFIT ADMINISTRATION	16.00	991,839	113,648	193,823	78,332	1,377,642
654 - EQUIPMENT SERVICES	54.00	2,731,415	293,787	628,175	214,955	3,868,331
673 - REPROGRAPHICS	9.40	380,885	42,822	106,139	28,949	558,795
675 - RISK MANAGEMENT	31.75	2,093,398	239,895	369,307	158,093	2,860,693
681 - TECHNOLOGY INFRASTRUCTURE	55.00	4,416,235	490,217	751,687	340,440	5,998,580
<b>Temporary Staff</b>						
618 - BENEFIT ADMINISTRATION	4.00	20,800	-	-	1,591	22,391
654 - EQUIPMENT SERVICES	1.00	34,452	-	-	2,634	37,086
681 - TECHNOLOGY INFRASTRUCTURE	0.49	18,931	-	-	1,451	20,382
<b>Total Internal Service Funds</b>	<b>177.64</b>	<b>11,028,606</b>	<b>1,219,509</b>	<b>2,114,125</b>	<b>853,063</b>	<b>15,215,303</b>
<b>ENTERPRISE FUNDS</b>						
<b>Total Enterprise Funds</b>	-	-	-	-	-	-
<b>TOTAL ALL FUNDS</b>	<b>15,154.41</b>	<b>775,579,555</b>	<b>115,956,731</b>	<b>155,253,987</b>	<b>71,601,020</b>	<b>1,118,391,294</b>
<b>Regular Staff</b>	<b>14,643.30</b>	<b>768,269,246</b>	<b>115,956,731</b>	<b>155,253,987</b>	<b>70,605,901</b>	<b>1,110,085,866</b>
<b>Temporary Staff</b>	<b>511.11</b>	<b>7,310,309</b>	<b>-</b>	<b>-</b>	<b>995,119</b>	<b>8,305,428</b>
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 2017						
Retirement is net of budgeted vacancy savings						
Healthcare is net of budgeted vacancy savings						
Other Benefits Includes FICA/Medicare/Workers Comp/Unemployment Comp and is net of budgeted vacancy savings						

## Glossary

- Activity:** A set of services with a common purpose that produces Outputs and Results for customers.
- 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.
- 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.
- Budgeting for Results:** A budgeting strategy where decisions are based on or informed by performance information that describes the cost or efficiency of producing an activity and the results achieved for customers—those who receive or use the services or products of a department or program. This is accomplished by structuring the accounting and budgeting systems according to the structure of departments' strategic plans.
- Capital Projects Budget:** The first year of the Capital Improvement Program (CIP).

**Capital Improvement Program (CIP) Project:** A capital project that has been approved as part of the Capital Improvement Program.

**Capital Project:** A major, non-recurring project that includes one or more of the following:

1. Any acquisition of, or improvement of, land for a public purpose.
2. Any construction of a new facility (e.g., a public building, parking lot, road, or bridge etc.), or an addition to, or extension of, such a facility.
3. A nonrecurring rehabilitation that increases the service potential of the building (i.e., something which is infrequent and would not be considered annual or other recurrent maintenance) or major repair of all or a part of a building, its grounds, or a facility.
4. Any planning, feasibility, engineering, or design study related to an individual capital improvement project or to a program that is implemented through individual capital improvement projects.

**Capital Outlay:** Expenditure from a department operating budget for the acquisition of, or addition to, a fixed asset. A fixed asset is an item that costs \$5,000 or more and has a useful life of at least one year. Fixed assets with costs over \$5,000 should be budgeted and itemized in the capital object codes (900 series).

**Capital Projects Fund:** A fund established to account for the proceeds of bond issues and other financial resources for the acquisition, construction or reconstruction of major capital facilities.

**Carryover Funding:** An amount budgeted for FY 2016 to pay for an expenditure budgeted for FY 2015 for which an obligation has been incurred that cannot be paid by June 30, 2015. Note: Carryover items should be identified in the base budget submission.

**Central Services Cost Allocation Plan:** An allocation of General Fund Central Service department's costs (i.e., human resources, internal audit) to all non-General Fund departments through a consistent, logical methodology in proportion to the service or benefit received.

**COPs (Certificates of Participation):** A method of structuring and securitizing lease payments to investors by dividing the lease payments into fractionalized interests or shares for individual sale to investors. A formal certificate represents each share, much like a bond. However, unlike bonds, COPs are typically subject to annual appropriation and do not represent a "debt" of the issuer or other lessor, but rather a proportionate interest in a flow of lease payments that are pledged to a trust.

**Committed Fund Balance:** Resources whose use is constrained by limitations that the government imposes upon itself at its highest level of decision making and that remain binding unless removed in the same manner.

**Debt Service Fund:** A fund used to account for the accumulation of resources for and payment of general long-term debt principal and interest such as that associated with general obligation, special assessment, and stadium district bonds.

