

COCONINO COUNTY



Annual Adopted Budget Fiscal Year 2010 July 1, 2009—June 30, 2010



*Adopted Budget
Fiscal Year 2010
(July 1, 2009—June 30, 2010)*

COCONINO COUNTY BOARD OF SUPERVISORS

Carl Taylor
District 1

Elizabeth C. Archuleta
Vice - Chairman
District 3

Matthew G. Ryan
Chairman
District 2

Mandy Metzger
District 4

Lena Fowler
District 5

Steve Peru
County Manager

Michael Townsend
Deputy County Manager

Larry Dannenfeldt
Deputy County Manager

*Coconino County is committed to enhancing the
public good of those we serve.*

Budget Team
*Siri Mullaney
Megan Zickerman
Misty Drye*

www.coconino.az.gov



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Coconino County
Arizona**

For the Fiscal Year Beginning

July 1, 2008

President

Executive Director

COCONINO COUNTY

Budget Resolution

When recorded, please return to:
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Flagstaff, AZ 86001-4695

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COCONINO COUNTY

RESOLUTION 2009-29 FOR THE ADOPTION OF THE BUDGET

FISCAL YEAR 2010

WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the Board of Supervisors did, on June 16, 2009, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of Coconino County; and

WHEREAS, in accordance with said chapter of said title, and following due public notice, the Board met on July 14, 2009, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the Board would meet on August 4, 2009, at the office of the Board for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

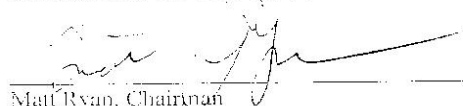
WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate exceed that amount as computed in A.R.S. §42-17051(A);

THEREFORE BE IT RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced, or changed, are hereby adopted as the budget of Coconino County for the fiscal year 2010.

PASSED AND ADOPTED by the Board of Supervisors of Coconino County, this 14th day of July, 2009.

AYES: 5
NOES: 0
ABSENT: 0

COCONINO COUNTY BOARD OF SUPERVISORS


Matt Ryan, Chairman

COCONINO COUNTY

Board of Supervisors

Lena Fowler
District 5

Mandy Metzger
District 4



Carl Taylor
District 1

Matt Ryan
Chairman
District 3

Elizabeth Archuleta
Vice-Chairman
District 2

Mission Statement

Coconino County is a land of vast and endless beauty, home to many cultures. With energy and enthusiasm, we commit to:

- Conscientiously serve our community and provide our citizens with accessible local government;
 - Provide the most effective and efficient delivery of services;
- Challenge, recognize and support our employees because they are the backbone of the County;
 - Protect, preserve and care for our environment.

In our second century of public service, we envision our citizens and staff proud of their government and its accomplishments. We look forward to the future - confident that working together in an atmosphere of cooperation and trust, we will meet each new challenge with creativity and integrity.

Leadership Philosophy

Each employee has a shared responsibility for the leadership, management and outstanding performance of our organization. To achieve excellence, we promote opportunities for self-development, encourage the use of each individual's talent, knowledge and creativity, and support recognition of achievement. As a result, higher performance is achieved by dedicated colleagues who are interdependent with a common sense of purpose and a shared vision of success.

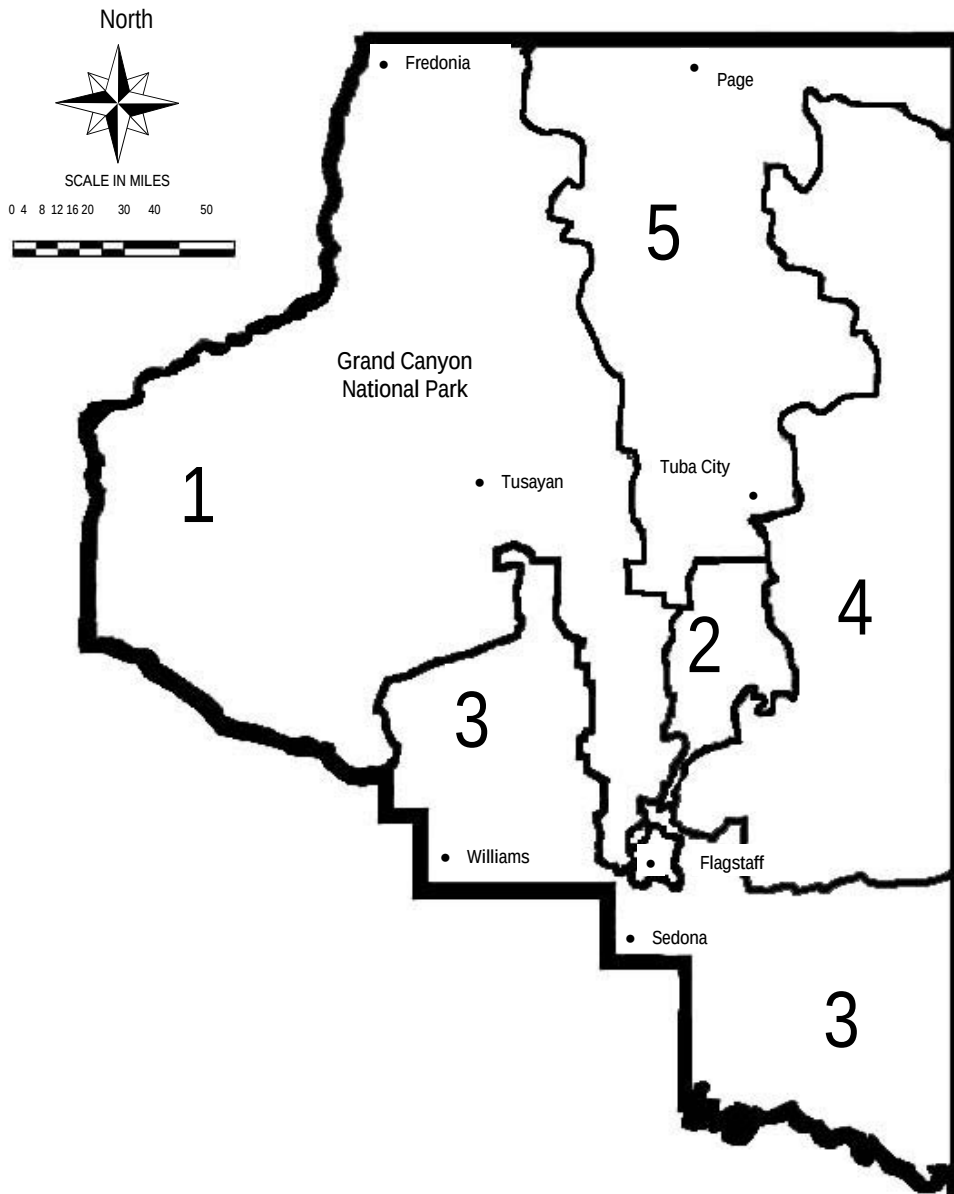
Values

We are responsible and accountable to all and our actions are guided by these core values:

- Honesty - Everything we say and do is based in truth.
- Respect - We value differences and treat everyone with kindness and creativity.
 - Integrity - We honor our commitments.
 - Responsibility - We take ownership of our actions and their results.
- Community - We share goals, cooperate to solve problems and promote a spirit of belonging within the organization.

COCONINO COUNTY

Supervisory Districts Within Coconino County



- District 1: Carl Taylor
- District 2: Elizabeth C. Archuleta, Vice-Chairman
- District 3: Matthew G. Ryan, Chairman
- District 4: Mandy Metzger
- District 5: Lena Fowler

COCONINO COUNTY

Officials

BOARD OF SUPERVISORS

District 1.....	Carl Taylor
District 2.....	Elizabeth C. Archuleta, Vice Chairman
District 3.....	Matthew G. Ryan, Chairman
District 4.....	Mandy Metzger
District 5.....	Lena Fowler
County Manager	Steve Peru
Deputy County Manager.....	Michael Townsend
Deputy County Manager.....	Larry Dannenfeldt
Clerk of the Board.....	Wendy Escoffier

ELECTED OFFICIALS

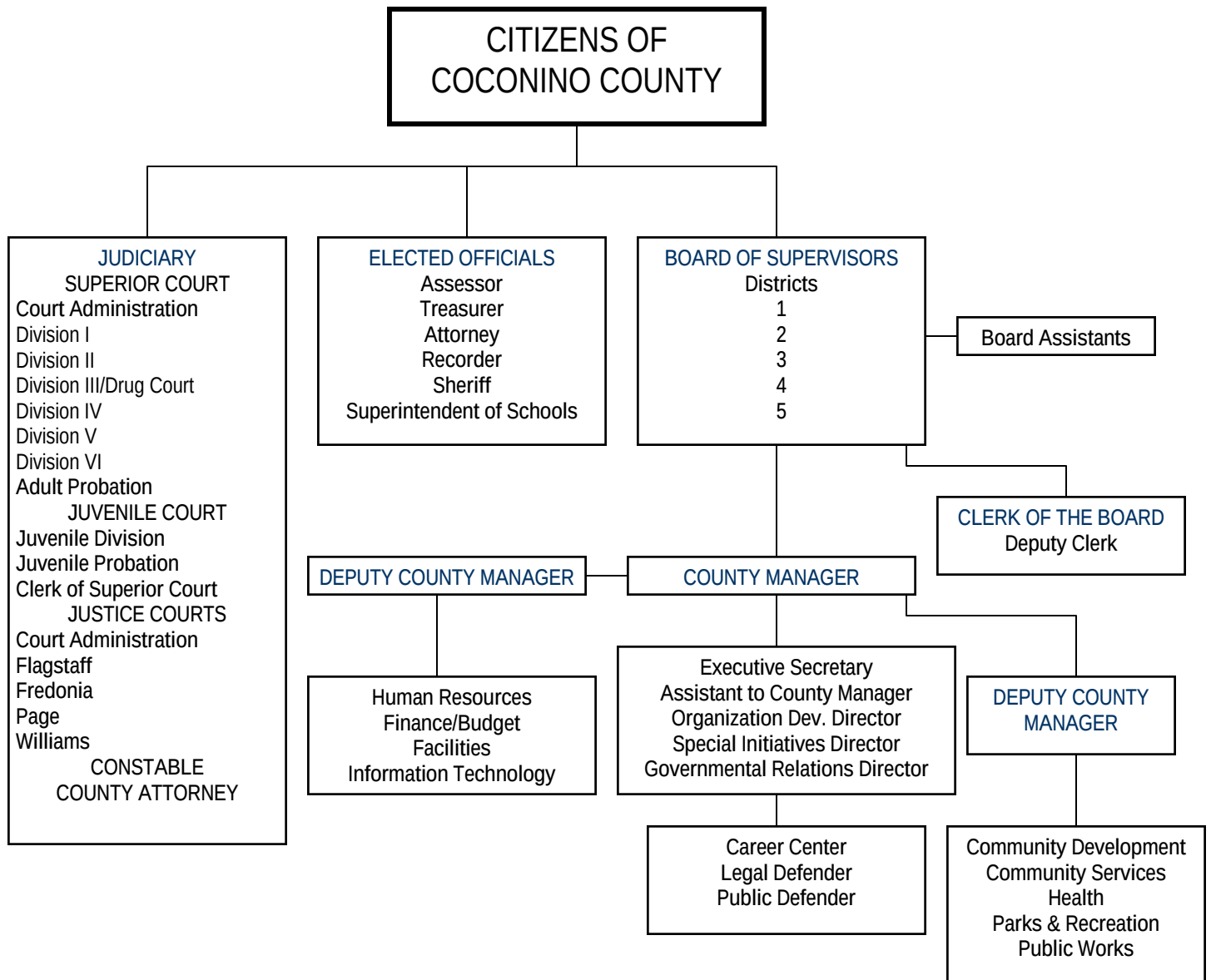
Clerk of the Superior Court.....	Debbie Young	
Constable	Linda Kuczynski	
County Assessor	Chris Mazon	
County Attorney.....	David Rozema	
County Recorder	Candace Owens	
County Sheriff.....	William Pribil	
County Superintendent of Schools	Cecilia Owen	
County Treasurer.....	Bonny Lynn	
Justice of the Peace	Flagstaff	Brian Kolb
	Fredonia	Mark R. Baron
	Page.....	Donald G. Roberts
	Williams.....	William B. Sutton, Jr.
Superior Court	Division I	Danna Hendrix
	Division II.....	Fred Newton
	Division III/Drug Court	Mark Moran
	Division IV	Charles D. Adams
	Division V	Dan Slayton, Pro Tem
	Division VI	Elaine Fridlund-Horne

APPOINTED DEPARTMENT HEADS

Adult Probation (Chief Probation Officer)	Cindy Winn
Career Center.....	Carol Curtis
Community Development	William Towler
Community Services	Verna Fischer
Court Administrator.....	Gary Krcmarik
Facilities Management.....	Jody Gilbert
Health	Barbara Worgess
Human Resources	Allison Eckert
Finance.....	Sandra Schulz
Information Technology	Maureen Jackson
Juvenile Court Services	Bryon Matsuda
Legal Defender	Gary Pearlmutter
Parks and Recreation	Todd Graeff
Public Defender	H. Allen Gerhardt
Public Works	Andrew Bertelsen
Superior Court Juvenile Court Judge/Commissioner	Margaret McCullough

COCONINO COUNTY

Organization Chart



COCONINO COUNTY

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Letter to the Citizens



Letter to the Citizens

July 15, 2009

Dear Citizens of Coconino County,

The Coconino County Board of Supervisors and I are pleased to submit the Adopted Budget for Fiscal Year 2009 - 2010.

Summary of Financial Condition

FY09 was a difficult financial year for Coconino County. By all indications, the State of Arizona is in the middle of a significant recession that began in FY08. Locally, Coconino County revenues have entered a recessionary pattern beginning in FY09. The FY10 budget was prepared with many assumptions about the local, state, and federal economic situations in mind.

Our single largest source of revenue is State shared sales taxes. This revenue source ended the year 16% under budget and over 10% below FY08 receipts. For FY10 we are anticipating some recovery in this revenue during the last two quarters of the fiscal year, with an overall increase of 4% over FY09 actual returns. Local County sales taxes were slightly less impacted by the recession in FY09 and ended the year 11% under budget and about 8% under FY08 figures. We are also expecting some recovery in these revenues in FY10, with an end of year 3.5% total increase over FY09. This recession has brought a largest shift in consumer spending and we expect it will take several years of recovery to return to the FY08 revenue highs.

The FY10 General Fund budget does not reflect a significant change in total estimated revenue compared to FY09. We had one-time revenue increases in the General Fund in FY09 that helped cushion the blow of revenue losses to our main revenue sources. One-time increases included the PILT reauthorization and investment income in excess of the budget. It is important to note that these were one-time fixes, and the revenue loss we experienced in FY09 is to a recurring revenue source, putting us behind for many years to come.

The County's General Fund operating expenditure budget is \$56 million for FY10 (net of contingency items), compared to about \$60 million in FY09. Most of this decrease is the result of one-time items that were funded in FY09 being completely removed from the FY10 budget, coupled with budget reductions implemented in FY10. All funding changes for FY10 are discussed in detail throughout this document.

The Budget Team is utilizing major fund Ten-Year Financial Plans to forecast the County's financial future. In developing the FY10 budget, we have kept our long-term financial picture in mind. As part of this multi-year plan, we continue to recommend maintaining 15% of General Fund revenues in an Emergency Reserve account and the budget presented in this document meets this objective. We are anticipating the use of the Emergency Reserve funds to begin in FY11, as a short-term means of maintaining services until revenue levels are restored.

Major fund revenues include the Jail District sales tax, HURF gasoline taxes, and County Parks and Open Space (CPOS) sales tax. Jail District and CPOS sales taxes have the same tax base as our Local County sales tax, and have thus seen the same variances from FY08 actuals and the FY09 budget as the Local sales tax. HURF revenues have received the impact of the shift in consumer driving habits, coupled with both the national recession and a State shift of HURF revenues to fund the Department of Public Safety.

In FY09 we also had a total State grant funding loss of over \$900,000 (10.7%) for our continuing programs, and General Fund cost shifts and revenue reductions of over \$100,000. Given the dire economic situation of the State we are anticipating the funding loss from the State to be deeper in FY10, but there is so much uncertainty of where the cuts will come they are difficult to quantify.

BUDGET SUMMARY

Letter to the Citizens

We were able to manage the state impacts and revenue shortfalls in FY09 by implementing a hiring “chill” and vacancy review process, holding a mid-year budget review with departments to stress the need for budget savings, and closing out inactive funds resulting in a one-time General Fund balance increase of about \$600,000. With all of the one-time solutions implemented in FY09, the General Fund was able to end FY09 with a use of fund balance less than originally budgeted.

FY10 Budget Development

Financial Planning

As part of the County’s strategic plan, and in order to plan for future revenue constraints, workforce shortages, and expenditure increases, the County began a long-term financial planning process in FY07. This is an on-going process with the goal of making the County better prepared to provide essential services to its residents into the future. The financial planning process has become even more important as the County works to manage through the difficult economic times we are facing. The goal of the financial planning process has been to align recurring revenues with recurring expenditures, cushioning us from service level fluctuations in times of economic growth or recession.

This budget was developed during a period of uncertainty about the local economy, State and Federal budgets, and how the national recession will impact our revenues. At the time this budget was developed, the State of Arizona was looking at a projected \$4 billion revenue shortfall. Because of these uncertainties, the County projected revenues conservatively to avoid future reductions to service levels.

The County is anticipating repeating the FY09 triple whammy on the budget in FY10, which included mandatory State “contributions” and cost shifts to help address their projected deficit, absorbed cuts to State and Federal grant programs, and a decline in economy-based revenues as a result of the recession. Coconino County plans to manage through these difficult times by utilizing a portion of our emergency reserve fund balance. The County maintains a General Fund reserve equal to 15% of revenues. We anticipate using the revenue smoothing fund beginning in FY11, with the largest use in FY15. By FY16 we anticipated a decreased use of this fund, returning to a condition of replenishing the reserve for the next recession.

Budget Reductions

The County is heavily dependent upon tax revenue to fund General Fund and major fund programs. In addition, we receive about 7.5% of our revenues from State grant funding that goes towards continuing programs. We realized in developing the FY10 budget that both of these revenue sources will be much lower than we have seen in the last three to five years. We also realized impacts in FY09 from the State budget crisis that include the shifting of shared revenues to State programs. We expect that to continue in FY10 at a greater level. After analyzing the available revenues and expenditures for the next ten years, it was determined that budget reductions would be needed for FY10.

The County Manager’s Office evaluated each budget proposal and made recommendations on recurring reductions to General Fund expenditures and support of more than \$1.2 million. These reductions represented an average of 2.25% of General Fund “base” budgets. In addition, the County implemented a hiring chill in FY09 and created a Vacancy Review Board to review and approve all hiring requests. The financial goal of the Vacancy Review Board is to find an additional \$500,000 of vacancy savings each year for the next five years. We also gave employees a new benefit option as an alternative to furlough days. Coconino County implemented a new “Personal Day Purchase” program where employees could purchase up to 10 additional days off with the cost of those days spread equally over each pay period, regardless of when they are used. The target savings for this program is \$300,000 in FY10.

BUDGET SUMMARY

Letter to the Citizens

State Budget Impacts

A major concern in the development of the FY10 budget is the uncertainty at the State level. The State has a projected \$2 billion shortfall that was not resolved in the passing of the FY10 budget, which makes up 20% of their total budget. In prior recessions, the State has required the County to make “contributions” to their deficit by withholding State shared revenues from being distributed. In FY09 cost shifts and revenue reallocations at the state level resulted in:

- A shift in HURF revenues to DPS, resulting in \$600,000 HURF loss to Coconino County
 - FY10 impact expected to be \$700,000
- A shift of the cost of Court employee liability insurance for the end of FY09, resulting in an expenditure increase of \$12,450
 - FY10 impact expected to be \$72,680
- A mandated cost shift for court restoration to competency payments for the end of FY09, resulting in an expenditure increase of \$59,384
 - FY10 impact expected to be \$600,000
- A revenue shift of County Assistance (lottery) revenue resulting in lost revenue of \$55,004 in FY09.
 - FY10 impact expected to continue this shift of \$55,004
- A loss in State grant revenue for continuing programs of over \$900,000
 - FY10 impact unknown
- A cash “contribution” to the State deficit of over \$1 million: this was overturned as the result of legal action initiated by the League of Arizona Cities and Towns and was not paid.

In addition to the FY10 impacts listed above, it is likely we will have additional impacts from additional cost shifts and revenue reductions. The amount is unquantifiable at this time.

State Grant Funding and Legislative Initiatives

To address their projected shortfall, the State is looking at funding sweeps and reductions that affect the funds the County receives from the State for programs we administer. As mentioned above, State grant revenue was reduced by over \$900,000 in FY09. We do not know what the full impact of State budget cuts would be, but the departments that receive the majority of State funding and would be affected by State cutbacks include Health, Juvenile Court Services, and Adult Probation. Those three departments receive over \$6 million per year in State funding to offset the cost of their programs. Budget reductions from the State would greatly impact our ability to provide those services.

A long-term issue in the annual budget development process is dealing with flat or reduced State funding for our essential programs. The State has swept our funding in periods of economic downturn, but has never restored or increased funding for those programs to keep pace with the increasing costs of providing services from population and inflation increases. Many of the programs we receive State funding to provide are mandated services. When the State funding declines, it becomes necessary to backfill programs with limited General tax dollars. The State has also impacted the County’s ability to find other revenue sources to cover the flat or reduced State funding for our mandates. Our property taxes have a mandated cap on the annual increase of 2% and we do not have authority to increase our local sales tax rate. This has made a decreased level of service for all County programs necessary over time.

BUDGET SUMMARY

Letter to the Citizens

Federal Issues

Coconino County receives over \$8 million in Federal revenue in the form of grants each year. The majority of this funding is for Health, Community Services, and Career Center programs. If there are budget reductions at the Federal level that are passed on through grant reductions, Coconino County Health and Social Services programs would be greatly impacted.

During the development of the budget, we were also anticipating the receipt of American Recovery and Reinvestment Act Funding (ARRA), but the amount is difficult to estimate. Early estimates are that the Career Center, Community Services, and Public Works departments may receive the greatest funding under this program. The County is committed to evaluating the commitments of any ARRA funding before acceptance. We want to be sure to avoid the potential of accepting ARRA funds, only to create a new service level expectation that we cannot maintain once the ARRA funds lapse.

Another source of Federal Revenue comes from the reauthorization of the Secure Rural Schools and Community Self-Determination Act of 2000 (SRS). Also known as Forest Fee revenue, this act provides funding to Counties for Schools and Roads, and Title III of this act provides funding for services on Federal land. Coconino County has over 4.7 million acres of federal land, and has typically received between \$3 and \$4 million of funding from this act. Coconino County uses Title III funds for search and rescue, patrol, forest fuels reduction, and emergency services on County federal land. Under the reauthorization of the Act, a percentage of Forest Fee revenue goes to a Resource Allocation Committee that funds projects related to Federal land protection. The remainder funds County schools and road improvement projects. The original act was passed in 2000 and expired at the end of 2007. A one-year extension to this act was passed in 2008 and a three year reauthorization extended the act through 2011. If this act is allowed to expire at the end of the reauthorization, the County will lose funding for vital services on Federal land and County Schools will lose over \$1.5 million of annual funding.

Employee Commitment

Coconino County realizes our employees are our biggest asset and are critical to providing an excellent level of service. As part of our long-term planning, we are in the middle of a comprehensive compensation plan. In the first phase of the plan, we made pay adjustments to the positions that needed the largest grade adjustments. We also completed a review of all County positions and received recommendations on market and grade comparisons. Future phases will include adjustments needed to better align all employees within the market. Because of the economic situation we are facing, the FY10 Budget does not include adjustments to the pay scale in the form of cost of living increases. We also made the difficult decision to freeze merit increases this fiscal year. While other agencies are reducing employee pay through furlough days and increased benefit costs, we committed to keeping employee pay whole in FY10, and to do so we bought down the cost of insurance increases through the Northern Arizona Public Employee Benefit Trust - our multi-agency collaborative benefit trust. For those employees in the Arizona State Retirement System, the rate for their portion of the retirement contribution decreased from 9.45% to 9.4% for FY10. All other employee retirement rates remained the same.

Another way we continued our commitment to our employees was by not recommending any layoffs as a result of the budget reductions in the FY10 budget. We tried to approach the cuts from a "bottom up" approach, targeting travel and operating first. In those instances where positions were frozen to meet the target reduction, we were able to freeze vacant positions only. The non-financial Vacancy Review Board is to work to identify employees that could get targeted for layoffs in State funded programs that are cut during the year, and move them into open County positions that have been held open.

BUDGET SUMMARY

Letter to the Citizens

Coconino County Innovation

Strategic Budget Process and Financial Planning

FY10 saw an exciting change for Coconino County in the way our resources are allocated. The financial planning process has aligned our recurring expenditures with our recurring revenue streams. Through this process we began to look at our resource allocation process. Under our prior “increment-based” system, we were spending 90% of our time focusing on 10% of our resource allocation. We began the first phases of a process to change that system for the FY10 budget: the Strategic Budget Process.

The goal of our Strategic Budget Process is to align our resources with the Board of Supervisors' adopted Strategic Priority Areas and to determine if we are funding the right things. We began a system of evaluating where all of our resources are allocated, not just incremental funding. Each department submitted their budget in the form of a “Program Funding Request,” which included financial and non-financial information on the services provided in each program and what impact those programs were having on our citizens. All programs were ranked on criteria adopted by the Board of Supervisors and budget recommendations on program funding were based on those rankings.

We consider FY10 to be “phase I” of this process. Eventually we will move to full Strategic Budgeting, where we move beyond asking if we are doing the right things (budgeting for outcomes), and also evaluate if we are doing the right things well (managing for results). To guide us through this process we have enlisted the help of the Public Strategies Group. We have included a new section in our FY10 Adopted Budget Document to explain our financial planning and strategic budget processes and how our new budget process will be phased into our budget presentation.

Performance Measures

A main component of the information we need to make the best decisions on resource allocation comes in the form of performance measures. As an organization, we have struggled with a uniform concept on performance measure collection and analysis. After several years without centralized performance measure tracking, the budget team began a push to once again collect these measures in a unified form in FY08. Our early focus was on measure collection, and in FY09 we began to refine existing measures and mold our data collection methods to focus more on outcome and efficiency measures.

To assist departments with tracking more meaningful measures, the Finance Department hosted a week of brown bag lunch trainings on the topic. An open forum was created where departments could discuss their ideas for performance measures and the measures could be discussed as a group with some guidance from Finance staff on the types of measures to focus on and where to find meaningful measures from other government agencies.

New in FY10, as part of the Strategic Budget Process, these measures are now tied specifically to programs, and in future phases of the Strategic Budget Process the measures will be used to evaluate the strength of funding requests. The goal of Coconino County's Performance Measurement effort is to determine how well we are operating our programs, and what outcomes those programs are having on our citizens.

Repair and Replacement

The County maintains a Facilities Repair and Replacement Fund for the routine maintenance of County facilities. This fund is used for carpet replacements, HVAC repairs and replacements, painting, window replacements, and many other projects that are determined to be necessary investments to maintain facility assets. The County has recognized the importance of this continued maintenance to prolong the life of these assets.

BUDGET SUMMARY

Letter to the Citizens

The current economic situation has caused us to look at all of our available resources and evaluate the priority of use. After evaluating the projects submitted for repair and replacement funding in FY10, it was determined we need to fund critical improvements that prolong the life of our assets. The added cost associated with delaying those projects made the return on investment this year worthwhile. It was determined other R&R type projects could be delayed in FY10 without increasing future costs, so the FY10 budget overall has a decrease in R&R spending. We would like to maintain the capacity we have to deal with the unknown State budget impacts that are expected in the next year.

Facilities Master Plan

For the past three years the Facilities Plan Advisory Team (FPAT) has shepherded the mission of the Facilities Master Plan (FMP) to provide Coconino County citizens and staff with facilities that promote the delivery of quality services. Together, the FPAT and Board of Supervisors developed this mission, as well as the goals and guiding principles of the plan which will steer the decision-making process and plan outcomes. Goals include aligning facility improvements and investments with the County's future development and growth, critical needs, funding strategies, and environmental responsibility, as well as, to annually track FMP progress, criteria and implementation. Guiding principles established by the plan are efficiency, environmentally and culturally sound and governance. An FMP has been adopted that will result in overall cost containment, by planning our facilities needs in a flexible manner that can work for multiple types of service delivery.

Innovative Solutions and Prevention

Exodus: The EXODUS program is the in-custody drug and alcohol treatment program that was implemented in May 2007 in the Coconino County Detention Facility following the increase in the Jail District Sales tax. The goals of the program are: to reduce the jail recidivism rate; to provide a proactive response to substance abuse and its devastating effects on individuals, families, and communities within Coconino County; to create a safer community; to assist inmates in recognizing their substance abuse problem; and to help them make positive changes in their lives so that they may become productive citizens in the community. EXODUS uses the Matrix Model, which includes cognitive behavioral counseling and motivational enhancement. An entire housing unit has been dedicated to the program. The time the participants are in the program is highly structured with regularly scheduled therapeutic treatment groups and classes in areas such as recovery, job readiness, health education, and parenting. For inmates not eligible for the program, resources and support for self-directed study are provided. Coordination with community agencies for transitional housing and after care programs for the individuals once they are released from the detention facility are key components of the program. Because Jail District sales tax revenue may not be used toward services for inmates no longer in custody, grants provide much needed funding to support the after care component of the program. The EXODUS program is becoming a leader in combating substance abuse issues in Coconino County and has received strong support from the community. The program was originally offered to men, and the County was excited to expand this program in FY09 to include a women's group.

Integrated Family Court: In FY07, Coconino County received a 2-year grant from the State of Arizona for a pilot program known as the Integrated Family Court. The ideal scenario is under the auspices of one court, families have access to the judicial system, as well as access to mental health counseling, a broad array of social services, alternative dispute resolution and other services to meet the needs of the families. The efficiencies of this system were proven over the course of the grant, and in FY09 the County made a budgetary commitment to continue funding this program with general tax dollars.

Other: Other examples of innovative solutions Coconino County has implemented for cost containment and efficiency purposes include the Alternative Dispute Resolution program, in which mediation services are provided for cases that may otherwise end up in the Court system. We have also implemented many web-based solutions, including an on-line job application system and an on-line system for receiving required food handler training and permits. These web-based solutions result not only in decreased staff and operating costs for the County, but decreased costs to our citizens that may otherwise expend time and money for travel.

BUDGET SUMMARY

Letter to the Citizens

Collaboration

Coconino County is involved in several multi-agency collaborative efforts, including the Northern Arizona Public Employee Benefit Trust (NAPEBT), which includes the City of Flagstaff, Coconino Community College, the Northern Arizona Intergovernmental Public Transportation Authority, and Northern Arizona Schools Districts. NAPEBT has been instrumental in the cost containment of employee health benefits.

We also have law enforcement services co-located with the City of Flagstaff, which creates efficiencies on the jail system. Our collaboration with all area criminal justice organizations through the Criminal Justice Coordinating Council has identified efficiencies in the criminal justice system, creating a better system for all users.

The Coconino County Board of Supervisors relies on recommendations from the Library Board, which is made up of representatives from all County libraries. This collaboration results in library funding recommendations for all district libraries given the available resources.

Although FY10 is not looking to be a year of great revenue growth and difficult decisions were made in adopting this budget, the Board of Supervisors is optimistic that with the strengths we have as an organization, we will be able to manage through this difficult time and be able to minimize the impact of the recession on the services we provide to our citizens.

Sincerely,



Matt Ryan
Chair, Coconino County Board of Supervisors

Budget Summary



Walnut Canyon National Monument



Sunset Crater National Monument



Dinosaur Track - Tuba City



Glen Canyon Dam - Lake Powell



Big Horn Sheep - Grand Canyon South Rim



Wupatki National Monument

BUDGET SUMMARY

How this Document is Organized

This Fiscal Year 2010 Budget Document has been developed to provide information to the public, document the FY10 budget process and decisions, and present the budget for FY10. The document is divided into the following major areas: Introduction, Letter to the Citizens, Budget Summary, Strategic Budget Process, Department Budgets presented by Service Area, Special Taxing Districts, Capital Acquisitions, State Budget Document, Glossary, and Index.

Introduction

Included in this area is the County Mission Statement, Leadership Philosophy, and Values Statement, a map of County Supervisory Districts, a list of Coconino County Officials, and an organizational chart.

Letter to the Citizens and Budget Summary

This area contains the Letter to the Citizens of Coconino County detailing conditions and decisions that determined the structure of the FY10 budget. The Budget Summary immediately following provides the FY10 budget calendar, a community profile of Coconino County with pertinent economic and demographic information, a discussion of the budget management and fiscal policies that guide the budget process, an explanation of the basis of budgeting and accounting used, and a discussion of fund types. It moves into a discussion of revenues, expenditures, and General Fund past and projected trends and budget allocations for FY10. The summary ends with a discussion of personnel, projects funded under Title III of the Secure Rural Schools and Community Self-Determination Act of 2000 and 2008, and County debt.

Strategic Budget

This is a new area in our FY10 Adopted Budget. This section details Coconino County's phase-in of a new Strategic Budget Process, which attempts to align our budget allocations with the outcome of the strategic priorities that are most meaningful to citizens. As we phase this process in, there is limited history to present the budget in this manner. To that end, one-year budget information is presented by strategic priority area to supplement the budget summary and departmental budget information.

Departmental Budgets Presented by Service Area

Details under this section include an overview of departmental budgets and projections with a discussion of current issues that affect the current and future budgets of each department and the service area as a whole, a financial report that shows expenditures by category and programs, summary program funding requests for each department program and the related performance measures submitted for each program, and a detailed list of FTE changes by title and listing by program.

Special Taxing Districts

This section describes the County's various special districts, including all improvement districts. It also provides a list of tax rates for all taxing districts within the County.

Capital Acquisitions

This section contains the County capital budget, a detailed explanation of each non-routine project, and the affect each project is expected to have on the operating budget.

State Budget Document

This area contains the State Budget Document. The State Budget Document legally constitutes the budget for the County for FY10.

Glossary

This section includes a glossary of financial and budgetary terms and a quick reference list of acronyms. In some cases, it also provides definitions for Statutes and programs specific to the State of Arizona and Coconino County.

Index

A detailed index is provided to assist in locating information on specific subjects.

BUDGET SUMMARY

Community Profile

History and Government

History of the County

- Coconino County was established on February 19, 1891 by the 16th Territorial Assembly with an initial population count of 4,000. An election was held that established Flagstaff as the permanent County seat.
- The assessed valuation reported by the Board of Supervisors in 1891 was \$1,975,975. It has grown to \$1,840,775,046 in FY10.
- A group of taxpayers, seeing the need for the new County to have a place to conduct its business, pressed the U.S. Congress to pass a bill authorizing the Board of Supervisors to issue bonds for the construction of a County building. The Honorable D. M. Riordan was sent to Washington, D.C. to lobby for its passage. In July of 1894, President Grover Cleveland signed the bill, paving the way for the construction of the Historic County Courthouse, which is still used today.



Coconino County Courthouse - Circa 1902



Coconino County Courthouse - July 2002

Form of Government

County government in the United States developed out of the British system of local government (first known as shires - then counties) whose origins can be traced to the 5th century. The traditional primary functions of County government in the United States include law enforcement, the recording of deeds and other documents, and the provision and maintenance of public works such as roads and parks.

Coconino County's government consists of an elected Board of Supervisors who in turn appoint a County Manager. There are five districts, each represented by a Supervisor, and the County Manager serves as the Chief Administrative Officer for the organization. Departments are either headed by an appointed official or an elected official. Elected offices are statutorily determined and include the Sheriff, County Attorney, Recorder, Treasurer, Assessor, Superintendent of Schools, Constable, Clerk of the Superior Court, and the Judiciary. Other departments, such as Community Services and Health, provide services to the community that are either Federally or State mandated or serve the local population's need and are headed by appointed officials.

BUDGET SUMMARY

Community Profile

County Services

The County, through its various departments, provides a wide array of services to citizens of all ages and all walks of life. Departments with similar missions and functions are grouped into five service areas. The following paragraphs summarize the services provided by the County as well as services that the County does not provide but that may be available from other governmental entities such as fire districts or school districts.

- **General Government** includes the offices of the Board of Supervisors, County Manager, Organizational Development, Assessor, Recorder, Superintendent of Schools, Treasurer, and Non-Departmental. The Board of Supervisors establishes administrative policy and direction for the County. The County Manager, as the Chief Administrative Officer, implements and administers organizational policies and procedures, and provides support for County initiatives and programs. Organizational Development works to further the organizational commitment to become a higher performing organization. The Assessor values property for the purposes of taxation. The Recorder processes and creates a public record of all documents received, such as deeds to land ownership, and manages all aspects of elections, including voter registration and outreach. The Superintendent of Schools advises County School Districts on all budget and finance matters, School Board elections, filling School Board vacancies, and reporting and monitoring teacher certification. The Treasurer collects property taxes for the State, County, incorporated cities and towns, school districts, and special districts. Non-Departmental covers County-wide revenues and expenditures, along with those not directly linked to the functions of one department.
- **Justice System** includes Adult Probation, Clerk of the Superior Court, Constable, County Attorney, Justice Courts in Flagstaff, Fredonia, Page, and Williams, Juvenile Court Services, Legal Defender, Public Defender, Sheriff, and Superior Court. The shared purpose of this area is to provide a safe and secure community while administering justice fairly and efficiently. Responsible departments perform pre-trial release and pre-sentence investigations, supervise a wide range of court clients (both adult and juvenile), provide court services to serve the judicial needs of the County, prosecute felonies and juvenile offenses including all misdemeanor cases occurring in the unincorporated areas of the County, prosecute and defend all civil litigation involving the County and its officers, provide law enforcement and patrol services to the citizens and operate the County jail, provide access to stakeholders' records of the Superior Court, and provide legal representation to indigent persons. Other services to citizens include the issuance and recording of marriage licenses, processing passport applications, resolving matters in small claims court, assisting in mental health commitment proceedings, managing citizen volunteers in community policing efforts, and providing law enforcement and search and rescue operations on Lake Powell and the Colorado River.
- **Health and Social Services** includes the Career Center, Community Services, and Health. The Career Center trains youth and adults to enter or re-enter the workforce. Services are open to any jobseeker and include basic education, employment success skills, academic classes, and vocational training. The Career Center also provides summer employment and education for teens. Community Services works to meet the needs of the elderly population and the less fortunate citizens of Coconino County. These services include a nutrition program for seniors, respite care, home care, congregate meals, public fiduciary services, emergency assistance for locating housing and paying utilities, and case management to address the needs of the elderly. The Health department's focus is to prevent epidemics and the spread of disease, protect against environmental hazards, promote and encourage healthy behaviors, and assure the quality and accessibility of health services. The Medical Examiner's office is also under the Health department and investigates death and performs autopsies. Additionally, the Health department provides clinical health and emergency services to County jail inmates and juveniles in detention.

BUDGET SUMMARY

Community Profile

County Services

- **Community Development** includes the departments of Community Development, Kachina Village Improvement District, Parks and Recreation, and Public Works. The Community Development department administers and enforces County zoning, building codes, inspections, and issues building permits. The Kachina Village Improvement District (KVID) is a division of the Public Works department that provides potable drinking water and operates a wastewater treatment facility for the residents of Kachina Village. Parks and Recreation creates and maintains unique recreational opportunities including the County fair and horse racing events. The Public Works highway division is responsible for maintaining 1,061.51 miles of County roadways, including 338.91 miles of paved roads and 722.60 miles of unpaved/gravel roads. Of this total, 241.19 miles of roads are on Reservation lands. This division also provides engineering services for roads and bridges, signing and striping of roads, coordination of County-wide emergency services and the management of the County's vehicle fleet (through mechanical services).
- **Internal Services** includes Facilities Management, Finance, Human Resources, and Information Technology. These departments primarily provide services for all County departments. Some of the services provided include: providing a safe and clean working environment for all employees and citizens, providing sound financial stewardship of County resources, job recruitment, classification, compensation, training, safety, and employee benefits, and networking and programming of the County's information systems.

Services Provided by Other Agencies

Many services are provided to County residents and visitors through agencies and governmental entities other than the County. The County does not have or manage fire stations, school districts, potable drinking water and wastewater disposal systems (with the exception of KVID), hospitals, airports, animal shelters, or libraries. The County is also not authorized by Statute to construct roadways but is authorized to perform maintenance and improvements to existing roadways. All of the services listed here are provided to residents by individual cities and towns, through special districts in the case of school districts, fire districts, and library districts, and through non-profit organizations for hospitals and animal shelters.

The Navajo Nation and the Hopi Nation lie partly or wholly within the County's boundaries. Some services are provided by the Federal Government on Tribal Lands. Under intergovernmental agreements, the County provides some solid waste disposal and road maintenance programs on tribal lands.

The Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) includes transportation agencies from around Northern Arizona in Coconino County. This organization administers the fixed route Mountain Line Transit System throughout the City of Flagstaff, the ADA-compliant special needs para-transit VanGo system, and the Roadrunner Transit System in Sedona. These services were previously provided by the County Transportation department (which is now part of NAIPTA).

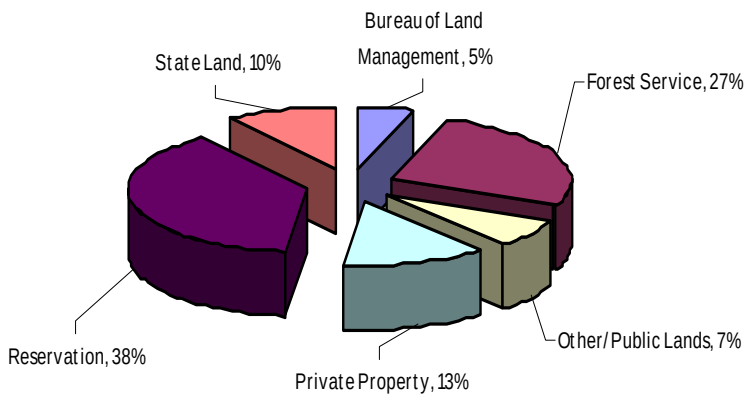
BUDGET SUMMARY

Community Profile

Geography and Land Use

- Coconino County - at 18,661 square miles - is the largest county in Arizona and the second largest in the United States. Despite its size, Coconino County is one of the most sparsely populated counties in Arizona with a population of 6.9 per square mile (U.S. Census Bureau).
- Its topography is marked by mountains, deep canyons, and the largest Ponderosa pine forest on earth.
- It is home to Arizona's highest point - Mount Humphreys in the San Francisco Peaks, elevation 12,633 feet, and second highest point - Mount Agassiz (also in the San Francisco Peaks), at 12,356 feet.
- Coconino County is home to the Grand Canyon National Park, which was granted National Park status on February 26, 1919 in a bill signed by President Woodrow Wilson. That year, the park hosted 44,173 visitors. Today, nearly five million people visit the Grand Canyon annually.
- The difference in elevation from the County's lowest point at the Colorado River to its highest point at the summit of Mount Humphreys is 11,574 feet.
- Glen Canyon Dam, located in the far north of the County, was completed in 1963. Its construction led to the creation of Lake Powell and the Glen Canyon National Recreation Area.

Coconino County Area Composition
(18,661 square miles)



- Of the 11,943,040 acres in Coconino County, over one third (4,537,375 acres) is reservation land belonging to the Navajo, Hopi, Havasupai, Hualapai and Paiute tribes.
- About 13% of the remaining land is privately owned.
- The remainder is primarily held by the U.S. Forest Service (27%), the State of Arizona (10%), the Bureau of Land Management (5%), the National Park Service and the Department of Defense (7%).

FEDERAL RECREATION AREAS

(in Federal acres only)

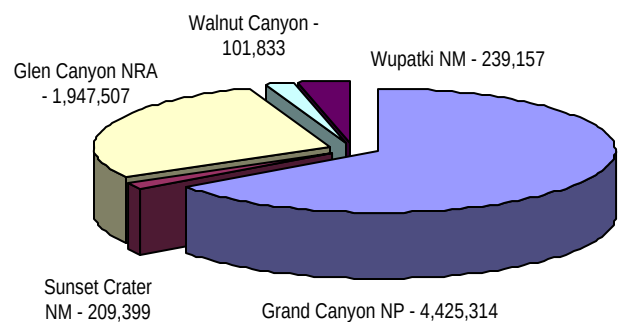
Glen Canyon Ntl. Recreation Area	1,239,953*
Grand Canyon National Park	1,217,403*
Wupatki National Monument	35,422
Sunset Crater National Monument	3,040
Walnut Canyon National Monument	3,289

*Not all acreage is within Coconino County.
Source: www.nps.gov

STATE RECREATION AREAS

AREAS	ACRES
Slide Rock State Park	43
Riordan State Historic Park	6

Visitation to National Parks 2008



Source: www.nps.gov

COUNTY/MUNICIPAL RECREATION AREAS

There are 6 County parks (603 acres) and 34 municipal parks (1,540 acres) located within the County.