**Demand Measure:** The number of total units of Service requested/required/demanded by the customer; expressed as a number. Examples include, number of residents requesting job training or number of building inspection applications received.

**Department:** An organizational unit headed by a director or elected official. In terms of financial structure, departments can have multiple funding sources, (i.e., general fund, special revenue, etc.) that are based on specified uses. The combinations of the various funds are consolidated at the department level.

**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.

**Econometrics:** A forecasting method that captures the behavioral relationships of many variables (called explanatory variables) on the variable being forecast. The method applies regression analysis to historical data to determine the marginal impact of the explanatory variable. Typically, the explanatory variables are related to the demography and/or economy of the community.

**Efficiency Measure:** A performance measure that measures the average activity expenditure per output or result expressed in dollars. Examples include cost per participant served (output efficiency) or cost per building inspection completed within seventy-two hours (result efficiency).

**Eliminations:** Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in another fund. For example, interdepartmental charges are made to various County departments from the Reprographics (print shop) fund. Departments pay the print shop for services, and these costs are included in departments' budgeted expenditures, supported by revenues from sources external to the County. The print shop, in turn, budgets these payments as revenue, along with expenditures related to the cost of providing printing services.

**Environmental Assessment:** An analysis of the internal and external trends and issues that will have a major impact on the department and its customers over the next two to five years. The environmental assessment is based on data-based information and reasoned professional judgment that describes changes anticipated both from inside and outside the department.

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

**Financial Accounting Standards Board (FASB):** This private, non-profit organization is responsible for determining uniform standards for treatment of accounting items, referred to commonly as the Generally Accepted Accounting Principles (GAAP).

**Forecast:** The Forecast scenario is an estimate of actual revenues, expenditures and performance through the end of the current fiscal year, which may be different from the Revised Budget (plan). The Forecast scenario includes actual revenues, expenditures, and performance for the current fiscal year to date, plus a projection for the remainder of the Fiscal Year.

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

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

**Fund Transfers:** Transferring monies between funds is a tool for maintaining a structurally balanced budget.

**Fund Balance/Equity:** An amount composed of accumulated excess or deficiency of revenues less expenditures in a fund. This is measured at the beginning or end of a fiscal year.

**Furlough:** Mandatory unpaid leave imposed on employees by a department facing a severe financial crisis.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**General Fund:** A fund accounting for all financial resources of the County, except those required to be accounted for in other funds, that serves as the County's primary operating fund.

**General Obligation (GO) Bond:** General Obligation Bonds are sold to raise funding for capital expenditures. General Obligation Bonds must be approved by a majority of Maricopa County residents. Funding for repayment would be provided by the County's secondary debt service property tax levy.

**Governmental 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 2016 Budget, the General Fund and Detention Funds are considered *Major Funds*.

**Major Maintenance:** The periodic need to repair and rework building and infrastructure systems or components to maintain the original condition of the asset. This repair work does not usually make the building more useful or add to the estimated useful life of the building as a structure. Maintenance costs are normal costs that allow a capital asset to be used in a normal manner over its originally expected economic life. Examples of major maintenance include, but are not limited to: re-roofing, disassembling and rebuilding air-conditioning systems and water chillers, replacement of worn-out heating systems, and other major components.

**Mandate:** A program that meets constitutional, statutory or court-ordered requirements from either Federal or State entities.

**MFR (Managing for Results):** Managing for Results is a comprehensive and integrated management system that focuses on achieving results for the customer. MFR provides a common framework under which strategic planning, budgeting, and performance measurement are aligned in a unified, cyclical process with five components that support the process: Planning for Results, Budgeting for Results, Delivering Services, Analyzing and Reporting Results, and Evaluating and Improving Results.

**Mission:** A clear, concise statement of purpose for the entire County or department. The mission focuses on the broad, yet distinct, results the County or department will achieve for its customers.

**Nonmajor Fund:** Funds which are not major funds.

**Object Code:** Identifies the expenditure type (e.g., fuel, maintenance, rent, and supplies).

**Output Measure:** A performance measure that measures the number of units produced or delivered to the customer. Examples include number of participants enrolled in job training courses or number of building inspections completed.

**Position Control Number (PCN):** A position control number is assigned to a position once OMB has verified that it has been budgeted appropriately and that there is adequate funding to support the budget as a whole.

**Performance Measure:** An on-going, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate directly to objectives and allow for measurement of the same thing over a period of time. (See Family of Measures)

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

**Personal Services Allocation – Out/In:** An object code (795 or 796) used to record payroll expenditures that will be charged/credited to a department for work performed on a special assignment basis. The department providing the personal services will record the expenditure as a credit, and the receiving department will record the expenditure as a debit.

**Personnel Savings:** A savings normally realized when positions are vacant or employees are paid at a lower rate than was budgeted.

**Position:** A single specific instance of a job class, whether occupied or vacant, involving duties requiring the services of one person. A position may be full or part-time as reflected in the FTE value.