BUDGET SUMMARY

Community Profile

Population Profile

POPULATION

1990 census 96,591
2000 census 116,320
2009 estimate 139,388*

*Source: Arizona Department of Economic Security

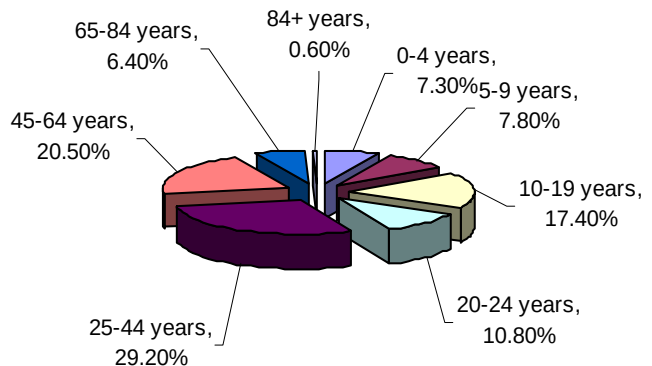
Average annual growth from 1990 - 2000 was 1.9% with the population rising to 116,320 in 2000.

*Estimated growth 2000 to 2009 is 19.8%.**

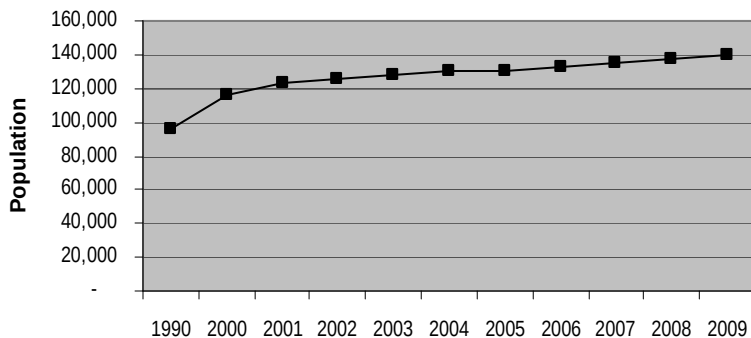
*Source: U.S. Census Bureau

Population Distribution by Age Category

(US Census Bureau 2000)



Coconino County Population FY90 through FY09 (projected)



Sources:
U.S. Census Bureau
Arizona Dept. of Economic Security
www.azcommerce.com

49.8% of the County's population was born in Arizona.

The median age is 29.6.

Source: U.S. Census 2000

POPULATION COMPOSITION

White.....63.1%
Native American 28.5%
Other 6.5%
African American.....1.0%
Asian.....0.8%
Native Hawaiian/Pacific Islander.....0.1%

Of the reporting population above, 10.9% also identify themselves as of Hispanic heritage, who can be of any race.

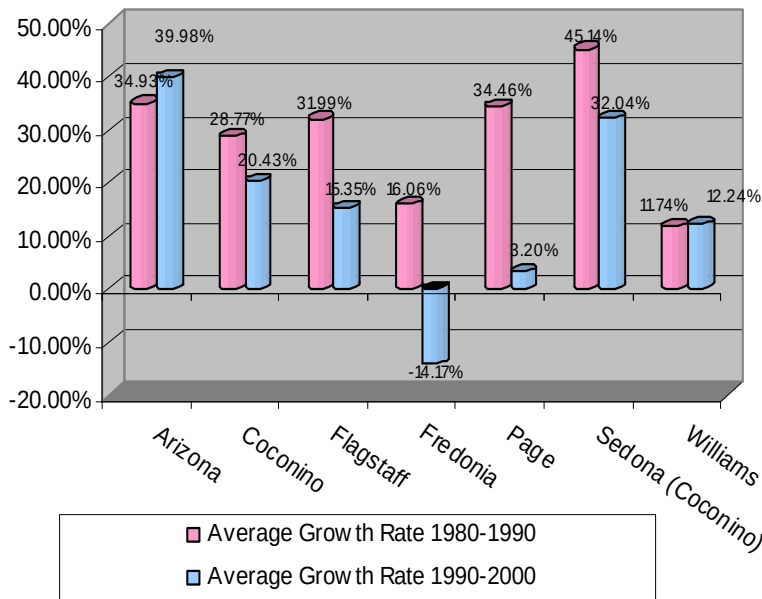
Source: U.S. Census 2000

BUDGET SUMMARY

Community Profile

Population Change

Average Population Growth Rate
(Percent Growth 1980-1990 and 1990-2000)



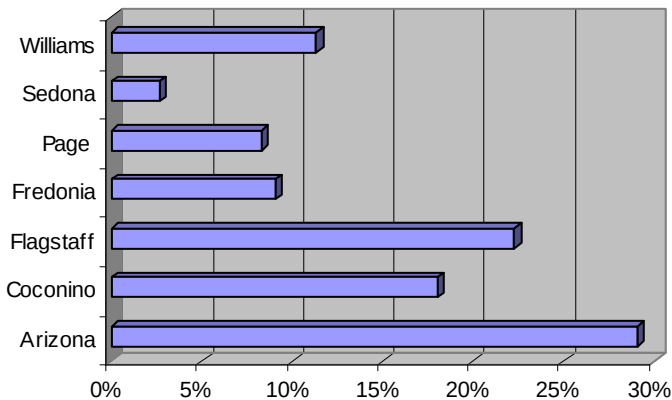
POPULATION CHANGE IN COCONINO COUNTY: 1980 TO 2009

Growth rates for the State of Arizona have been approximately three times the national average for the past 17 years. Maricopa County has experienced the highest population growth rate in Arizona since 1980. The average annual population growth rate for Coconino County was 1.90% from 1990 - 2000 (which is below the State average) but increased to 19.8% from the 2000 census to 2009 estimates. The City of Flagstaff is experiencing the highest growth rate in the County since the 2000 census.

See below for 2008 population estimates.

The City of Flagstaff, the County Seat, is Northern Arizona's largest city and serves as the trade and tourist center for the County.

Population Growth Rates 2000-2008



	April 1, 1980 Census ⁽¹⁾	April 1, 1990 Census ⁽¹⁾	April 1, 2000 Census ⁽¹⁾	2008 Estimate ⁽²⁾
Arizona	2,716,546	3,665,339	5,130,632	6,622,885
Coconino	75,008	96,591	116,320	137,261
Flagstaff	34,743	45,857	52,894	64,693
Fredonia	1,040	1,207	1,036	1,130
Page	4,907	6,598	6,809	7,374
Sedona *	1,596	2,316	3,058	3,140
Williams	2,266	2,532	2,842	3,165

*Approximately 28.0% of Sedona's population live in Coconino County (shown above) and 72% in Yavapai County. Total population for the City of Sedona is as follows:

- Census 1980 (1): 5,319
- Census 1990 (1): 7,720
- Census 2000 (1): 10,192
- Estimate 2008 (2): 11,372

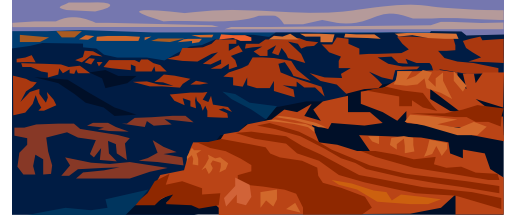
Source:
(1) U.S. Census Bureau
(2) Arizona Dept. of Economic Security
(3) AZ Department of Commerce

BUDGET SUMMARY

Community Profile

Unincorporated Population

As of the U.S. Census 2000, 57.87% of Coconino County residents live within incorporated areas and 42.13% live within unincorporated areas. Detail is provided here based on that data. The current estimate (2000 Census) for the total population of the unincorporated areas of the County, according to the Arizona Department of Economic Security, is 53,605, a 5% growth rate.



<u>Unincorporated Area</u>	<u>Population</u>	<u>Unincorporated Area</u>	<u>Population</u>
Angell	1	Moenavi	287
Bellemont	228	Morman Lake	101
Big Springs	1	Mountainaire	1,014
Bitter Springs	547	Munds Park/Pinewood	1,250
Blue Ridge	461	North Rim	26
Cameron	978	Oak Creek Canyon	325
Chevelon	5	Parks	1,137
Clints Well	See Happy Jack	Pine Springs	753
Coal Mine Mesa	10	Red Lake	678
Cooper Mine	160	Ryan	1
Cow Springs	625	Sand Springs	1
Desesrt View	51	Sunrise	1
Doney Park	5,525	Supai	See Havasupai
Forest Lakes	266	The Gap	411
Fort Valley/US 180	1,113	Timberline/Fernwood	1889
Frazier Well	1	Tolani Lake	463
Grand Canyon Village	1,472	Tonalea	929
Greenehaven	485	Tuba City	8225
Happy Jack (inc. Clints Well)	10	Tusayan (w/Moqui & Moenkopi)	562
Havasupai (inc. Supai)	502	Twin Arrows	25
Hermits Rest	10	Two Guns	1
Hopi	233	Valle	339
House Rock	2	Vermillion Cliffs	See Marble Canyon
Hualapai Hilltop	1	Willow Springs	1
Jacob Lake	2	Winona	865
Kachina Village	2,664		
Kaibab Estates	650	Unspecified Population	10,956
Kaibito	1,607		
Leupp	970	Total Unincorporated	
Marble Canyon (w/Vermillion Cliffs)	186	Population	49,006

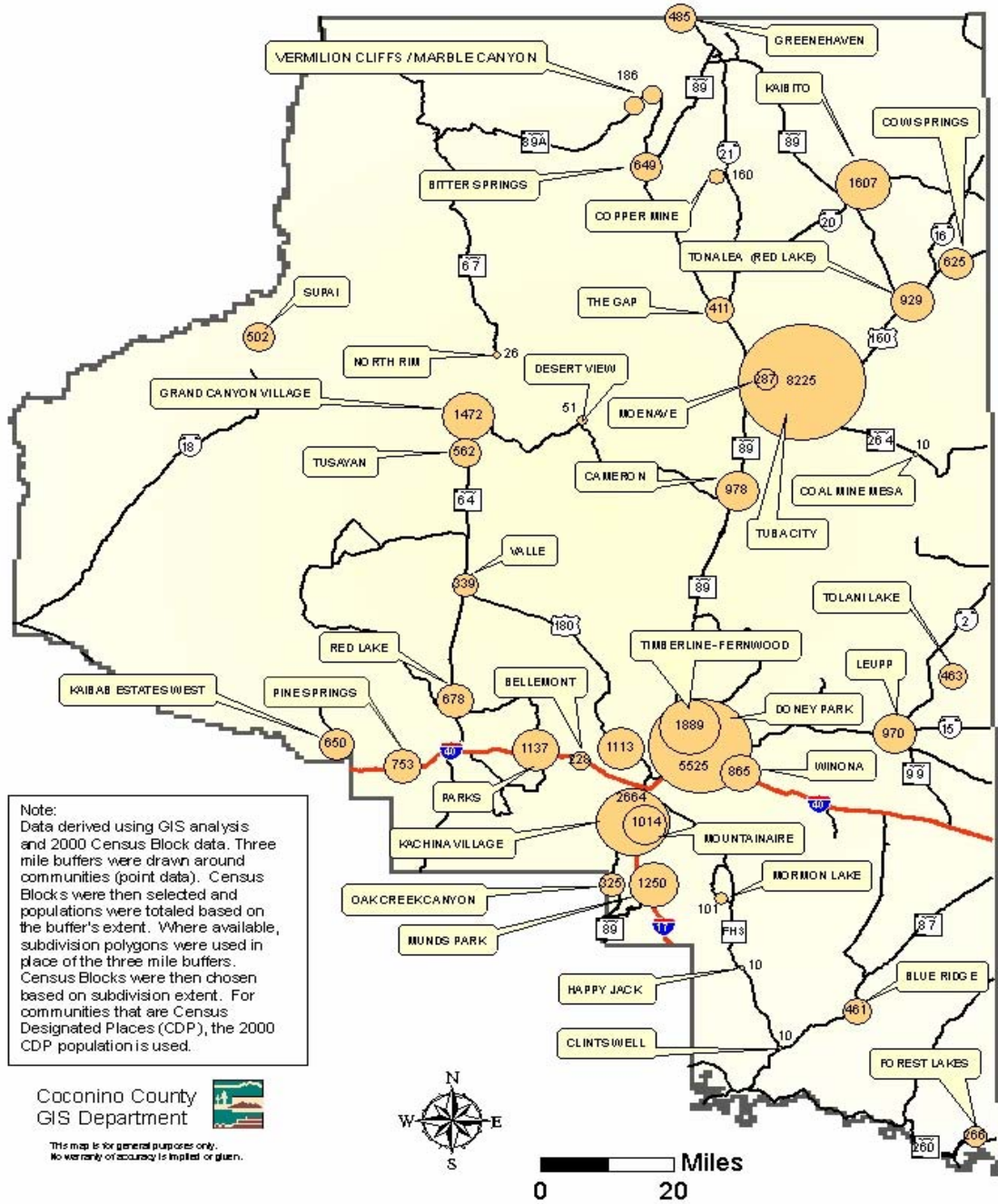
Data derived using GIS analysis and 2000 Census Block data. Three mile buffers were drawn around communities (point data). Census Blocks were then selected and populations were totaled based on the buffer's extent. Where available, subdivision polygons were used in place of the three mile buffers. Census Blocks were then chosen based on subdivision extent.

BUDGET SUMMARY

Community Profile

Unincorporated Population

COCONINO COUNTY UNINCORPORATED AREA POPULATIONS



BUDGET SUMMARY

Community Profile

Native American Lands

Coconino County has within its borders several Native American Reservation lands and communities, including the Havasupai, Hopi, Hualapai, Kaibab Paiute, and Navajo tribes.

Reservation Geographic and Economic Profiles

The Havasupai have lived in the Grand Canyon and central Arizona for over 1,000 years. The reservation consists of plateaus and canyon lands and abuts the western edge of the Grand Canyon's south rim. The village of Supai is in the 3,000-foot deep Havasu Canyon. The Havasupai economy is driven by tourism, based on the more than 12,000 visitors annually who hike or ride into the Canyon and use the Tribe's services.

The Hopi Reservation lies partially in Coconino and in neighboring Navajo County and consists of three major mesas with a maximum elevation of 7,200 feet and low deserts and gullies. The village of Old Oraibi is believed to be the oldest continuously inhabited village in the United States (established possibly as early as 1150 A.D.). The Hopi Land economy is principally driven by Federally funded programs (46% of all employment) and private sector service businesses (54%). Other economic activities include cattle production, tourism, coal mining, royalties, and construction.

The Hualapai Reservation lies along the Colorado River and the Grand Canyon in both Coconino and Mohave Counties. The terrain is characterized by hills, rugged mesas, forests, cliffs and gorges. The Tribal economy relies on cattle ranching, timber activity, tourism, river rafting, art, and hunting expeditions. The tribe has also undertaken several improvement projects such as construction, paving, lighting, and water treatment installations and other infrastructure.

The Kaibab Paiute Reservation crosses both Coconino and Mohave Counties along Kanab Creek adjacent to the Arizona-Utah border. Its terrain is characterized by grasslands and mesas. The Tribe is part of the Southern Paiute Nation and speaks a Uto-Aztecan language along with English. The Tribal economy is based on livestock and tourism as Arizona Highway 389, the central artery between Las Vegas and Lake Powell, crosses the reservation.

The Navajo Nation Reservation, the largest reservation in the United States, lies partly in Coconino, Navajo, and Mohave Counties, Utah, and New Mexico. Its terrain consists of desert, grasslands, mesas, forests, mountains, and waterways (including Lake Powell). Landmarks include Canyon de Chelly National Park, Monument Valley, the Little Colorado River, Four Corners, Petrified Forest National Monument, and Rainbow Arch National Monument. The Tribe's economy is driven by several diverse sectors, including livestock ranching, arts, oil production, services and tourism.



	<u>2000 Census ⁽¹⁾</u>	<u>2009 Estimate ⁽²⁾</u>	<u>Labor Force ⁽³⁾</u>	<u>Unemployment Rate ⁽⁴⁾</u>
Havasupai	444	532	95	14.7%
Hopi	6,836	8,190	2,280	18.0%
Hualapai	1,341	1,607	391	18.2%
Kaibab Paiute	237	284	109	9.2%
Navajo	181,269	217,160	29,305	25.2%

Note: Population statistics are for the entire reservation, not just the portion within Coconino County.

Sources:

- (1) U.S. Census 2000
- (2) Calculated based on County growth rate of 18.0%.
- (3) Arizona Department of Commerce
- (4) Arizona Department of Commerce

BUDGET SUMMARY

Community Profile

Employment and Housing

Major Employers:

- The economy of Coconino County is based primarily on public administration, the service industry, wholesale and retail trade, and tourism. The City of Flagstaff (the County seat) is the center of educational, governmental, and scientific employment and is becoming a center for research and development as well as for the manufacture and distribution of high-technology products.
- Tourism accounts for 84% of total cluster employment (cluster defined as the geographic concentration of interdependent companies, suppliers, products, labor pool, and institutions that together constitute a significant competitive advantage for a region). Cluster employment is concentrated in eating and drinking places, lodging, and the Federal government (the National Park Service and the U.S. Forest Service).
- Major employers include: Northern Arizona University, Coconino Community College, the unified school districts, the U.S. Forest Service, the U.S. National Park Service and the Navajo Nation in the government sector; Flagstaff Medical Center, W.L. Gore and Associates, ARA Leisure Services, Nestle-Purina, Walgreens, and SCA Tissues in the private sector.

Total Coconino County Labor Force (2008):	73,433
Unemployment U.S. Census 2000:	5.7%
Unemployment 2008:	4.8%

Source: Arizona Dept. of Commerce

Education Level of the Workforce (U.S. Census 2000):		
TOTAL CIVILIAN LABOR FORCE	65,976	100%
Doctorate degree	1,419	2%
Graduate or professional	6,023	9%
Bachelor's degree	12,316	19%
Associate degree	3,891	6%
Some college/no degree	17,344	26%
High school graduate	14,279	22%
9th to 12th grade/no degree	6,108	9%

Median hourly wage:	\$13.01
Average hourly wage:	\$16.56

Source: Arizona Dept. of Commerce (2008 Estimates)

PERSONAL INCOME PER CAPITA:	\$29,879¹
AVERAGE EARNINGS PER JOB:	\$34,149¹
MEDIAN HOUSEHOLD INCOME:	\$48,549²
NUMBER OF PERSONS LIVING BELOW THE POVERTY LEVEL:	21,853²

Source: www.fedstats.gov;

¹statistics calculated based on 2006 data

²statistics calculated based on 2007 data.

Employment (Nonfarm)

Average by Sector (2007)

Total Civilian Labor Force	73,433	100%
Total Unemployed	3,525	4.8%
Total Nonfarm	69,908	100%
Government..	19,900	38%
Services/Miscellaneous.....	10,700	15%
Leisure and Hospitality	13,200	19%
Transportation/		
Trade/Utilities	10,300	15%
Manufacturing	3,900	6%
Finance/Insurance/Real Estate	1,600	2%
Mining and Construction	3,200	5%

Source: Arizona Dept. of Economic Security

Housing

- The average price of a single-family Class 3 dwelling is \$336,231 (this excludes mobile homes and dwellings on excess land).²
- The median value of an owner-occupied housing unit in 2005 was \$194,291.²
- There are 60,179 total housing units, and increase of 6,736 or 12.6% since 2000.¹
- Number of persons per household averages 2.8.¹

¹Source: www.fedstats.gov.

²Source: Coconino County Assessor

BUDGET SUMMARY

Policies that Guide the Budget

The financial goals of Coconino County include: accountability to the citizenry, stewardship of public resources and the purposes for which they are intended, helping users assess whether current year revenues are sufficient to pay for services provided in that year, to not burden taxpayers for services previously provided, to protect the County's capital investments and to realistically present the financial picture of the County. These goals are incorporated into the budget process along with the policies, goals, and priorities of the County to develop a budget that works to meet the needs of all citizens in Coconino County.

Policy Requirement of the Budget

The Board of Supervisors and the County Manager adopted fiscal policies, budget management policies, and strategic goals and priorities which are used by the departments to guide them through the budget process. Early in the budget process cycle, departments are required to provide revenue and expenditure estimates for the current fiscal year and planned revenues for the following year. The budget team uses these estimates to assist in the update of a ten-year financial plan which is used to monitor changes in available revenues and expenditure levels. Departments also provide an estimate of available fund balances in their Special Revenue Funds to be carried over to the next fiscal year. Departmental requests for incremental increases emphasize funding for program and service changes rather than specific items to be purchased. All decisions are subject to the availability of the County's financial resources and consistency with program and policy goals set out for the budget process.

State Legal Requirements of the Budget

The budget process used by Coconino County is developed each year to meet the requirements of both Arizona State Statutes and the County's management and policy needs. The State Statutes that govern the process are ARS 11-705 and 42-17101 through ARS 42-17110 which establish a fiscal year ending date of June 30th, along with specific schedules for the adoption of the Tentative Budget, the adoption of the final Adopted Budget, and the setting of tax rates for all counties in Arizona.

The County is required by Statute to adopt a balance budget each year. A balanced budget has the sum of estimated net revenues and estimated fund balances equal to appropriated expenditures. Once the final Adopted Budget is approved (legally required by the first Monday in August), it may not be increased and State Statutes prohibit expenditures in excess of this budget total. Additionally, actual expenditures may not legally exceed the expenditure appropriations at the level the budget is adopted and must comply with ARS 42-17106. During the year, the Board of Supervisors may make changes to the budget, which can include adjusting appropriation levels between funds or departments, as long as these changes do not increase the Adopted Budget total. Adjustments to the budget are processed by the budget team and are reviewed in accordance with State laws and the County budget management policy.

How Policies Guide County Management and the Budget

Since 1996, the Board has had a set of fiscal management policies which guide budget recommendations. They are reviewed and revised every year at the beginning of the budget process. The policies were developed:

- (1) to significantly contribute to the County's ability to insulate itself from fiscal crisis
- (2) to promote its long-term financial stability by establishing clear and consistent guidelines
- (3) to provide perspective to the financial picture of the entire County rather than single issues areas
- (4) to link long-run financial planning with day-to-day operations
- (5) to provide the Board of Supervisors and the citizens of Coconino County with a framework for measuring the fiscal impact of government services against established fiscal parameters.

BUDGET SUMMARY

Policies that Guide the Budget

FISCAL POLICY

The County has five main aspects of its fiscal policy: operating budget policies, capital budget policies, revenue policies, reserve policies and debt policies.

Operating Budget Policies

The budget is a plan for allocating resources.

- The County shall annually adopt a balanced budget by fund and department. A balanced budget has the sum of estimated net revenue and estimated fund balances equal to appropriated expenditures.
- The County shall not use debt or bond financing to fund current operating expenditures.
- The County shall generally use only recurring revenues to fund recurring expenditures. Non-recurring revenues shall generally not be used to fund recurring expenditures.
- The County shall maintain a budgetary control system to ensure adherence to the Adopted Budget and associated appropriations. Quarterly reports shall be provided comparing actual revenues and expenditures to budgeted amounts.
- All departments shall share in the responsibility of meeting policy goals and ensuring long-term financial viability. Future service plans and program initiatives shall be developed reflecting policy directives, projected resources, and future service requirements. In order to ensure proper policy discussion, discontinuation (or "sunset") provisions shall be incorporated into service plans, as appropriate. Budgets should be developed to meet the strategic goals and priorities of the organization.
- The County will develop and annually update a ten-year financial forecasting system, which will include projections of revenues, expenditures, future costs of current budget decisions and costs, and financing of capital improvements.
- Requests for increases in funding will be evaluated within the context of the request's financial impact on the County's financial condition on an on-going basis, the County's expenditure limitation, its impact on organizational performance, its future cost-benefit to the County, and its importance in accomplishing specific strategies of the strategic priorities for the organization.
- The County shall move in the direction of identifying internal services that can be allocated to the different funds and departments of the organization. This allocation should be equitable, based on the use of these services. An indirect cost plan shall be prepared every year to determine the allocation basis for such services.
- The cost-benefit of all County services, both internal and external, shall be analyzed periodically and recommendations shall be made about the continuation of these services.
- Annually the County Manager shall recommend to the Board of Supervisors the process and guidelines to be followed in developing the budget. The County will actively seek to move towards reporting costs and benefits associated with programs, even as they cross departmental lines in the County's operating budget.
- Full reporting of all costs, direct and indirect, current and future, will be expected as part of the new funding and services decisions. Grant funds will be expected to cover their full cost and not be looked at in simple terms as "free" funding.

BUDGET SUMMARY

Policies that Guide the Budget

- When deficits appear to be forthcoming within a fiscal year, spending during the fiscal year must be reduced sufficiently to create a positive cash balance. This responsibility resides with the department.

Capital Budget Policies

The capital budget provides resources for capital maintenance and future capital needs, without adversely affecting the operating budget.

- The County shall establish an adequate contingency for the maintenance and orderly replacement of capital assets. This is to protect the County's capital investments and minimize future maintenance costs.
- The cost of all new capital projects should include a projections of the future maintenance costs of the assets.
- Expenditures for maintenance supplies and materials for replacement items (other than motor vehicles) along with lease/purchase costs shall be budgeted as an operating item. These appropriations will not be placed in the capital budget.
- The County shall purchase capital assets using pay-as-you-go financing whenever economically feasible. When economic and statutory constraints make pay-as-you-go financing impractical or financially unwise, the County will consider conservative borrowing to fund the acquisition of capital assets.
- The County shall develop a ten-year capital improvement plan (CIP) which shall be updated annually. The CIP shall be used to plan for major capital acquisitions, such as road construction projects, building construction or acquisition, and major building improvements.
- The County shall develop a multi-year capital equipment replacement policy.
- Capital projects may begin expending funds for planning and design costs prior to the implementation of a final plan of financing. Expenditures for construction shall begin after the implementation of a final financial plan, which could be pay-as-you-go or debt financing.

Revenue Policies

Funding for public programs should be derives from a fair, equitable and adequate resource base, while minimizing tax differential burdens.

- The County will try to maintain a diversified and stable revenue structure to shelter it from the short-term fluctuations in any one revenues sources.
- The County will follow an aggressive policy of collecting tax revenues. The County shall continuously explore new sources for revenue.
- The County shall consider user fees, when appropriate, to fund services. User fees should be used when there is a direct relationship between the costs of the service and the user. User fees allow the County to provide services without increases to the general tax burden.
- The County will establish recovery rates for direct and indirect costs for user fees and charges. These shall be regularly reviewed to determined if pre-established recovery goals are being met.

BUDGET SUMMARY

Policies that Guide the Budget

- The County will conservatively estimate its annual revenues by an objective, analytical process. This will include the use of historical trends, current local economic trends, national and global economic trends, and changes in State and Federal laws and policies.
- Revenues will be projected for ten years and projections shall be updated quarterly each year.

Reserve Policies

Responsible reserve policies will provide adequate resources for cash flow and contingency purposes, while maintaining reasonable tax rates.

- The County will maintain a contingency for cash liquidity purposes (i.e. designated fund balances) in the County General Fund equal to at least 10% of its annual operating budget.
- The County will maintain a contingency account for the General Fund's annual operating budget to provide for unanticipated expenditures, or to meet unexpected increases in service demands. Use of these funds is subject to the County Manager's approval. The Manager will provide a quarterly activity report to the Board of Supervisors.
- In other significant funds, currently the Highway User Revenues, Jail District, and Debt Service funds, the County will maintain a contingency fund for cash liquidity purposes (i.e. designated fund balance) equal to at least 10% of their annual operating budget.
- Available fund balances shall not be used for on-going operating expenditures unless a determination has been made that available balances are in excess of required guidelines and that plans have been established to address future operating budget shortfalls. For using fund balances, emphasis shall be placed on one-time uses.
- An annual review of cash flow requirements and appropriate fund balances shall be undertaken to determine whether modifications are appropriate for the reserve/contingency policies.

Debt Policies

Responsible debt management policy maintains the County's ability to incur present and future debt at minimal interest rates in amounts needed for infrastructure and economic development without endangering its ability to finance essential County services.

- The County will not fund current operations from the proceeds of borrowed funds.
- The County will confine long-term borrowing to capital improvements or projects.
- When the County finances capital projects by issuing debt, it will repay the debt within a period not to exceed the expected useful life of the project.

BUDGET MANAGEMENT POLICIES

Overview

- The Board uses the approved County fiscal policies and priorities to guide the County's budget process. Decisions are evaluated within these contexts as well as the accompanying ten-year financial plan.

BUDGET SUMMARY

Policies that Guide the Budget

- During the budget process, departments are asked to put together and evaluate a line item budget for both revenues and expenditures as well as goals and performance measures. Incremental request for changes to the budget are also presented and considered. Increments are tied to specific strategies for the strategic priorities adopted by the Board, and each department's performance measures are reviewed by the budget team, County Manager, and Board of Supervisors.
- The timeframe for the budget preparation process is January through June of the prior fiscal year. All other times during the year are considered off-budget.
- In accordance with State Statutes, the County will adopt a Tentative Budget by the third Monday in July, and a final budget by the first Monday in August. The final Adopted Budget cannot exceed the total of the Tentative Budget. The budget process is planned with the intent to adopt the Tentative by June 30.

Funding Contracts with Outside Granting Agencies

- All applications for new grants, which are submitted by a department during the off-budget cycle and request a match from the County's General Fund, must be approved by the Board of Supervisors.
- All applications for new grants, submitted by a department during the off-budget cycle which do not require a match from the County's General Fund, must be approved by the County Manager.
- If new grants or contracts are received by the County, either by any of its agencies headed by elected or appointed officials, they must be approved first by the Board of Supervisors.
- Under ARS 42-17102, all expenditures must be shown in the budget, regardless of the source of the funds which pays for the expense.
- Departments must appropriate funds for grants that are received off-budget cycle. If it is a new grant, an appropriation is made to the budget holding account. Once the grant is awarded, a budget adjustment is made to move the appropriation into the new fund.
- Grant funds that have accumulated a fund balance must expend that fund balance before requesting new funds from the granting agency. An exception is made when there are grant restrictions on the use of the fund balance for a specific purpose.

Note: When the County, or any of its granting agencies or elected officials, receives a grant from an outside source, it generally incurs obligations. Grants are generally given for a specific purpose. At a minimum, in accepting the grant, the County assumes the obligation of ensuring that the grant money is spent only for the specific purposes attached to the grant. In addition, there may be impacts to internal service departments, reporting obligations, compliance with nondiscrimination laws, indemnity and releases—all of which become County obligations upon receipt of the grant funds.

In accordance with ARS 11-201, the Board of Supervisors is the only entity that has the authority to incur financial, legal, and other obligations on behalf of the County, its agencies, and elected officials. Although some County officials may have express or implied authority to enter into contracts, all of their expenditures are subject to budgetary approval by the Board of Supervisors. To ensure fiscal control, the Board of Supervisors must approve all contracts or specifically authorize a designated elected or appointed official to enter into contracts. Under ARS 11-401, County officials are listed as the: Sheriff, Recorder, Treasurer, Superintendent of Schools, County Attorney, Assessor, Supervisors, Clerk of the Board of Supervisors, and the Tax Collector (the Treasurer is the ex officio tax collector). Delegation authority for appointed officials is in accordance with a specific action taken by the Board of Supervisors. Current official with listed authority are the: County Manager, Chief Fiscal Officer, Parks and Recreation Director, Community Services Director, and Career Center Director. See board items for details.

BUDGET SUMMARY

Policies that Guide the Budget

Budget Amendments

- Budget amendments throughout the fiscal year, if approved, cannot increase the budget over the adopted total.
- Under the State's Budgetary Statutes that apply to counties, total expenditures cannot exceed the final appropriation in a given fiscal year, once the budget is adopted.
- The County's Board of Supervisors can amend the total appropriations for an individual fund. To guarantee compliance with State Statutes, when one fund's total appropriation is increased, another funds' appropriation must be reduced by an equal amount.
- Budget amendments are defined as a change in the total appropriations amount at the department or fund level; reallocation line items is within a department's budget authority subject to certain internal approvals (see departmental responsibilities below).
- All requests for budget amendments should be made through the County Manager with final approval from the Board of Supervisors in the form of an agenda item with accompanying documentation.
- All requests from departments to expend incremental appropriations in their budget for a purpose other than for what the increment was originally approved must be authorized by the Board of Supervisors.
- Accompanying documentation with an agenda item includes details of the changed budget. The budget changes must be entered on the financial management system (HTE) by the department. When amendments include a request for contingency funds it should be noted specifically in the agenda item. Additionally, when amendments include a request for new staff, it should be noted specifically in the agenda item. An agenda item without this documentation cannot be processed.

Departmental Responsibilities

- Each department is responsible for managing its budget and ensuring compliance with these policies and procedures, i.e. performing the ongoing tracking of revenues and expenditures each month to guard against expenditures in excess of budget or the under-collection of budgeted revenues. Departments should be prepared to explain unexpected variances from the budget.
- Departments may spend appropriations within their operations budget without formally reallocating the budget between line items. Budget compliance according to state Statute is at the department of fund level.
- All request for the reallocation of the budget between the operation, travel, and capital categories need to be viewed by the budget division before changes can be finalized.
- A department will need to consult with the budget division to expend capital or salary (including ERE) appropriations for a different purpose.
- Requests for transfers between salaries and the other budget categories should be submitted to the County Manager for approval by the department. The department should submit the request with an analysis of how this change will impact the department's budget. One-time salary savings cannot be used to fund recurring expenditures.
- The responsibility for projecting the on-going impact will be calculated by the department and must accompany budget submissions.

BUDGET SUMMARY

Policies that Guide the Budget

- To aid departments in managing their budgets, the Finance department should send out monthly expenditure and revenue reports to the business manager of each department, and include a year-to-date percentage of budget for each line item.

Policy for Budgeted Expenditure Carryovers

The Board of Supervisors adopts an annual budget which includes every department's approved expenditures for the year, with the dollar amounts distributed in detail according to the category of expense. Major expenditure categories are salaries, benefits, operations, travel, and capital. Policy guidelines and the criteria for requesting and approving carryovers are as follows:

- A department may request to carryover an approved capital expenditure appropriation into the next fiscal year when they do not expect to expend all of the appropriation for the project by the end of the current fiscal year. Requests to carryover operating budget items, however, would be limited to special studies or special projects, and one-time expenditures for a specific purpose, such as postage of a major mailing. As with capital, the request should be based on the department's estimate that the project or study will not be completed in the current fiscal year.
- Departments should submit carryover requests during the budget process when they identify current expenditure appropriations that will need to be completed in the next fiscal year.
- Budget appropriation dollars must exist in the current year's annual budget so that there is already an appropriation that may be carried over to the next year. Requests for carryovers will be funded from the same source as the original appropriation.
- The original budget appropriation from which the carryover is being requested will almost always be a one-time increment. If the carryover is approved then the carryover amount is a one-time appropriation in the next fiscal year's budget, and does not become part of that departments' base budget.
- Approved recurring increments become part of the base budget, and thus are "automatically" carried forward into future years.
- Approval of carryover requests is subject to available funds. Grants and Special Revenue Funds need to specify the funding source for every carryover request.
- The total actual expenditures for all year may not exceed the total project budget, regardless of the annual amount appropriated. The budget team reviews budgeted carryovers after the close of the fiscal year and adjusts them to meet this criteria.

Capital expenditures are the most frequent type of carryover request. Often a project is begun in one fiscal year but must be completed in the next fiscal year. This is especially true of major road construction and maintenance projects, building construction or renovation projects, and purchases of major pieces of equipment where the delivery date is after the end of the current fiscal year. Salary and ERE budget appropriations generally do not meet the criteria for carryovers. A request for additional staff must be submitted as an increment request, not as a carryover, since money for the additional FTE is not specifically included in the current budget.

BUDGET SUMMARY

Expenditure Limit

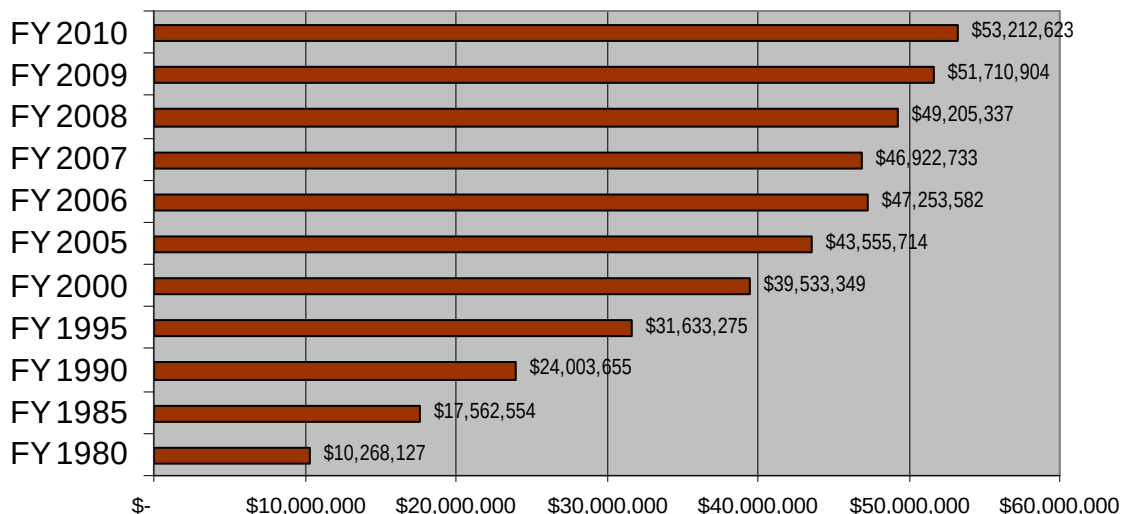
The Arizona Constitution specifies that counties will be subject to expenditure limitations in their annual budgets. This law has been in place since fiscal year 1980 and is based upon a decision by voters to place limits on the spending capacity of local governments. Expenditures that are subject to the limit are those derived from local revenues which include property taxes, County sales tax, fees for services, permits, licenses, and court fines as well as a portion of the gasoline tax. Capital expenditures that are debt-financed are not subject to the limit. Additionally, neither are the expenditures to meet debt service obligations. Revenues received from the State or Federal government are excludable from the limit calculation as well.

The Arizona Economic Estimates Commission (EEC) publishes the expenditure limit for every county by May 1 for the upcoming fiscal year beginning on July 1. FY1980 is referred to as the base year. The calculation for each successive year's expenditure limit as set in Statute contains three parts. First, annual growth in the limit can occur based on the County's change in population. The population factor in the calculation is the percentage growth in the County population for the current year compared to the population count as of July 1, 1978. The second factor in the calculation accounts for inflation. Each year since 1980 the current year's national gross domestic product (GDP) implicit price deflator is compared to the 1978 GDP price deflator. The population and inflation factors are multiplied times that part of the calculation which is the expenditure base for FY1980. The result is the expenditure limit for the new fiscal year.

The graph below illustrates the change in the annual expenditure limit since 1980. The annual expenditure limit for FY10 is about five times what it was in 1980 and has only increased 3% annually on average since FY00. The overall growth rate has averaged 5.6% since the expenditure limit was enacted. The Federal Bureau of Economic Statistics adjusted the formula by recalculating the base year to 1996 for the GDP price deflator and re-indexing the calculation on measuring inflation. These combined changes dramatically reduced the expenditure limit growth for the County. Coconino County to date has never exceeded the annual expenditure limit.

The County has accumulated expenditure limit carryforwards from prior years when actual expenditures were less than the limit. These amounts are being carried forward to be used this year and in future years when expenditures would otherwise exceed the limit for a particular year. These carryforward amounts may also be used to support capital projects.

The graph below illustrates changes in the expenditure limit since FY1980.



BUDGET SUMMARY

Basis of Budgeting and Accounting

In FY10, Coconino County began implementation of a Strategic Budget Process. This process implementation, combined with a downturn in the State and Local economy, caused a change in the way the budget was developed compared to prior processes. For more information on the Strategic Budget Process and the impact its implementation had on the budget development process, please see Section D - Strategic Budget and Long Term Planning.

The Basis of Budgeting

Historically, the County has used a base budget process for its preparation where each department has a base operations appropriation for the upcoming fiscal year. For FY10, it was taken a step further and budgets were developed by program. Each department was asked to establish a base budget for each program, not to exceed the calculated base of the entire department. The Budget Team reviewed and set the base budget by fund and department at the beginning of the budget cycle. This base amount includes personnel and operations costs. During past budget processes, departments could request incremental increases to the base amount which may have had a one-time impact, (e.g. capital), or a recurring impact, (e.g. requests for additional staff). Given the revenue challenges faced by the County this year, there was no opportunity to request budget increases at the total department level. Departments could increase program budgets and reallocate their resources by reducing the base budget of another program in that department.

The content and format required for the officially adopted budget is provided to all counties through the Arizona State Auditor General's Office each year. We have included a copy of this document under Section M - State Budget Document. Staff, however, believe the State's documentation is not comprehensive enough for the citizen to gain a solid understanding of Coconino County's financial condition, and have therefore created this document to provide additional information and context for how the budget is developed and what services are funded for a given fiscal year.

The Basis of Accounting

The accounting policies of Coconino County conform to Generally Accepted Accounting Principles applicable to governmental units as adopted by the Government Accounting Standards Board (GASB).

The County's accounts are maintained in accordance with the principles of fund accounting to ensure that limitations and restrictions on the County's available resources are observed. The principles of fund accounting require that resources be classified for accounting and reporting purposes into funds or account groups in accordance with the activities or objectives specified for those resources. Each fund is considered a separate accounting entity, and its operations are accounted for in a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses.

All governmental funds are budgeted and accounted for using the modified accrual basis of accounting. The modified accrual basis of accounting is a blend of accrual and cash basis accounting concepts. Revenue is recognized when measurable and available to finance the expenditures of the current period. Expenditures are generally recorded when the related fund liability is incurred.

The internal service fund is accounted for using the full accrual basis of accounting. Revenue is recognized when it is earned and expenses are recorded when they are incurred. Fiduciary funds are not budgeted for or accounted for by the County.

BUDGET SUMMARY

Fund Types

Governmental Funds

Governmental Funds account for the County's general government activities undertaken in response to the needs of the citizens of Coconino County and are designed to measure the extent to which revenues obtained during the current fiscal year are sufficient to cover current expenditures. Governmental Funds include the following types:

General Fund - The General Fund is the County's primary operating fund. It accounts for all financial resources of the County, except those required to be accounted for in other funds. Revenues in the General Fund are primarily derived from sales taxes, vehicle license taxes, property taxes, license and permit fees, fines and intergovernmental sources, including State Shared Sales Taxes. General Fund expenditures include the costs associated with general government, the costs associated with providing internal services, and transfers to other funds (principally the funding of operations for health and social services).

Special Revenue Funds - Special Revenue Funds account for specific revenue sources, other than major capital projects, that are legally restricted to expenditures for specified purposes. The largest source of revenue in this fund type is the Highway User Revenue Fund which is restricted for the maintenance and construction of County roads. It is revenue returned to Counties from the State-wide gasoline tax.

Debt Service Funds - Debt Service Funds account for resources accumulated and used for the payment of general and special district long-term debt principal, interest, and related costs. Revenues in Debt Service Funds are in the form of transfers, sales tax (CPOS), special assessments, and investment income. The largest fund in this type is the Parks and Open Space Debt Service (CPOS) Fund. Funds that account for revenues and expenditures associated with special districts, which are funded through special assessments, are also currently active. The County has no general obligation debt currently outstanding.

Capital Projects Funds - Capital projects funds account for resources to be used for acquiring or constructing major capital facilities. The majority of current capital project expenditures are budgeted in the Parks Capital Plan Fund.

Proprietary Funds

Proprietary Funds account for the County's ongoing activities that are similar to those found in the private sector but are not profit seeking; they are intended to be cost-covering. In other words, users of specific goods or services are charged amounts directly related to the costs of providing those goods or services. Coconino County has one Proprietary Fund - it is the Internal Service Fund known as the Mechanical Services Fund.

Internal Service Fund - Internal Service Funds are a type of Proprietary Fund where departments are charged for the services of the funds. The fund recovers 100% of its costs through department reimbursements. The accrual basis of accounting is used for the County's Internal Service Fund. Internal Service Funds account for the financing of goods or services provided by the department or agency to other County departments or agencies, or to other governments on a cost-reimbursement basis. The only Internal Service Fund within Coconino County is the Mechanical Services Fund that operates the County's fleet of automobiles used for official County business. Depreciation on general fixed assets is expensed. The appropriation for this fund is not shown independently because the fund expenses are charged back to the County departments and are already represented in the Governmental Funds budgets.