**Program:** A set of activities that have a common purpose that produces results for customers. Programs are described in clear, results-oriented terms in a Program Purpose Statement and are aligned with the department's Mission and Goals.

**Restatement:** An adjustment in historical revenue or expenditure information to present it in the current format. An example would be to restate revenue and expenditure information following reorganization.

**Restricted Fund Balance:** Resources that are subject to externally enforceable legal restrictions.

**Result Measure:** A performance measure that measures the impact or benefit that customers experience as a consequence of receiving a department's services, stated as a percentage or rate. Examples include percentage of job trainees who had jobs for six months or longer, or percentage of building inspections completed within seventy-two hours.

**Results Initiative:** A request for funding above the budget base to support a program, activity and strategic goal identified in the strategic planning process. Results initiatives address mandates, demands for service caused by demographic changes, new programs, or expansion of existing programs. Results initiatives must clearly relate to the department's mission and be supported by relevant performance measures.

**Revised:** The Revised budget (plan) is the Adopted budget (plan) for a Fiscal Year plus any approved adjustments. Adjustments that include changes to appropriated budgets must be approved by the Board of Supervisors.

**Services:** A service is the deliverable or product that the customer receives from a department. Services are described as nouns, not verbs, thus defining services in terms of what the customer actually receives rather than in terms of what the department does. They should also be countable.

**Special Revenue Fund:** A fund that accounts for the proceeds of specific revenue sources (other than major capital projects) that is legally restricted to specific-purpose expenditures.

**Strategic Goal:** A strategic goal translates resources into significant results to be achieved over the next two to five years, providing the basis for evaluating the department as a whole.

**Strategic Business Plan:** A strategic business plan sets forth the purpose, strategic goals, operational organization, and performance expectations for a department. The strategic plan provides information to department staff, corporate decision makers, the Maricopa County Board of Supervisors, and the public about how the department is organized to deliver results to its customers and what results the department is accountable for achieving. The plan provides the opportunity for all department staff to see how they contribute at all levels in the organization.

**Structurally Balanced Budget:** A budget in which all recurring expenditures are fully supported by recurring sources of funding over the economic cycle.

**Supplies:** A category of expenditures within the budget for all standard costs of daily operations, including such items as office supplies, rent, contractual services, and travel.

**Threshold:** A dollar amount used as a starting point for a department's budget.

**Trend:** A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing or even staying the same. The size of the number of occurrences often determines whether the recurrences constitute a trend. If the number of recurrences is very small, such as number of floods in a year, it may take a number of years to document a trend in one direction or another. Conversely, a large number of events or occurrences, such as the number of court cases of a particular type, may reveal a trend within months or a few years.

**Truth-in-Taxation (TNT):** As real estate values rise year over year, so does the taxable value of the property. Unless there is a commensurate reduction in the tax rate, the amount of property taxes will also increase. The purpose of truth-in-taxation (TNT) is to prevent this type of tax increase. It also serves to make elected officials aware of such a tax increase and allows the public to be notified of the increase and communicate with their elected leaders.

**Unassigned Fund Balance:** Net resources in excess of what is classified as restricted, committed or assigned fund balance.

**Zero-Based Budgeting (ZBB):** A process used for detailing an overall budget and individual budgeted items rather than dealing only with proposed changes from a previous budget.

## Acronyms

- ADP:** Average Daily Population
- APD:** Adult Probation Department
- AHCCCS:** Arizona Health Care Cost Containment System
- ALTCS:** Arizona Long Term Care System
- A.R.S.:** Arizona Revised 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
- ICR:** Issuer Credit Rating
- IGA:** Intergovernmental Agreement
- ISF:** Internal Service Fund
- IT:** Information Technology
- LARC:** Local Alcoholism Reception Center

**LPV:** Limited Primary Value  
**MAG:** Maricopa Association of Governments  
**MCAO:** Maricopa County Attorney's Office  
**MCDOT:** Maricopa County Department of Transportation  
**MCESA:** Maricopa County Education Service Agency  
**MCSO:** Maricopa County Sheriff's Office  
**MfR:** Managing for Results  
**MfRIS:** Managing for Results Information Systems  
**MMC:** Maricopa Medical Center  
**MMCS:** Maricopa Managed Care System  
**MVD:** Motor Vehicle Department  
**OMB:** Office of Management and Budget  
**OET:** Office of Enterprise Technology  
**PCR:** Post-Conviction Relief  
**PDS:** Public Defense System  
**PCN:** Position Control Number  
**SMI:** Seriously Mentally Ill  
**SRP:** Salt River Project  
**STD:** Short-Term Disability  
**SVP:** Sexually Violent Persons  
**S&P:** Standard & Poor's  
**RPTA:** Regional Public Transit Authority  
**RTP:** Regional Transportation Plan  
**TIP:** Transportation Improvement Program  
**TNT:** Truth-in-Taxation  
**TPT:** Transaction Privilege Tax  
**VLT:** Vehicle License Taxes  
**ZBB:** Zero-Based Budgeting

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