BUDGET SUMMARY

Fund Types

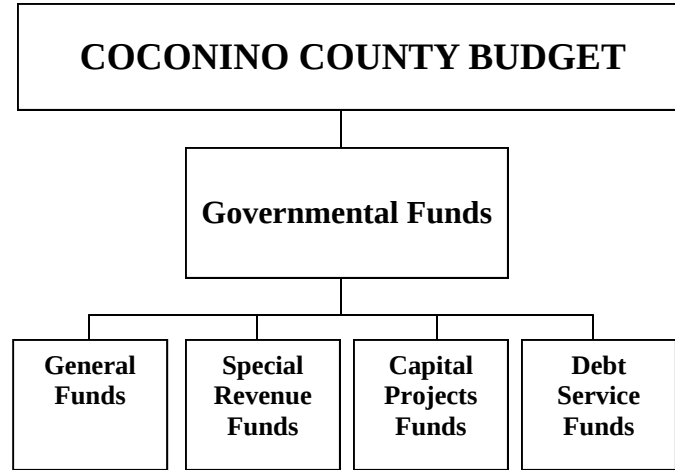
Fiduciary Funds

Fiduciary Funds account for assets the County holds on behalf of others. Because these funds account for non-County assets, the County has no authority over how they are expended. They are not included in the County Budget. Fiduciary Funds include the following fund types:

Investment Trust Funds - Investment Trust Funds account for investments made by the County on behalf of other governmental entities.

Agency Funds - An Agency Fund is custodial in nature and does not present results of operations. These funds are used to account for assets that the government holds for others in an agency capacity.

The County's budgetary fund structure is illustrated below:



BUDGET SUMMARY

Fund Types

Major Funds

The following pages present summary financial statements for all Coconino County Governmental Funds along with Major Fund financial statements. Major funds can be any Governmental Fund type; they do not include Internal Service or Fiduciary Funds. Major funds are defined as those meeting both of the following criteria:

1. 10% or more of the associated total revenues, expenditures/expenses, assets, or liabilities of:
 - a. All Governmental Funds
 - or
 - b. Enterprise Funds

And

2. 5% or more of revenues, expenditures/expenses, assets, or liabilities of:
 - a. All Governmental Funds
 - and
 - b. All Enterprise Funds

Coconino County does not have any Enterprise Funds. Government officials may elect to report a fund as major if they believe that the public interest is served by the reporting - regardless of the quantitative criteria.

The following funds are considered major funds by Coconino County in FY10:

General Fund

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

Highway User Revenue Fund

The Highway User Revenue Fund (HURF) accounts for the portion of revenues derived from gasoline tax and returned to the County by the State. HURF is used to support road construction and maintenance projects in the County.

Jail District

The Jail District is a separate legal entity established to fund the operations of the Coconino County Jail. Its primary source of revenue is from a dedicated sales tax. It receives General Fund support in the form of a maintenance of effort payment.

Parks and Open Space Debt Service Fund

This fund is used to account for sales tax receipts in association with the Capital Parks and Open Space (CPOS) ballot issue approved by the voters in 2002. This fund has no expenditures, but transfers money for the operating and capital portions of the CPOS projects.

Non Major Funds

This is the total of all other Governmental Funds not considered major funds.

BUDGET SUMMARY

Department Expenditures by Function

The following chart shows the relationships between departments and expenditure functions:

	General Government	Public Safety	Highways and Streets	Sanitation	Health	Welfare	Culture and Recreation	Education
Board of Supervisors	☐							
County Manager	☐							
Assessor	☐							
Recorder	☐							
Superintendent of Schools								☐
Treasurer	☐							
Non-Departmental	☐							
Adult Probation		☐						
Clerk of the Superior Court	☐							
Constable		☐						
County Attorney	☐							
Justice Courts	☐							
Juvenile Court Services		☐						
Legal Defender	☐							
Public Defender	☐							
Sheriff/Jail District		☐						
Superior Court	☐							
Career Center						☐		
Community Services						☐		
Health		☐			☐			
Community Development	☐	☐						
KVID				☐				
Parks and Recreation							☐	
Public Works		☐	☐	☐				
Facilities Management	☐							
Finance	☐		☐					
Human Resources	☐							
Information Technology	☐		☐					
Special Districts			☐				☐	

BUDGET SUMMARY

Department Expenditures by Strategic Priority Area

The following chart shows the relationships between departments and strategic priority areas:

	Cultural and Natural Resources	Economic Development	Organizational and Fiscal Health	Public Safety and Health	Vital Communities
Board of Supervisors	☐		☐		
County Manager		☐	☐	☐	☐
Assessor			☐		
Recorder			☐		☐
Superintendent of Schools			☐		☐
Treasurer			☐		
Non-Departmental			☐		
Adult Probation				☐	
Clerk of the Superior Court			☐	☐	
Constable				☐	
County Attorney				☐	
Justice Courts				☐	
Juvenile Court Services				☐	
Legal Defender				☐	
Public Defender				☐	
Sheriff/Jail District				☐	
Superior Court				☐	☐
Career Center		☐			☐
Community Services		☐	☐	☐	☐
Health			☐	☐	☐
Community Development				☐	
KVID				☐	
Parks and Recreation	☐	☐	☐	☐	☐
Public Works			☐	☐	
Facilities Management	☐		☐		
Finance			☐		
Human Resources			☐		
Information Technology			☐		
Special Districts				☐	☐

BUDGET SUMMARY

Summary Financial Statements

All Funds

Fiscal Years 2008 Through 2010

The total Fiscal Year 2010 Adopted Budget for all funds is \$178,059,829

	FY2008 Actuals	FY2009 Revised Budget	FY2009 Estimated	FY2010 Adopted Budget
Revenues:				
Property Taxes	11,922,028	13,806,175	13,885,774	14,747,446
Other Taxes	34,256,893	35,191,610	31,840,748	33,548,728
Special Assessments	564,131	482,448	494,246	448,081
Licenses and Permits	2,028,140	2,327,298	1,603,882	1,606,074
Fees, Fines, and Forfeits	2,426,545	2,128,500	2,636,342	1,816,288
Intergovernmental	51,287,209	52,386,445	49,274,375	78,236,291
Charges for Services	11,059,144	11,501,975	11,510,619	11,920,006
Investment Income	3,404,268	1,451,654	2,547,659	1,332,177
Contributions	286,799	195,815	280,360	246,327
Miscellaneous	886,190	818,676	759,305	510,968
Total Revenues	118,121,346	120,290,596	114,833,311	144,412,386
Expenditures:				
Current:				
General Government	32,631,293	54,912,297	32,362,091	56,511,589
Public Safety	31,176,445	34,298,893	30,943,184	35,328,962
Highways and Streets	17,080,653	26,125,927	18,580,343	31,100,620
Sanitation	3,154,224	3,832,492	3,305,289	3,600,769
Health	12,077,539	13,201,892	12,392,667	14,528,526
Welfare	5,910,045	7,717,309	7,059,428	15,744,882
Culture and Recreation	9,088,808	16,523,783	8,078,202	11,267,949
Education	2,596,376	2,658,930	3,162,834	3,101,762
Debt Service:				
Principle	18,545,471	2,550,899	2,510,201	6,503,186
Interest and Other Charges	1,389,000	497,169	513,140	371,584
Total Expenditures	133,649,853	162,319,591	118,907,380	178,059,829
Excess (deficiency) of revenues over expenditures	(15,528,507)	(42,028,995)	(4,074,070)	(33,647,443)
Other Financing Sources (Uses):				
Sale of Capital Assets	22,910	20,000	2,100	2,000
Special Assessment Bonds Issued	120,854	1,620,878	823,000	-
Transfers In	38,528,348	22,492,975	7,457,301	14,753,574
Transfers Out	(38,528,348)	(22,492,975)	(7,457,301)	(14,753,574)
Miscellaneous	64,276	45,677	(27,079)	-
Total Other Funding Sources and Uses	208,040	1,686,555	798,021	2,000
Net Change in Fund Balances	(15,320,467)	(40,342,440)	(3,276,049)	(33,645,443)
Fund Balances, July 1	105,533,565	90,213,098	90,213,098	86,937,049
Fund Balances, June 30	90,213,098	49,870,658	86,937,049	53,291,606

BUDGET SUMMARY

Summary Financial Statements

General Funds

Fiscal Years 2008 Through 2010

The total Fiscal Year 2010 Adopted Budget for all General Funds is \$65,713,809

	FY2008 Actuals	FY2009 Revised Budget	FY2009 Estimated	FY2010 Adopted Budget
Revenues:				
Property Taxes	6,602,184	6,917,594	7,245,044	7,313,399
Other Taxes	16,543,588	16,939,152	15,446,237	15,762,000
Special Assessments	-	-	-	-
Licenses and Permits	1,235,113	1,453,000	867,759	889,300
Fees, Fines, and Forfeits	1,323,755	1,553,500	1,233,056	1,176,288
Intergovernmental	20,384,911	21,040,650	19,577,018	19,397,301
Charges for Services	3,385,592	3,450,225	3,532,633	3,526,100
Investment Income	1,167,151	362,134	859,838	379,210
Contributions	146,336	152,132	146,379	131,460
Miscellaneous	263,590	213,422	351,790	111,790
Total Revenues	51,052,219	52,081,809	49,259,754	48,686,848
Expenditures:				
Current:				
General Government	28,550,173	47,125,419	28,004,835	45,735,260
Public Safety	12,868,615	13,255,901	12,914,795	12,848,459
Highways and Streets	647,935	741,074	665,125	675,569
Sanitation	-	-	-	-
Health	3,516,544	3,681,054	3,676,222	3,840,845
Welfare	-	-	3,879	526,863
Culture and Recreation	1,151,421	1,335,179	1,092,422	1,602,224
Education	448,800	546,799	523,903	484,589
Debt Service:				
Principle	-	-	-	-
Interest and Other Charges	-	-	-	-
Total Expenditures	47,183,487	66,685,426	46,881,181	65,713,809
Excess (deficiency) of revenues over expenditures	3,868,732	(14,603,617)	2,378,573	(17,026,961)
Other Financing Sources (Uses):				
Sale of Capital Assets	1,985	2,000	-	2,000
Special Assessment Bonds Issued	-	-	-	-
Transfers In	10,115,200	2,744,361	519,641	2,368,217
Transfers Out	(20,468,099)	(10,003,036)	(2,435,175)	(7,666,586)
Miscellaneous	-	-	-	-
Total Other Funding Sources and Uses	(10,350,914)	(7,256,675)	(1,915,535)	(5,296,369)
Net Change in Fund Balances	(6,482,182)	(21,860,292)	463,038	(22,323,330)
Fund Balances, July 1	28,342,474	21,860,292	21,860,292	22,323,330
Fund Balances, June 30	21,860,292	-	22,323,330	-

BUDGET SUMMARY

Summary Financial Statements

Capital Debt Service Fund

Fiscal Years 2008 Through 2010

The total Fiscal Year 2010 Adopted Budget for the Debt Service Fund is \$0

	FY2008 Actuals	FY2009 Revised Budget	FY2009 Estimated	FY2010 Adopted Budget
Revenues:				
Property Taxes	-	-	-	-
Other Taxes	-	-	-	-
Special Assessments	-	-	-	-
Licenses and Permits	-	-	-	-
Fees, Fines, and Forfeits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Investment Income	116,600	-	314	-
Contributions	-	-	-	-
Miscellaneous	-	-	-	-
Total Revenues	116,600	-	314	-
Expenditures:				
Current:				
General Government	-	-	-	-
Public Safety	-	-	-	-
Highways and Streets	-	-	-	-
Sanitation	-	-	-	-
Health	-	-	-	-
Welfare	-	-	-	-
Culture and Recreation	-	-	-	-
Education	-	-	-	-
Debt Service:				
Principle	16,180,000	-	-	-
Interest and Other Charges	785,031	-	-	-
Total Expenditures	16,965,031	-	-	-
Excess (deficiency) of revenues over expenditures	(16,848,430)	-	314	-
Other Financing Sources (Uses):				
Sale of Capital Assets	-	-	-	-
Special Assessment Bonds Issued	-	-	-	-
Transfers In	11,529,936	-	-	-
Transfers Out	(6,938,184)	(14,108)	(15,334)	-
Miscellaneous	(47,000)	-	-	-
Total Other Funding Sources and Uses	4,544,753	(14,108)	(15,334)	-
Net Change in Fund Balances	(12,303,678)	(14,108)	(15,020)	-
Fund Balances, July 1	12,318,744	15,066	15,066	46
Fund Balances, June 30	15,066	958	46	46

BUDGET SUMMARY

Summary Financial Statements

Highway User Revenue Fund

Fiscal Years 2008 Through 2010

The total Fiscal Year 2010 Adopted Budget for the Highway User Revenue Fund is \$18,217,959

	FY2008 Actuals	FY2009 Revised Budget	FY2009 Estimated	FY2010 Adopted Budget
Revenues:				
Property Taxes	-	-	-	-
Other Taxes	2,211,638	2,317,525	2,036,697	2,148,978
Special Assessments	-	-	-	-
Licenses and Permits	18,630	21,420	13,640	24,025
Fees, Fines, and Forfeits	-	-	-	-
Intergovernmental	10,901,386	9,444,227	8,974,124	9,892,150
Charges for Services	-	-	-	-
Investment Income	724,452	250,000	538,733	300,000
Contributions	-	-	-	-
Miscellaneous	18,096	-	2,234	-
Total Revenues	13,874,202	12,033,172	11,565,427	12,365,153
Expenditures:				
Current:				
General Government	-	-	-	-
Public Safety	-	-	-	-
Highways and Streets	15,804,494	22,868,577	17,006,704	18,217,959
Sanitation	-	-	-	-
Health	-	-	-	-
Welfare	-	-	-	-
Culture and Recreation	-	-	-	-
Education	-	-	-	-
Debt Service:				
Principle	-	-	-	-
Interest and Other Charges	-	-	-	-
Total Expenditures	15,804,494	22,868,577	17,006,704	18,217,959
Excess (deficiency) of revenues over expenditures	(1,930,292)	(10,835,405)	(5,441,277)	(5,852,806)
Other Financing Sources (Uses):				
Sale of Capital Assets	677	18,000	2,100	-
Special Assessment Bonds Issued	-	-	-	-
Transfers In	4,062,259	3,336,976	3,311,173	2,655,000
Transfers Out	(254,345)	(265,733)	(27,079)	(261,132)
Miscellaneous	-	-	-	-
Total Other Funding Sources and Uses	3,808,590	3,089,243	3,286,194	2,393,868
Net Change in Fund Balances	1,878,298	(7,746,162)	(2,155,083)	(3,458,938)
Fund Balances, July 1	17,770,527	19,648,825	19,648,825	17,493,742
Fund Balances, June 30	19,648,825	11,902,663	17,493,742	14,034,804

BUDGET SUMMARY

Summary Financial Statements

Jail District Funds

Fiscal Years 2008 Through 2010

The total Fiscal Year 2010 Adopted Budget for all Jail District Funds is \$20,336,166

	FY2008 Actuals	FY2009 Revised Budget	FY2009 Estimated	FY2010 Adopted Budget
Revenues:				
Property Taxes	-	-	-	-
Other Taxes	12,395,931	12,884,933	11,486,443	12,575,250
Special Assessments	-	-	-	-
Licenses and Permits	-	-	-	-
Fees, Fines, and Forfeits	-	-	-	-
Intergovernmental	99,975	-	98,708	70,000
Charges for Services	1,895,171	1,998,656	2,342,761	2,305,449
Investment Income	168,704	70,078	184,112	164,368
Contributions	-	-	-	-
Miscellaneous	10,315	300	5,160	-
Total Revenues	14,570,096	14,953,967	14,117,183	15,115,067
Expenditures:				
Current:				
General Government	-	-	-	-
Public Safety	12,032,042	13,241,465	12,170,412	13,909,216
Highways and Streets	-	-	-	-
Sanitation	-	-	-	-
Health	-	-	-	-
Welfare	-	-	-	-
Culture and Recreation	-	-	-	-
Education	-	-	-	-
Debt Service:	-	-	-	-
Principle	2,095,000	2,195,000	2,195,000	6,145,000
Interest and Other Charges	477,958	381,320	383,992	281,950
Total Expenditures	14,605,001	15,817,785	14,749,404	20,336,166
Excess (deficiency) of revenues over expenditures	(34,905)	(863,818)	(632,221)	(5,221,099)
Other Financing Sources (Uses):				
Sale of Capital Assets	-	-	-	-
Special Assessment Bonds Issued	-	-	-	-
Transfers In	2,297,738	2,367,102	2,308,556	2,426,280
Transfers Out	(500,000)	-	-	(13,736)
Miscellaneous	10,315	300	5,160	-
Total Other Funding Sources and Uses	1,808,053	2,367,402	2,313,716	2,412,544
Net Change in Fund Balances	1,773,148	1,503,584	1,681,495	(2,808,555)
Fund Balances, July 1	3,847,081	5,620,229	5,620,229	7,301,724
Fund Balances, June 30	5,620,229	7,123,813	7,301,724	4,493,169

BUDGET SUMMARY

Summary Financial Statements

Parks and Open Space Debt Service Fund

Fiscal Years 2008 Through 2010

The total Fiscal Year 2010 Adopted Budget for the Parks and Open Space Debt Service Fund is \$0

	FY2008 Actuals	FY2009 Revised Budget	FY2009 Estimated	FY2010 Adopted Budget
Revenues:				
Property Taxes	-	-	-	-
Other Taxes	3,105,737	3,050,000	2,871,495	3,062,500
Special Assessments	-	-	-	-
Licenses and Permits	-	-	-	-
Fees, Fines, and Forfeits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Investment Income	437,885	300,000	318,649	190,000
Contributions	-	-	-	-
Miscellaneous	-	-	-	-
Total Revenues	3,543,622	3,350,000	3,190,144	3,252,500
Expenditures:				
Current:				
General Government	-	-	-	-
Public Safety	-	-	-	-
Highways and Streets	-	-	-	-
Sanitation	-	-	-	-
Health	-	-	-	-
Welfare	-	-	-	-
Culture and Recreation	-	-	-	-
Education	-	-	-	-
Debt Service:	-	-	-	-
Principle	-	-	-	-
Interest and Other Charges	-	-	-	-
Total Expenditures	-	-	-	-
Excess (deficiency) of revenues over expenditures	3,543,622	3,350,000	3,190,144	3,252,500
Other Financing Sources (Uses):				
Sale of Capital Assets	-	-	-	-
Special Assessment Bonds Issued	-	-	-	-
Transfers In	-	-	-	-
Transfers Out	(2,705,672)	(7,150,592)	(1,113,740)	(1,822,063)
Miscellaneous	-	-	-	-
Total Other Funding Sources and Uses	(2,705,672)	(7,150,592)	(1,113,740)	(1,822,063)
Net Change in Fund Balances	837,950	(3,800,592)	2,076,405	1,430,437
Fund Balances, July 1	7,620,869	8,458,819	8,458,819	10,535,223
Fund Balances, June 30	8,458,819	4,658,227	10,535,223	11,965,660

BUDGET SUMMARY

Summary Financial Statements

Non Major Funds

Fiscal Years 2008 Through 2010

The total Fiscal Year 2010 Adopted Budget for all Non Major Funds is \$73,791,895

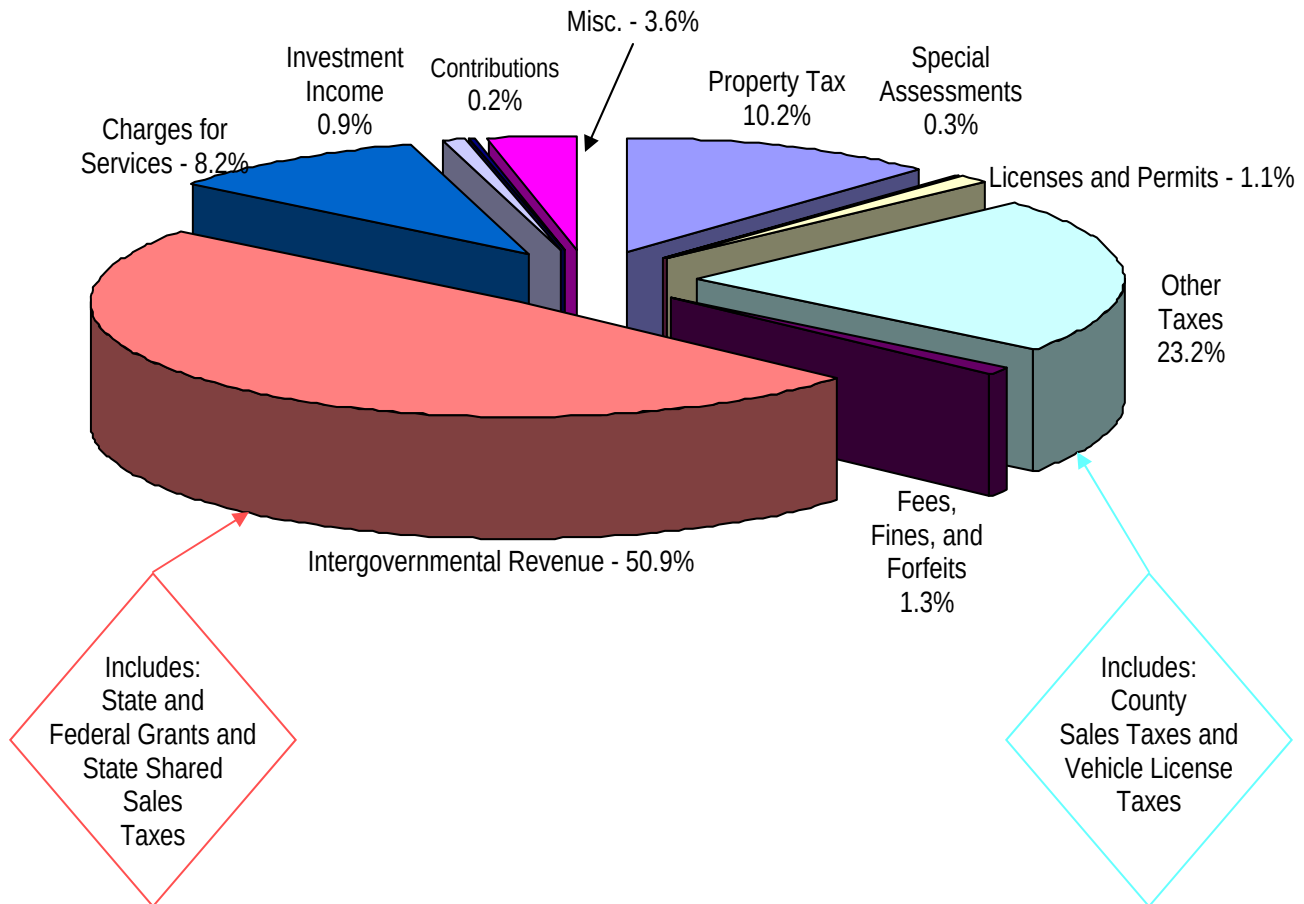
	FY2008 Actuals	FY2009 Revised Budget	FY2009 Estimated	FY2010 Adopted Budget
Revenues:				
Property Taxes	5,319,845	6,888,581	6,640,730	7,434,047
Other Taxes	-	-	(122)	-
Special Assessments	564,131	482,448	494,246	448,081
Licenses and Permits	774,396	852,878	722,483	692,749
Fees, Fines, and Forfeits	1,102,791	575,000	1,403,286	640,000
Intergovernmental	19,900,936	21,901,568	20,624,525	48,876,840
Charges for Services	5,778,381	6,053,094	5,635,225	6,088,457
Investment Income	789,476	469,442	646,014	317,740
Contributions	140,463	43,683	133,981	114,867
Miscellaneous	594,189	604,954	400,122	399,178
Total Revenues	34,964,607	37,871,648	36,700,489	65,011,959
Expenditures:				
Current:				
General Government	4,081,120	6,003,433	4,357,257	10,776,329
Public Safety	6,275,787	7,801,527	5,857,977	8,571,287
Highways and Streets	628,224	2,516,276	908,514	12,207,092
Sanitation	3,154,224	3,832,492	3,305,289	3,600,769
Health	8,560,995	9,520,838	8,716,445	10,687,681
Welfare	5,910,045	7,717,309	7,055,549	15,218,019
Culture and Recreation	7,937,387	15,188,604	6,985,780	9,665,725
Education	2,147,576	2,112,131	2,638,931	2,617,173
Debt Service:	-	-	-	-
Principle	270,471	355,899	315,201	358,186
Interest and Other Charges	126,011	115,849	129,148	89,634
Total Expenditures	39,091,841	55,164,358	40,270,092	73,791,895
Excess (deficiency) of revenues over expenditures	(4,127,234)	(17,292,710)	(3,569,603)	(8,779,936)
Other Financing Sources (Uses):				
Sale of Capital Assets	20,249	-	-	-
Special Assessment Bonds Issued	120,854	1,620,878	823,000	-
Transfers In	10,558,720	14,090,213	1,317,932	7,304,077
Transfers Out	(7,661,548)	(5,059,506)	(5,006,792)	(4,990,057)
Miscellaneous	594,189	604,954	400,122	399,178
Total Other Funding Sources and Uses	3,632,463	11,256,539	(2,465,738)	2,713,198
Net Change in Fund Balances	(494,770)	(6,036,171)	(6,035,341)	(6,066,738)
Fund Balances, July 1	30,055,242	29,560,472	29,560,472	23,525,131
Fund Balances, June 30	29,560,472	23,524,301	23,525,131	17,458,393

BUDGET SUMMARY

Analysis of Revenues

All Funds Detail by Category

This chart highlights FY10 revenues for all funds by percentage of the total:



The County began a comprehensive financial planning process in FY07. This process has helped to more accurately project financial resources and manage to long-term revenue projections, in an effort to align recurring revenues with recurring expenditures. This on-going process had resulted in anticipation of the recession that began in FY08, and recessionary revenue growth figures being incorporated into the FY08 and FY09 budgets. Even with conservative financial planning, FY09 revenues for sales taxes and other economy driven revenue sources overall were lower than budgeted. All indications are that the State of Arizona is in a recession that began during the 2nd quarter of FY08. Although the County anticipated a recession, the impact on FY09 tax collections was larger than expected. Our largest revenue source, State shared sales tax, is very susceptible to fluctuations in the Statewide economy. This recession is affecting consumers and discretionary spending, which has negatively impacted sales tax revenues, to a larger degree than prior recessions. Because the Coconino County used conservative revenue projections, we are confident we can manage through this recession by relying on revenue smoothing reserves and evaluating programmatic spending. We are anticipating some rebound in our FY10 revenue budget.

The following pages discuss County revenues for all funds and discuss the projections for the various revenue sources that were used in the County's ten-year financial planning process. General Fund revenue assumptions are discussed in detail starting on page C58-C59.

BUDGET SUMMARY

Analysis of Revenues

Revenue Sources and Trends

Total revenues for all funds are estimated at \$144,414,386 for FY10.

REVENUE POLICIES

The County tries to maintain a diversified and stable revenue structure to shelter it from short-term fluctuations in any one revenue source. The organization follows an aggressive policy on collecting tax revenues and is continuously exploring new sources for revenue. All money is required to be deposited with the Treasurer including all taxes collected on real and personal property in the County, all public monies, statutory fees or funds, and outside agency grants.

The County conservatively estimates its annual revenues by an objective and analytical process. This process includes the use of historical trends, current local economic trends, national and global economic trends, and changes in State and Federal laws and policies. Revenues are projected for ten years and projections are updated monthly during the year.

Current General Fund revenues include a large budget for sales taxes. County sales tax and State shared sales taxes make up 58% of the General Fund revenue budget. In order to try to insulate the organization from the fluctuations in the economy, the organization reviews its user fees and makes recommendations for changes every year for 1/2 of all County departments. In effect, all users fees are re-evaluated and updated as needed every two years. In keeping with legal requirements, user fees are only charged when there is a direct relationship between the costs and revenues associated with a particular departmental service. User fees can allow the County to provide services without increasing the general tax burden. Each time a fee is changed, a public hearing is held to give users the opportunity to review, comment, or change the proposed fees.

For a complete list of Coconino County revenue policies, please refer to page C19.

Prior year revenues are estimated during the development of the budget, and do not always reflect the actual ending revenues for each category. The revenue projections discussed below were based on the revenue estimates developed during the budget. The actual FY09 ending revenues can be found in the major fund and departmental financial statements presented throughout this document.

TAXES

Property Taxes

There are two categories of property for the purpose of taxation in Arizona, real property and personal property. Real property is defined as land and all improvements permanently affixed or attached to the land, including homes, buildings, canals, etc. Personal property is defined as all other property that is not permanently affixed to land, including business equipment and inventory, boats, computers, furniture, vehicles, and an individual's personal possessions. The County Assessor determines the full cash value of each property. This value is used when determining secondary property taxes. For primary taxes the limited cash value is used. The limited value of property is determined by taking the limited property value of the property in the preceding valuation year, plus the greater of either:

- 10% of that value, or
- 25% of the difference between the full cash value of the parcel in the current valuation year and the limited value of the parcel in the preceding valuation year.

The County uses primary property taxes to fund a portion of its General Fund budget; secondary taxes are levied to fund library districts, a special lighting district, and the Flood Control District.

BUDGET SUMMARY

Analysis of Revenues

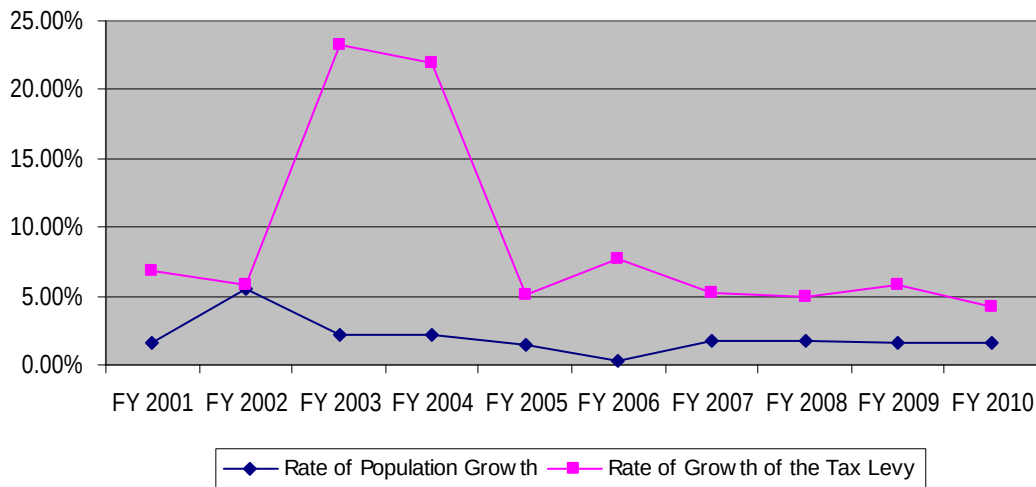
Revenue Sources and Trends

Primary Property Taxes: Under the primary system, the full cash value of locally-assessed real property (consisting primarily of residential, commercial, industrial, agricultural, and unimproved property) cannot increase by more than 10% per year, except under certain circumstances. Annual levies under the primary system are based on the nature of the property taxed and the taxing authority. Primary taxes levied only on residential property are limited to 1% of the full cash value of the property. In addition, primary taxes levied on all types of property by counties, cities, towns, and community college districts are limited to a maximum increase of 2% over the prior year's levy plus any amount directly attributable to new construction and annexation. The 2% limitation does not apply to primary taxes levied for local school districts. A new law passed by the Arizona State Legislature effective for FY07 further limited the County's ability to increase primary property tax revenue by limiting those counties that were not assessing their maximum primary property tax rate. Their new maximum rate is a calculation based on the lower rate that was assessed in FY06.

Revenues from primary property taxes account for 15% of General Fund revenues. The County's tax rate has not been raised since FY04 when it increased to \$0.4753 per \$100 of assessed valuation. The new legislation passed in FY07 has the effect of reducing the County's tax rate because the County is experiencing more than a 2% increase in the assessed valuations of property.

Below is a chart demonstrating the changes to primary property taxes on a per capita basis between FY01 and FY10. The rate of growth of the tax levy was substantially larger in FY03 and FY04 due to the construction boom experienced in the County during that time frame. The tax levy not only grows with an increase in the tax rate, but also as the assessed value of property increases and new construction is added to the tax rolls.

Ten Year Property Tax Changes Per Capita



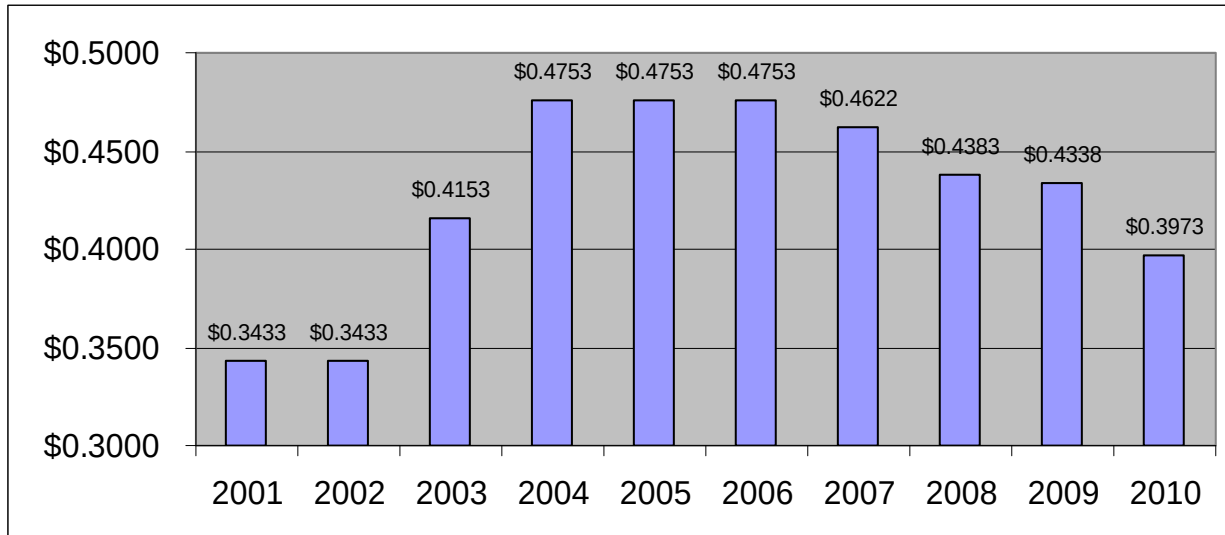
At the FY10 rate of \$0.3973 per \$100 of assessed valuation, the County primary property taxes collected on a home valued at \$300,000 are \$119.19.

Coconino County currently has the lowest primary property tax rate for all counties in the State of Arizona!

BUDGET SUMMARY

Analysis of Revenues

Ten Year Property Tax Rate History
(Per \$100 of Assessed Valuation)



Secondary Property Taxes: Coconino County also collects secondary property taxes for the Library District, the Fire District Assistance Tax, and the Flood Control District. A County representative sits on the Library District Board and flood control and drainage work is performed and managed by the Community Development and Public Works departments. The Fire District Assistance Tax is collected by the County and distributed to the various fire districts based on a statutory formula.

Secondary assessed values, or full cash values, reflect the market prices. Like much of the nation, property values in Coconino County have increased in recent years. Because of the lag in timing of assessed values changing on the tax rolls, FY09 and FY10 secondary assessed values rose reflecting the 2006-2007 market. Due to these increases in market values of properties, secondary tax collections for County districts increased 22% in FY09 from FY08, and the secondary levy has increased 3% in FY10 over the FY09 levy. Downturns in the current market are anticipated to affect the levy in FY11.

Sales Taxes

County Sales Tax: A County sales tax is collected to fund General Fund operations, employee training programs, technology investments, and employee salary and benefits. The tax rate is imposed at 10% of the State transaction privilege tax rate or 0.5% of a total taxable sale. The County sales tax is estimated to be \$11,750,000 for FY09 and is projected at \$12,250,000 for FY10. It represents 25% of budgeted General Fund revenues. Tax collections are monitored monthly by staff in order to track changes in sales activity and the local economy.

FY09 collections dropped by 5.6% over FY08. This drop is the result of a state-wide recession that began to impact the local economy. Particularly impacted was the local construction industry. Sales tax returns from the City of Flagstaff have shown the largest impact, while outlying areas in the County have held very steady, and even seen increases to some industries. Coconino County has remained somewhat insulated from the full effects of the State recession and we are anticipating a turnaround in sales tax revenue of 4.25% in FY10.

Jail District Sales Tax: An additional sales tax is levied to fund the Sheriff's detention facility under a County-wide, voter authorized Jail District. The Jail District tax rate is imposed at 10% of the State rate, or 0.5% of a total taxable sale. Sales taxes for the district represent approximately 83% of total estimated Jail District revenues for FY10. Any fluctuations in the general economy which impact the taxable sales base will have a dramatic impact on the ability of the Jail District to meet its ongoing obligations; therefore, the Jail District staff meet frequently with the

BUDGET SUMMARY

Analysis of Revenues

Board to provide a financial report and review an annual forecast. In FY07 this tax was increased from .3% of a total taxable sale to 0.5%, and the sunset on this tax was extended to 2027. This new rate took effect January 1, 2007. For FY09 the estimated collections will be \$11,750,000 and for FY10 this number will increase to a projected \$12,250,000. These taxes are on the same base as the local sales tax, and the projections incorporate the same conservative growth figures.

County Parks and Open Space Sales Tax: On January 1, 2003, a voter approved eighth of a cent sales tax became effective. This enables the County to collect taxes to purchase land for open spaces, to construct new parks, and to enhance existing County parks. By Statute, this tax can remain in effect until \$33 million has been collected. At the end of FY09, the County will have collected about \$17.75 million. FY10 estimated collections are approximately \$3 million. For more information on the projects this tax is funding, please refer to pages G32-G33.

Other Taxes

Vehicle License Tax: Also known as auto in lieu taxes, vehicle license taxes represent about 6% of total General Fund collections. Tax collections are based on rates applied to the blue book values of vehicles registered in the County. FY09 collections are down sharply (-6.2%) from FY08, and are estimated at \$3,200,000. This revenue is split by formula between the General Fund and HURF fund. The County is anticipating a 3.5% increase in this revenue source, in part because of the Federal "Cash for Clunkers" program that was implemented early this fiscal year and has shown to have had some impact on local vehicle sales.

Projection: Overall tax revenues collected in FY10 are estimated at \$370,000 above the FY08 collections, primarily because of the increase in the secondary tax values and levies. The County is anticipating a 2% growth in primary property taxes in FY10, 5% growth in FY11 and 5.5% in FY12. The higher growth rates in the coming year reflect an anticipation of new construction that will take place as the economy recover. We are projecting the growth will leveling off at the statutory 2% growth plus estimated population increases by the end of the 10-year forecast period. County sales tax is projected to have a 4.25% growth in FY10, due to an anticipated rebound in the local economy. These projections reflect the growth in Jail District Sales tax and CPOS sales tax as well, since the tax base is the same. The method used to project these revenues going forward reflects an anticipated return to pre-recessionary spending, allowing for increases related to population and CPI increases. An adjustment to the spending line is also factored in, because it is the belief of County staff that there has been a permanent shift in consumer spending habits that will impact sales tax return growth. Vehicle license taxes are anticipated to rebound a bit more aggressively in FY10 and FY11, because there has been such a substantial decline in this industry over the last two years. Slower growth is projected moving towards the end of the ten-year forecast period.

SPECIAL ASSESSMENTS

Assessments are levied twice per year on property owners residing within special improvement district boundaries to pay off the debt issued for improvements to roads or sewer and water systems. Special assessments may also be levied for the maintenance of certain roads not constructed to the County standards. County improvement districts are created at the request of individual homeowners via a petition process and in accordance with ARS Title 48. For more detail on improvement districts, please refer to Section J - Special Taxing Districts.

BUDGET SUMMARY

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Projection: Revenues from special assessments are budgeted to decrease from FY09 to FY10, due to a slowdown in the creation of new improvement districts for the construction of roads. Assessments from existing districts are being paid off with fewer districts currently in formation. Although County improvement districts are a viable alternative to residents of unincorporated areas to authorize infrastructure improvements without increasing the general tax burden, the demand for the formation of new districts is anticipated to remain relatively low in the next few years as construction in the County, and thus the addition of private roads, slows.

LICENSES AND PERMITS

License and permit fees are collected from a variety of County departments, and are approved by the Board of Supervisors unless otherwise set forth in State Statutes. Licenses and permits represent 1.1% of total revenues. Examples of licenses and permits include building permits, marriage licenses, dog licenses, and environmental health permits. In the General Fund, building permits and plan review fees represent about 1.8% of total revenues for FY10.

Projection: Growth in the local economy and growth in the local population has supported annual increases in collections of licenses and permits. As the State recession and housing crisis impacts the rate of new construction, it is anticipated that a continuing drop in building permits will occur, eventually rebounding. Building permit and plan check fees have decreased 25% in FY09 from FY07 levels. The long-term projection for all licenses and permit revenue growth is 5%, to reflect inflationary fee increases and some rebound in construction permitting. Staff anticipates the steady collections experienced in the past three years to continue through the forecast period for environmental services and dog licensing as many of those permits are subject to annual renewal. Licenses and permits are budgeted to increase each fiscal year to account not only for volume increases, but as a result of the user fee study that is conducted every two years for each department. The Budget Team will continue to closely monitor changes in building permit collections, as this is an indicator of local economic health.

FEES, FINES, AND FORFEITS

The Coconino County Court System collects various fees, fines, and forfeitures such as citations, court fines, and restitutions. The largest source of fine revenue is through the Justice Courts. The majority of collections are generally related to traffic and misdemeanor fines and support the General Fund (about 2.4% of the total General Fund revenues). For FY10 this revenue is anticipated to decrease from FY09 in total, due to a decrease in Federal Anti-Racketeering forfeitures that were larger than the average level. There is also a projected decrease in revenues collected through the Fines, Assessments, Restitution, Enforcement Program (FARE) program. This program works on collections of delinquent Court fees and helped the County experience a high volume of delinquent fee recovery in the first few years of implementation. Now that this program has been implemented for multiple years, collections are expected to decrease with the decrease in outstanding fees.

Projection: Fees, fines and forfeit collections will experience decreased overall revenue in FY10 due to a drop in one-time Federal forfeits and a decline in available FARE revenue. The FARE collections system has been underway in the Justice Courts since FY06, and will result in some increased revenue over FY05 levels, but a decrease compared to recent year returns. This program experiences higher delinquent collections in the first year, with stable revenues after that. Growth into the future is expected to be 1.5%, but this projection could change with forfeiture revenue fluctuations and as staff continues to monitor revenue associated with the long-term implementation of the FARE program.

BUDGET SUMMARY

Analysis of Revenues

INTERGOVERNMENTAL

Intergovernmental revenues are collections received by the County from other governments and public entities and include payments in lieu of taxes, State shared sales tax revenues, grants, indirect costs paid by grants, and payments required by intergovernmental agreements. Intergovernmental revenues are distributed from a variety of sources including State or Federal agencies and local cities. State shared sales taxes and highway user revenues are the two largest sources of revenue in this category. Included in this revenue classification are grant revenues that usually carry restrictions on expenditures. Coconino County depends heavily on these sources of revenue to supplement the General Fund and other program functions to provide services to citizens, most notably in the Public Works, Health, Adult Probation, Juvenile Court, and Community Services departments. Overall these revenues will increase slightly from FY09 to FY10 due to anticipated stimulus grant funding for County projects.

Grants

State and Federal grant revenue is provided to many County departments to assist with programs that are mandated or that the granting agency believes should be provided. In many instances grants have been awarded, the County has provided a new service, and then the grant money disappears and the County has had to increase financial support or take over funding for that program to maintain the level of service expected by residents of the County. The cost of attracting and retaining employees rises each year, but usually the grant funding does not increase or does not increase at a level that is sufficient to keep up with the County's increase. This results in increased General Fund support to grant programs or a reduction in these programs to keep them going.

This is particularly true when it comes to State grant allocations. Coconino County has experienced level funding in State mandated programs, while seeing an increase in case loads, employee costs, and inflationary expenditure increases. A huge budgetary challenge the County will face in FY10 is the reduction or complete loss of State funding for Health, Adult Probation, and Juvenile Court programs. There are State mandates that require services to be performed, or statutory levels to be maintained (Probation Officer caseloads, for example), but funding has been drastically reduced for Counties to provide those programs. The State of Arizona is anticipated to have the largest percentage deficit of all States going into the FY10 budget. They have a long-term structural deficit that will impact pass-through County funding, and thus County services, for years to come.

State Shared Sales Tax

A transaction and privilege tax is collected by the State on various business activities. A portion of the total is allocated to a pool which is then distributed to cities, counties, and the State. Incorporated cities/town receive 25%, counties receive 40.51%, and 34.49% remains in the State General Fund. The categories taxed range from retail, construction, restaurants and bars, and hotel/motels. The "shared ratio" is set by the State Legislature. Based on revenue estimates from the State, recent historical averages, and the continuation of, and slow rebound from, the recession, this revenue source is expected to rebound towards the end of FY10 and grow moderately for the next few years, reflecting an economic turnaround towards sustainable consumer spending levels. Percentage growth in this major revenue source is tied to projected population and CPI increases back towards an adjusted baseline level. State shared sales tax is divided between the various cities and counties using a formula that includes area sales and population. The economy is the rest of the State has declined much further than the local economy. State shared sales tax collections are down 12% from FY08, which had already begun to see a decline. Although the State economy is showing some signs of slow recovery, the County is not anticipating a return to the unsustainable FY07 revenue levels for several years to come.

Highway User Revenue (HURF)

HURF is a State tax collected on motor vehicle fuels (gasoline, diesel, etc.); the rate levied is \$0.18 per gallon on the motor fuel sold in the State. The primary purpose of HURF is to fund construction and maintenance of streets and highways. A portion of the amount collected is distributed to the State and a portion is returned to cities, towns, and counties. HURF money distributed to the counties is allocated based on fuel sales and estimated consumption

BUDGET SUMMARY

Analysis of Revenues

as well as the population. In FY10, HURF revenues are estimated to be 10% lower than the FY08 level. There are two main drivers of this decrease. As part of the FY09 State budget, the State changed the allocation formula of HURF revenues to allocate more funding to State DPS. This impact was estimated to be a \$600,000 reduction in Coconino County HURF revenue for FY09, and is estimated at \$750,000 in FY10. The second cause of a drop in HURF revenue has been fluctuating fuel prices and environmental concerns that have resulted in a shift in consumer travel behavior. Larger vehicles have been traded in for more fuel efficient vehicles, and consumers are finding ways to carpool and reduce overall travel. These impacts will most likely result in a permanent down-shift in this revenue source, with growth for population increases.

National Forest Fees

National Forest Fee Revenue is received by the County under the Secure Rural Schools and Self Determination Act of 2008. This revenue includes payments to eligible Counties to compensate them for lumber activities on Federal forest land located within these Counties. The funding can be used for Schools and roads, and a portion is set aside under Title III of this act for funding projects on Federal land. This act was set to sunset at the end of FY08, but received a three-year extension by Congress through FY11. The future of this funding is uncertain. The County received an annual allocation of \$5.2 million under this act in FY09, and is anticipating \$4.6 million in FY10. These funds are used to fund the Superintendent of Schools budget and Title III programs. The rest is divided equally between road maintenance and distributions to schools. The loss of this funding would severely impact the County's ability to maintain roads, provide forest clearing projects, and would represent a substantial funding loss for the schools in the County.

Projection: Staff anticipates the County's continued reliance on outside revenue sources for the operation of programs. Other intergovernmental revenue, including grant revenue, in the General Fund is anticipated to increase very slightly in FY10 and will then continue to grow at an average of 2% per year into the future. Depending on future Forest Fee legislation, the County may sustain funding reductions from intergovernmental revenue sources in future fiscal years. Staff will continue to be proactive in pursuing grant funding and the Board will continue their legislative efforts to retain Forest Fee funding. In other funds, the FY10 increase is expected to be substantial. This is due to estimated stimulus funding the County will receive during the year. At this time, stimulus dollars have been very difficult to project, so we are cautiously optimistic these revenues will be available to enhance some to the most effective County programs.

CHARGES FOR SERVICES

Charges for services include the County's user fees, which are revenues collected for services that are provided for the benefit of a specific individual or group. These voluntary services can be withheld if beneficiaries refuse to pay, and can be charged if service utilization can be measured. The County exercises care in establishing charges for services that do not unfairly discriminate against those most in need of services. The Board of Supervisors approves all changes to the fee schedule, unless fees are specifically set forth in State Statute. Examples of charges for services to the public include transfer station charges, Jail District bed rentals, probation services, charges for recording documents, and charges for maps, copies and other records.

Projection: General Fund charges for services are anticipated to increase at a steady rate of 1.5% per year. This increase is driven by inflationary rate increases from fee reviews. For all funds, this number is projected at around 2% for a few years and then slowing to 1.5% on down as fewer beds are available for rental in the Jail District and document recording slows. Staff will continue to coordinate a fee study to determine what these charges should be.

BUDGET SUMMARY

Analysis of Revenues

INVESTMENT INCOME

Investment income is comprised of revenues generated from the investment of the County's cash balances. Balances are invested either through the State of Arizona's "pool" or through a recognized investment advisor authorized by the Treasurer. Investments are made in conservative instruments (identified by State Statute) due to the public nature of this money. Not all balances can earn interest for the benefit of the particular fund; in some cases, grant contracts do not always allow interest to accrue during the year to a fund. The majority of interest earnings accrue to the Highway User Revenue Fund, the Parks and Open Space Debt Service Fund, and the General Fund. Earnings are allocated monthly by the Treasurer, the County's investment officer. Staff anticipates that these collections will decline in the next couple of years due to decreases in the fund balance available for interest earnings and a drop in market interest rates.

Projection: Investment income is projected at 2.5% of average fund balance for FY10, and a 3% return on the average fund balance for FY10 through the remaining years in the forecast period. Overall this revenue will decline as the County spends down fund balances for capital, facility, and IT planning purchases. The interest rate earned by the County has fluctuated in the past, but was above average in FY09 as the Treasurer was able to maintain investments with higher than market yields. Staff is anticipating a lower rate of return in the next few years, coinciding with the economic downturn we have been experiencing. Staff will continue to monitor the rates earned and will make adjustments in the financial planning process as needed.

CONTRIBUTIONS

Contributions are State Contribution revenues derived from the Salt River Project Utility (SRP) and other private donations. Although SRP is a public entity, it estimates its net assessed value and makes payments in lieu of property taxes to each taxing jurisdiction. The General Fund, Library District, and Flood Control District each receive this annual contribution. The State Legislature authorized the Salt River Project to make a contribution to counties instead of paying property taxes. Other private donations are voluntary contributions the County receives, primarily for providing social services.

Projection: The SRP contributions are anticipated to decline slightly in the ten-year forecast period, due to the decline in the County primary property tax rate. Other private contributions are difficult to estimate, and are not material to the budget.

MISCELLANEOUS

Miscellaneous revenues are classified as any revenue that does not fall within a more specific revenue category. An example would include facilities rental. They are generally revenues derived from unanticipated sources and are therefore not subject to discernible variances.

Projection: Due to the nature of this revenue, there is no anticipated or budgeted change from the FY09 budget other than adjustments based on FY09 estimated activity and information received on one-time payments that are anticipated in FY10.

OTHER FINANCING SOURCES

Other financing sources are proceeds received from debt issuances for capital projects and gains on the sale of fixed assets. It is the policy of the Board of Supervisors that debt, short or long-term, may not be issued for operational expenses. The County is not anticipating issuing debt in FY10.

BUDGET SUMMARY

Analysis of Revenues

Projection Other financing sources fluctuate depending on debt issuances, both General County and Special District, and asset sales. Public Works is anticipating selling equipment in FY10 to offset the cost of replacing equipment according to their useful life schedules. Additional debt may be issued for special districts in future fiscal years, depending on the size of new districts that go into formation. Any debt issued for this purpose is repaid through assessments on district residents.

BUDGET SUMMARY

Analysis of Revenues

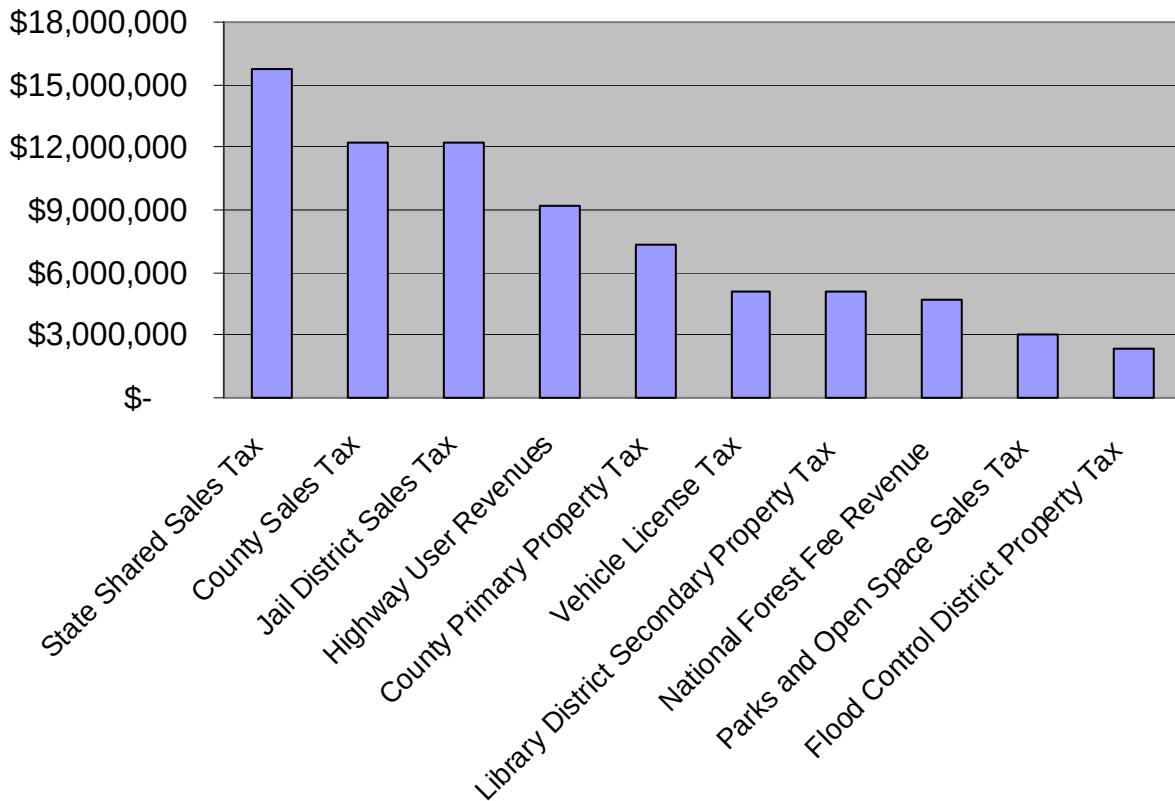
Top Ten Revenue Sources

Excluding unawarded stimulus funding, the County's top ten revenue sources in FY10 are (from greatest to least):

- State Shared Sales Tax - General Fund
- County Sales Tax - General Fund
- Jail District Sales Tax - Jail District
- Highway User Revenues - Public Works
- County Primary Property Tax - General Fund
- Vehicle License Tax - General Fund/HURF
- Library District Secondary Property Tax - Library District
- National Forest Fee Revenue - Various Funds
- Parks and Open Space Sales Tax - County Parks and Open Space Debt Service Fund
- Flood Control District Property Tax - Flood Control District

The County's dependence upon outside (non-property tax) sources of funding is evident and includes the State Shared Sales Tax, County Sales Tax, Jail District Sales Tax, Highway User Revenues, Vehicle license Tax, National Forest Fee Revenue, and Parks and Open Space Sales Tax. These sources make up 53% of all (non-stimulus) revenues, and 62% of General Fund revenues to be collected in FY10. Four of the top ten revenue sources are sales taxes that are pegged to the health of the regional tourist economy, which has suffered as the County economy has been in this recession.

FY10 Budgeted Top Ten Revenue Sources

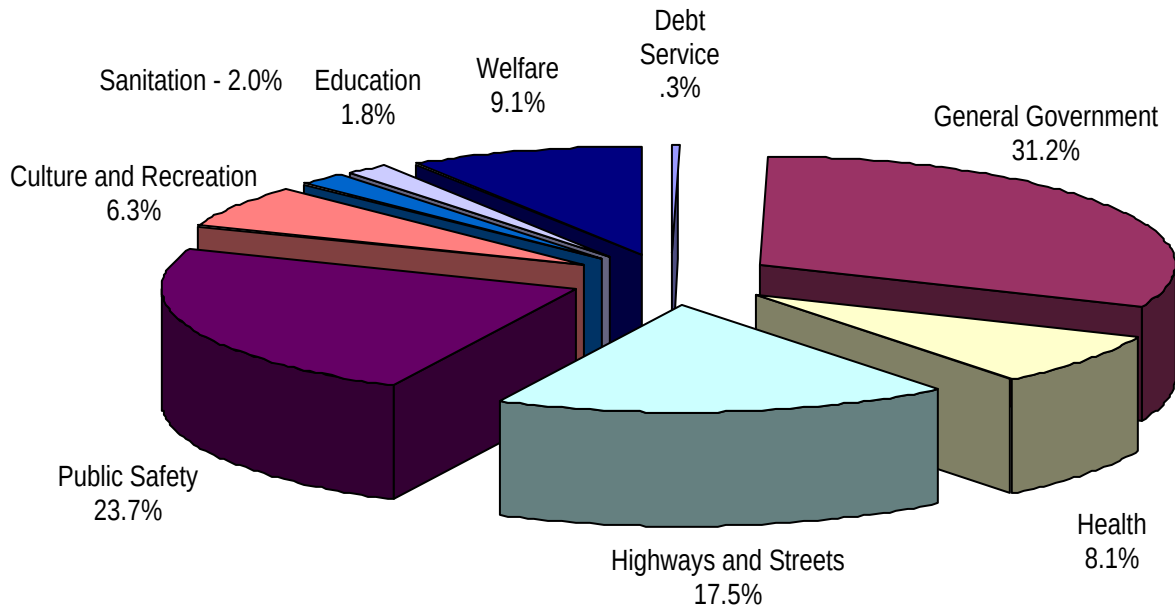


BUDGET SUMMARY

Analysis of Expenditures

All Funds Detail by Function

This chart highlights FY10 expenditures for all funds by percentage of the total:



A discussion of these programs, what is included under each, and a projection of future expenditure trends by fund type is included in the pages that follow.

BUDGET SUMMARY

Analysis of Expenditures

Coconino County's FY10 budgeted expenditures have increased by 10% from FY09 budgeted expenditures. This is due to an increase in unawarded grant funding anticipated in FY10 for Federal Stimulus programs. Because these were very tentative estimates at the time the budget was being developed, the discussion below will exclude unawarded grant and contingency expenditure budgets. Once these items are factored out, the budgeted expenditures will decrease by 8% from FY09. This decrease is due to the budget cuts the County implemented as part of the FY10 budget, and anticipated losses of grant revenue. The County's expenditure budget for FY10 is composed of its General Funds, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds. General Fund expenditures in FY10 represent 37% of the total expenditure budget. Special Revenue Funds, which include grant funds, represent 62% of the total budget. Capital Projects Funds account for about 1%, and Debt Service Funds make up less than 1% of the total County budget.

GENERAL GOVERNMENT

General government is the function used to describe all expenditures that do not fall under any other function. This includes expenditures for internal services, court services, and many of the offices run by elected officials, including the Treasurer, Assessor, Recorder, and Board of Supervisors. At over 31% of the total budget, this is the largest expenditure function.

General Fund

In the County's General Fund, general government expenditures decreased 13% between the FY09 and FY10 budgets due to the removal from the budget of one-time capital funds that were budgeted in FY09, and a reduction in budgeted election funding due to the cyclical nature of the elections cycle.

Projection: General government operating expenditures in the General Fund are projected to decrease in FY10 over the FY09 budget because of some one-time projects budgeted in FY09. The majority of departments are experiencing reduced funding in FY10 because of County General Fund budget cuts. The Recorder's budget will continue to fluctuate due to the cyclical nature of elections. FY09 was a large presidential primary and general election year. FY10 is not a large election-cycle year. For the next five years these operating expenditures are expected to continue to gradually increase overall, mainly due to the employee related cost increases. Because the County has begun to evaluate its budget by program and citizen priorities, and because this is such a large expenditure function, it is difficult to predict how expenditures will increase or decrease in the near future for General Fund general government expenditures.

Special Revenue Funds

In the various Special Revenue Funds, general government expenditures increased 16% between the FY09 and FY10 budgets due primarily to carryover funding for the Resource Allocation Committee (RAC) under Title II of the Secure Rural Schools and Community Self Determination Act. These funds have been allocated by the Board of Supervisors to the RAC for project funding, but RAC formation takes over a year to get proper Federal approvals. Once the RAC is formed, these funds will be available to be allocated. Other Special Revenue funding for General Government type expenditures is flat between FY09 and FY10.

Projection: Special Revenue Fund general government expenditures are projected to increase between the FY09 and FY10 budgets. The County anticipates Special Revenue Fund budgets to remain fairly constant, or even decrease slightly, in the next five years, due to the reliance of State and Federal revenue sources in these funds. As the State and Federal budgets face reduction, so will the County funds that receive those revenues.

Debt Service Funds

Debt Service Funds do not have general government expenditures for FY10.

BUDGET SUMMARY

Analysis of Expenditures

Capital Projects Funds

The only project budgeted in FY09 in a Capital Projects Fund for general government expenditures was for a renovation to the Medical Examiner facility. This project was about 85% complete by the end of FY09, so the remaining project funding was carried over into FY10. This is the only general government Capital Projects fund project anticipated in FY10. completion of the Sheriff's Search and Rescue facility. This project has not been completed and the remaining project budget was carried over into the FY09 budget. No other general government projects are budgeted in capital projects funds for FY10.

Projection: Given the economic situation facing municipal governments, the County is not anticipating capital project fund expenditures in the near future. The County has undertaken a Facilities Master Plan that has helped to identify capital needs for the next 30 years. The planning phase of this project is complete, but moving into the financing phase will remain difficult and funding is not anticipated in the near future.

PUBLIC SAFETY

The public safety function includes all expenditures for Flood Control, Emergency Services, Constable, Sheriff, Jail District, Juvenile Court Services, Adult Probation, and the Medical Examiner.

General Fund

In the County's General Fund, public safety expenditures decreased between the FY09 and FY10 budgets by 3%. This reduction is due to budget cuts that were implemented for the FY10 budget.

Projection: Public Safety expenditures in the General Fund are projected to increase for the foreseeable future. The County has had a difficult time attracting and retaining Deputy Officers, Youth Care Workers, and Probation Officers. If this trend continues, the County will have to increase hiring and retention benefits for those positions, putting a strain on County-wide General Funds. The County is committed to remaining competitive with other local jurisdictions to help offset the shortage of public safety workers in a high demand market. The employee contribution to the public safety retirement system is capped in statute, so any increases needed to maintain this system are passed along on the County contribution side.

Special Revenue Funds

In the various Special Revenue Funds, public safety expenditures will increase 16% between the FY09 and FY10 budgets. This change is also due a budgeted increase for potential defeasance of the Jail District debt. This is an option that is currently being explored by County Finance staff, but will only be undertaken if a financial benefit to County taxpayers can be determined. When the budgeted debt defeasance is removed from the calculation, there will only be a 2% increase to the Special Revenue Funds budget for public safety expenditures. This is due to budgeted expenditure increases for Jail District Nursing.

Projection: Special Revenue Fund public safety expenditures are projected to increase between the FY09 and FY10 budgets, and this trend is expected to continue for some time. The County has added most of the programs included in the Jail District ten-year plan, but pay plan and benefit increases are anticipated to continue. There is also a future need for Jail expansion as the local population grows and beds are not available to serve as needed.

Debt Service Funds

Debt Service Funds do not have public safety expenditures for FY10.

BUDGET SUMMARY

Analysis of Expenditures

Capital Projects Funds

Capital Projects Funds were budgeted in FY09 and FY10 for the Jail District Repair and Replacement fund. This is a recurring budget item for R&R needs that arise, and is not anticipated to change from FY09.

HIGHWAYS AND STREETS

The highways and streets function of expenditures includes all expenditures for road maintenance, construction, engineering, GIS, and special districts.

General Fund

Expenditures for highways and streets in the General Fund include those expenditures for GIS. This budget did not have a material change between FY09 and FY10.

Projection: GIS expenditures are projected to decrease in the next five years, due to an anticipated loss of funding for Title III programs under the Secure Rural Schools act. These funds pay for two FTEs for the Standard Addressing project. At this point an alternative funding source for this program has not been determined.

Special Revenue Funds

Special Revenue Funds expenditures relating to highways and streets pertain to Public Works expenditures, and they will decrease 19% in FY10 from the FY09 budget. This is the result of the Public Works department developing and implementing many budget saving measure over the last year, in response to ever declining HURF revenues. Because of State shifting of HURF funds, and a drop in gasoline sales, HURF revenues are projected at a level comparable to FY99. Given that, capital projects have been scaled in response. Equipment replacement and road improvement projects are budgeted at a much lower level. Salary and benefit budget reductions are also anticipated, as the department is holding open several vacant positions.

Projection: Expenditures for highways and streets for operations will continue to increase with increasing gasoline and diesel fuel costs. Construction costs have seen a decrease in the last 12 months, as fewer construction projects are in progress and the contract price has been driven down. Because of the revenue situation in the HURF fund however, fewer projects will be bid out. The goal of the Public Works department is to plan for a manageable construction level each year. This is becoming increasingly more difficult with the uncertainty in the State budget and shifting of HURF funds to State programs. Fund balance in the HURF fund is being depleted, and the point will come when capital projects will not have funding. The focus will be on a manageable level of maintenance.

Debt Service Funds

Debt Service Funds do not have highways and streets expenditures for FY09.

Capital Projects Funds

Capital Projects Funds have highways and streets expenditures for special districts. These expenditures are projected to decrease 44% in FY10 from the FY09 budget, because the formation of new special districts has stalled. There was one special district project budgeted to begin in FY10, but the voters of that district have since decided to stop construction. Two other districts will be completed in FY10.

Projection: In the near future these expenditures for special districts will be minimal, as there are no new districts currently in formation. For the next ten years these expenditures may fluctuate as demand for districts may change.

BUDGET SUMMARY

Analysis of Expenditures

SANITATION

Sanitation expenditures include those for the County's on and off Reservation solid waste programs and expenditures for the Kachina Village Improvement District.

General Fund

There are no sanitation expenditures in the General Fund for FY10. The General Fund does support the Solid Waste Program through a transfer to the Solid Waste Fund.

Special Revenue Funds

Sanitation expenditures in Special Revenue Funds are anticipated to decrease 4% in FY10 from the FY09 budget. The decrease is due to a capital item for Reservation solid waste that was budgeted in FY09.

Projection: Expenditures for sanitation will continue to rise in the Solid Waste Program. The main driver of these increases will be tipping and transportation fees passed along to the County from outside vendors. Some of the transportation charges will also increase due to the rising cost of fuel. KVID expenditures are not anticipated to increase greatly in the next five years. Much of the solid waste cost increases are passed along to the General Fund in the form of a funds transfer to the program. This support is expected to increase as transportation and employee-related costs increase while the amount citizens are willing to pay for this service remains flat. The Solid Waste program was also asked for program reduction in FY10 as part of the budget cuts. This reduction will result in a reduction of hours and potential closure of some off Reservation sites.

Debt Service Funds

Debt Service Funds do not have sanitation expenditures for FY10.

Capital Projects Funds

Capital Projects Funds do not have sanitation expenditures for FY10.

HEALTH

Health expenditures include all expenditures for Health department programs in the County.

General Fund

Mandated Medical Assistance and Access to Healthcare programs make up the General Fund expenditures for health. These expenditures are budgeted to increase by 4% in FY10 from the FY09 budget due to mandated increases for ALTCS and AHCCCS payments. The General Fund also supports health programs through a transfer to health special revenue funds.

Projection: General Fund health expenditures will continue to rise in the next five to ten years, due to an increase in State mandated costs. The State has passed along mandated increases for ALTCS and AHCCCS costs to the Counties, and this trend is expected to continue.

Special Revenue Funds

In Special Revenue Funds, expenditures for Health are expected to decrease 4% in FY10. This decrease is the result of anticipated losses in state grant revenues that fund health programs, and because of General Fund support to these funds, budget reductions that were implemented in the FY10 budget also affect this health spending.

BUDGET SUMMARY

Analysis of Expenditures

Projection: Health expenditures will continue to fluctuate, but decline overall, depending on available State and Federal grant funding. The recession has had a double impact to this area. State funding has been reduced because of the State budget crisis, while demand for Health services is increasing. As grant funding dwindles, the General Fund contribution to support necessary health programs will increase. Currently the General Fund supports about 30% of these Special Revenue Fund programs through a transfer to cover funding deficits. State and Federal grant funds continue to remain level, or in many cases decrease, causing more required support from the General Fund to be able to maintain the level of service previously provided.

Debt Service Funds

Debt Service Funds do not have health expenditures for FY10.

Capital Projects Funds

Capital Projects Funds do not have health expenditures for FY10.

WELFARE

Welfare expenditures are for programs in the Community Services and Career Center departments.

General Fund

The General Fund did not have welfare expenditures for FY09. Due to an accounting change, special revenue fund expenditures were moved to the General Fund in FY10. This caused the General Fund to have expenditures classified in the welfare function for the first time. The reclassified expenditures did not have a material change from the FY09 budget to the FY10 budget. The General Fund also supports these programs through fund transfers to Special Revenue Funds.

Special Revenue Funds

In Special Revenue Funds, expenditures for welfare will decrease by 6% in FY10. These decreases are the result of several factors. This department receives cyclical federal grants that increase and decrease depending on the fiscal year. FY09 had a large Federal HOME program grant that was not received in FY10. Because these funds also receive General Fund support, the budgeted expenditures were decreased as part of the FY10 budget cuts.

Projection: Welfare expenditures for Community Services programs will vary based on the level of grant funding received by the County. Many of these programs are funded primarily through grants, with some General Fund support. This level of support is expected to increase with salary and benefit increases in future years. Career Center expenditures are even more subject to variation due to the nature of their revenues. The Career Center is almost completely funded by Federal grants, so the Federal budget alters their budget and level of spending from year to year. Each change in administrations brings changes to these programs. The demand for welfare type services is projected to increase in the short term as need for these programs is tied to the overall economic situation. The Board of Supervisors may determine that funding the need for these services merits an increase to these budgets in the short-term to keep up with the increasing demand for services.

Debt Service Funds

Debt Service Funds do not have welfare expenditures for FY10.

Capital Projects Funds

BUDGET SUMMARY

Analysis of Expenditures

Capital Projects Funds do not have welfare expenditures for FY10.

CULTURE AND RECREATION

Library funding and Parks and Recreation department programs are considered culture and recreation funding.

General Fund

The General Fund supports culture and recreation by funding administrative and maintenance salaries in the Parks and Recreation department. Some CPOS administrative expenses are also included in the General Fund, but are reimbursed through a transfer of CPOS tax funds. These expenditures will increase 20% in the upcoming fiscal year, because of a change in the accounting structure in the Parks and Recreation department. Expenditures that were previously classified as Special Revenue Fund expenditures were moved to the General Fund. Overall Parks and Recreation Department expenditures will decrease in FY10.

Projection: There are no foreseen operational increases in the program in the next five years.

Special Revenue Funds

Culture and recreation expenditures will decrease 33% in FY10 over the FY09 budget. This decrease is due to capital projects in the CPOS program that were budgeted in FY09, but not in FY10. This program was designed to have a fluctuating capital budget for land acquisitions and capital construction. When capital is factored out, this budget will decrease less than 2%.

Projection: Library District expenditures will increase in FY10, and then are expected to decrease or remain level in FY11. These distributions will change with fluctuations in the secondary assessed values in the County. Because of the lag in assessed valuation calculations compared to the tax year, recession drops in home values will only begin to be reflected in the FY11 valuations. Parks and Recreation expenditures will vary due to capital projects in the CPOS program. For more detail on the upcoming capital projects associated with the CPOS program, see page G32. This function also accounts for the County horse racing program. This program has experienced a loss of State funding that offsets the cost. The County is exploring what options they have for alternate funding for this program in order to continue it.

Debt Service Funds

Debt Service Funds do not have culture and recreation expenditures for FY10.

Capital Projects Funds

Capital Projects Funds have culture and recreation expenditures for FY10 associated with the Raymond Park construction project. A capital grant was received for this project, and expenditures should be considered one-time.

EDUCATION

Superintendent of Schools expenditures are categorized as education.

General Fund

General Fund expenditures for Education will decrease by 11% in FY10, due to a change in accounting for positions in this office.

Projection: The General Fund expenditures for education are not projected to show a significant change, other than personnel related increases, in the next five years.

BUDGET SUMMARY

Analysis of Expenditures

Special Revenue Funds

Education expenses will increase by 21% in Special Revenue funds from the FY09 budget due to a budgeted increase in forest fee funding. During the development of the FY09 budget, Secure Rural Schools funding was uncertain. Since a three-year reauthorization was approved, program funding amounts have been determined and are easier to project. The increase in Forest Fee revenue will be distributed to County schools.

Projection: Special Revenue Funds education expenditures will vary each year, depending on the amount of grant funds the Education Service Agency is able to receive. The County does not support these programs with additional General Funds, so as grant funding fluctuates, so do expenditures.

Debt Service Funds

Debt Service Funds do not have education expenditures for FY10.

Capital Projects Funds

Capital Projects Funds has minimal education expenditures for FY10 that will be used to complete a grant funded project in the accommodation schools.

DEBT SERVICE: PRINCIPAL AND INTEREST

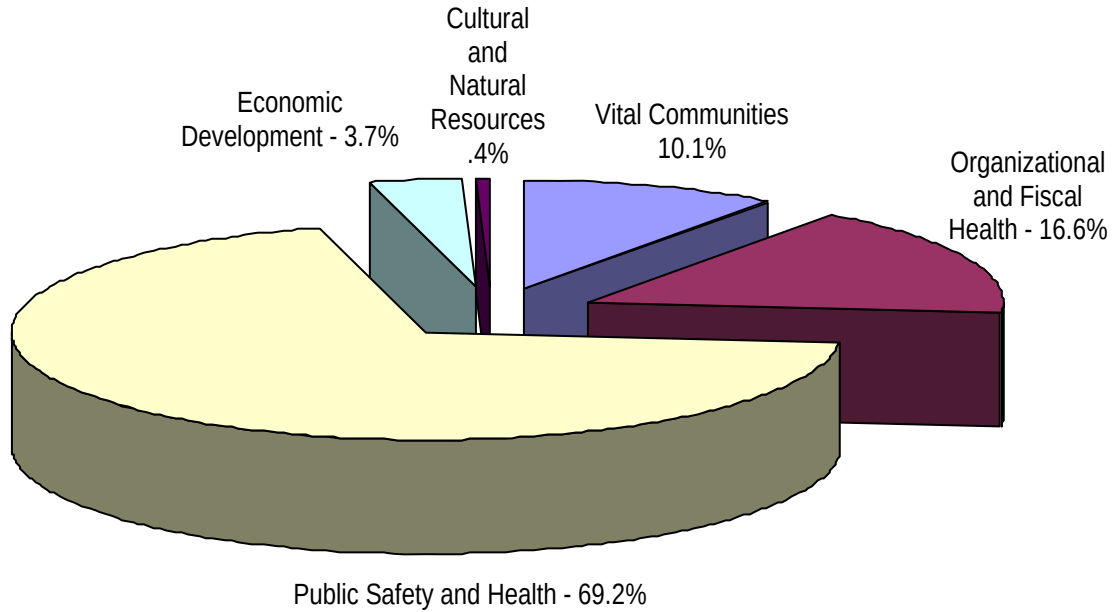
All Debt Service Fund payments go towards principal and interest on outstanding special districts debt. A detailed discussion of these expenditures can be found on pages C79-C80.

BUDGET SUMMARY

Analysis of Expenditures

All Funds Detail by Strategic Priority Area

This chart highlights FY10 expenditures for all funds by percentage of the total:



A discussion of these programs, what is included under each, and a projection of future expenditure trends by fund type is included in the pages that follow. Historical funding by Strategic Priority Area is not available, as this is the first year programs have been broken out in this way.

Data presented above represents department categorization of programs into each area. These will continue to be refined as the process develops.

BUDGET SUMMARY

Analysis of Expenditures

Comparative data is not available for prior year budgets for expenditures by Strategic Priority Area, because FY10 marks the first year program budgets were established and categorized by area. A summary of the types of program expenditures included in each area is listed below, along with projections for changes to the expenditures of these areas in the future.

Community Vitality

Community Vitality programs include Elections, DUI/Drug Court, Integrated Family Court, Parks and Recreation programs, Emergency Services, Career Center programs, and Superintendent of Schools programs, among others.

Projection: Because these expenditures include those for Emergency Services and Career Center programs, the Board may decide to increase funding for the safety net programs that see increasing demand for services during economic down time. Career Center is 100% Federal funding, which is a volatile funding source. They were the first department to receive Federal stimulus funds, which is a sign that this funding will remain a Federal priority at least until a recovery begins. Elections funding is cyclical and is mandated, so the normal elections funding cycles will continue.

Organizational and Fiscal Health

Organizational and Fiscal Health programs include most of the County's internal services, and many programs of Elected Offices, including the Treasurer, Assessor, Board of Supervisors, Clerk of Superior Court, and Superintendent of Schools.

Projection: The programs in Organizational and Fiscal Health are heavily supported by the General Fund. As this funding source become ever more competitive, given the nature of local tax revenues, these programs will need to find innovative ways to reduce their cost of doing business. Expenditures will increase as pay and benefit increases are approved, but funding for program expansion is uncertain at this time.

Public Safety and Health

The Public Safety and Health area contains the most programs, and has the largest budget. This area can be broken off into three main types: Criminal Justice, Health, and Other Public Safety (which includes Public Works and Community Development type programs).

Projection: Criminal Justice: Coconino County's planning efforts have been very successful in containing the costs of the criminal justice system. System-wide collaboration through the Criminal Justice Coordinating Council has helped identify system problems that had been driving up costs. Programs like the Exodus substance abuse treatment program in the Jail District have help identify preventative measures that can be taken to reduce future costs. Investing in system bottlenecks has also helped keep costs lower. The County plans to continue these efforts that will result in a lower than average growth rate in this system.

Health: Health programs are heavily reliant on State grant funding to operate. General Fund support for these programs has grown more rapidly than any other area in the past 10 years. This trend is expected to continue as State grant funding dwindles. Costs will likely increase in the short term as demand for health services rises due to the economy. As we begin recovery, the County will be looking to form collaborations and invest in ways of doing business that have system wide cost savings.

BUDGET SUMMARY

Analysis of Expenditures

Economic Development

Economic Development programs include the Career Center Workforce Investment Act and Youthbuild programs, Parks and Recreation Campgrounds, Lessee Events, Racing, and Stables programs, and the Coconino Rural Environmental Corps program.

Projection: Although a small percentage of the total County budget, Economic Development programs have been considered increasingly important to accomplishing the organizational goals of the County. The majority of this program funding is Federal, and is expected to be cyclical in the next ten years as administration priorities adjust.

Cultural and Natural Resources

The only programs that were classified as Cultural and Natural Resources were for Water Adequacy and Resource Conservation. As we move through the process of tying the budget to the Strategic Priority Areas, we will more closely evaluate program categorization by area. This should cause an expansion to the budget of this area, by reclassifying programs from other areas.

Projection: The goal of the Facilities Resource Conservation program is to reduce utility expenditures in the County. The success of this program will cause a budget reduction in this area. Water Adequacy is a new program in FY10, and the future funding is unknown at this time.

BUDGET SUMMARY

Reserves

Policies, Changes in Fund Balance, and Long-Term Outlook

What is fund balance?

Fund balance is the difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes, such as contingencies or encumbrances, carried forward into the next fiscal year, or reverted back to a granting agency if such is contractually stipulated.

As a part of the ten-year financial plan, 15% of General Fund revenues will go toward an emergency reserve fund. Of the 15%, 10% is for an emergency reserve. The balance of 5% could be available to be used during economic downturns to help alleviate potential cuts to services.

The County also maintains an operating contingency of \$250,000 in the General Fund to provide for unanticipated expenditures, or to meet unexpected increases in service demands. Use of these funds is subject to the County Manager's approval.

Available fund balances are not used for on-going operating expenditures unless a determination has been made that available balances are in excess of required guidelines and that plans have been established to address future operating budget shortfalls. However, based on current audit requirements, fund balances associated with grant revenues in cost reimbursement grant funds should be exhausted before the granting agency remits additional funds. For using fund balances, emphasis is placed on one-time uses. An annual review of cash flow requirements and appropriate fund balances is undertaken to determine whether modifications are appropriate for the reserve/contingency policies.

What are the changes in fund balance and what is the long term outlook?

By Fund Type

General Funds: The General Fund balance will decrease by over five million dollars as a result of this budget (net of contingencies). The long term forecast for the General Fund budget projects a low ending fund balance in FY15, when the County anticipates using almost the full allotment of the emergency reserve that is set for revenue smoothing. The County is planning to use the emergency reserve balance to manage through the difficult economic times and avoid service cuts to essential programs. Once we begin a period of recovery, we will replenish the revenue smoothing fund in preparation for the next recession.

Special Revenue Funds: Fund balances in the Special Revenue Funds are budgeted to decrease 33% in FY10. The main decreases come in the HURF Fund (29% of total decrease) and Jail District Funds (23% of total decrease). The Parks Capital Projects Fund balance is also expected to decrease. This makes up 14% of the decline. The HURF decrease is discussed in the major fund section below. The Jail District has a budgeted debt defeasance. This is tentative pending an analysis of the taxpayer benefit from this action. Parks Capital Projects will be spent on projects that were approved in prior fiscal years that are still not completed - mainly the Fort Tuthill Wastewater project. The remainder of the decrease in fund balance results from grant funds being spent down to cover expenditures in programs that will be receiving fewer grant dollars, due to the State economic situation. The long-term outlook for these funds are to be spent down to assist with state and federal revenue losses.

Debt Service Funds: Debt Service Funds in total will see an increase of 14% of their fund balance in FY10. This is due to revenue going into the CPOS debt service fund that will be discussed in more detail under the major funds discussion. The remaining change in fund balance will be a small increase in those funds that make debt service payments on road improvement districts through special assessments. The long term outlook for the special district debt service funds is very little change in fund balance, because as assessments are collected, debt payments are made.

BUDGET SUMMARY

Fund Types

Capital Projects Funds: Capital Projects Fund reserves will not change significantly in FY10. Most projects are funded through dedicated funding sources (debt, special assessments, etc.) and will be financed on a pay as you go basis.

Major Funds

Capital Debt Service Fund: The Capital Debt Service Fund become inactive in FY08, aside from small interest and transfer entries to close out the fund. All general County debt was paid off through a defeasance in FY08, saving the taxpayers an estimated \$500,000 in interest. The County does not anticipate issuing new general debt in the next five years.

Highway User Revenue Fund: The HURF Fund will decrease 19% due to road construction projects anticipated in the next fiscal year coupled with the decline in HURF revenues from the economy and State shifting to fund their deficit. The long-term outlook for this fund projects continued decline in fund balance if the State does not return the shifted revenues back to Counties. The level of service for road maintenance in the County will need to be evaluated to meet the available revenues.

Jail District: The Jail District Fund Balance will decrease by 38% from the FY09 projected ending balance. This large decrease is due to the budgeted of a debt defeasance in FY10. We are unsure if we will move forward with the defeasance at this time, but it was necessary to budget the capacity in the event this is determined to be the most cost-effective method of debt payment for the citizens. The remaining fund balance is reserved for repair and replacement projects in the jail.

Parks and Open Space Debt Service: The fund balance in this fund will increase by 13% in FY10 as planned capital acquisitions for open space are made at a level lower than the budgeted sales tax revenue this fund will receive. Ultimately 100% of this fund balance will be spent over the life of the CPOS program.

Non Major Funds: Fund balance for Non Major funds will decrease by 22%, but there are no funds that make up more than 7% of this decline. General decreases are budgeted in special revenue funds due to expenditure shifts to these funds as a result of the General Fund targeted budget reduction in FY10.

BUDGET SUMMARY

General Fund Operating Budget

General Fund Operating Budget Policies

The County adopts a balanced budget annually and does not use debt or bond financing to fund current operating expenditures. As a general rule, the County is committed to using only recurring revenues to fund recurring expenditures.

The County maintains a budgetary control system to ensure adherence to the Adopted Budget. Quarterly reports are prepared and provided to the Board of Supervisors by the Budget Team which compare actual revenue and expenditures to budgeted amounts as well as provide updates to the County ten-year financial plan and forecast.

As previously stated, the Budget Team develops and regularly updates a General Fund ten-year financial forecasting system which includes projections of revenues, expenditures, and future costs of current budget decisions and financing of capital improvements. The current revenue and expenditure ten-year plan on the following pages illustrates the results of this process.

The entire County budget for FY10 was evaluated within the context of these financial plans and a determination of was made on the impacts that the current recurring expenditures would have on the operating budget, the expenditure limit, and the future cash flow needs of the County. When this evaluation was done, it was determined that all departments must submit their program budgets with funding amounts not to exceed the FY09 “base” budget for the department. Expenditure adjustments between programs was allowed. By retaining level program funding from FY09, the County would still have had unsustainable expenditure levels, given the drop in the local economy. To avoid a cash and General Fund balance shortfall, after budgets were submitted by program, the County Manager reviewed the Program Funding Requests to identify target savings areas. The County also implemented other budget savings measures, including a modified hiring freeze, where a Vacancy Review Board is reviewing all open positions and determining if the vacancy will be filled (critical), delayed (semi-critical), or frozen (lower priority or ability to shift duties). The goal of the Vacancy Review Board is to find \$500,000 in General Fund budget savings in FY10. The County also implemented a Personal Day Purchase Program, in which employees can voluntarily purchase additional days off. If goals are not met in these programs, or revenues do not rebound sufficiently that deficits appear to be forthcoming within the fiscal year, additional budget reductions will be considered.

The ten-year plan that follows has been adjusted to eliminate the contingency and fund balance contingency items. These are budgeted for emergency use only so they are not included in the General Fund balance projections. The financial plan that follows is the plan that was used during the budget process, and includes department and budget estimates of FY09 revenues and expenditures, based on year to date information that was available at the time the budget was developed. The financial statements presented on pages C27-C33 include updated FY09 estimated actuals.

A deficit to the main County General Fund is projected in FY11-FY18. The General Fund Emergency Reserve is set at 15% of annual revenues. Without evaluating other budget reduction measures, the County anticipated using almost the entire contingency balance to get through the recession.

BUDGET SUMMARY

General Fund Ten-Year Financial Summary

	FY 2008	Budget FY 2009	Estimated FY 2009	Projected		
				FY 2010	FY 2011	FY 2012
Revenues and Transfers In						
Taxes	\$ 23,042,908	\$ 23,741,746	\$ 22,516,666	\$ 22,875,399	\$ 24,328,080	\$ 25,867,879
Licenses and Permits	1,235,113	1,453,000	815,000	889,300	955,998	1,013,357
Intergovernmental	20,384,911	21,023,137	19,035,000	19,234,016	20,070,016	21,533,256
Charges for Services	3,385,592	3,450,225	3,365,000	3,470,381	3,574,492	3,645,982
Fees, Fines, and Forfeits	1,323,755	1,553,500	1,172,275	1,176,288	1,211,577	1,235,808
Investment Income	1,336,101	386,663	1,060,000	376,035	313,280	242,472
SRP Contributions	146,336	152,132	146,379	131,460	124,887	118,643
Miscellaneous	377,920	330,422	410,584	213,790	213,790	213,790
Transfers In	1,630,899	1,320,522	2,256,396	1,304,348	832,714	631,503
Total Revenues and Transfers In	52,863,535	53,411,347	50,777,300	49,671,017	51,624,833	54,502,690
Expenditures and Transfers Out						
Salaries	24,215,612	25,537,241	25,024,624	25,325,198	26,351,828	26,971,751
Benefits	7,949,239	8,925,765	8,322,419	8,421,482	9,116,850	9,601,537
Operations	12,525,150	13,494,995	12,981,537	12,070,884	11,897,883	11,750,217
Travel	1,691,793	1,528,930	1,605,802	1,393,715	1,403,170	1,417,202
Capital	885,828	1,499,987	499,987	1,376,655	23,047	23,047
Total Transfers Out	11,942,811	8,593,939	8,029,024	7,353,646	7,280,852	7,523,115
Total Expenditures and Transfers Out	59,210,433	59,580,857	56,463,393	55,941,580	56,073,631	57,286,868
Total Surplus/(Deficit)	(6,346,898)	(6,169,510)	(5,686,093)	(6,270,562)	(4,448,798)	(2,784,177)
Beginning Fund Balance	30,834,735	24,487,837	24,487,837	18,801,744	12,531,181	8,082,383
Net Ending Fund Balance	\$ 24,487,837	\$ 18,318,327	\$ 18,801,744	\$ 12,531,181	\$ 8,082,383	\$ 5,298,206
Fund Balance						
Unreserved						
General Fund	\$ 11,662,465	\$ 6,459,362	\$ 7,504,693	\$ 2,212,890	\$ (2,320,001)	\$ (5,288,006)
Emergency Reserve	8,266,442	8,175,259	7,278,136	7,255,000	7,618,818	8,080,678
Total Unreserved Fund Balance	19,928,907	14,634,621	14,782,829	9,467,890	5,298,816	2,792,672
Reserved						
Employee Benefit Trust	1,072,848	947,377	957,041	826,182	696,836	567,741
Self Insurance	474,028	435,733	379,263	340,923	304,481	270,549
Benefits Contingency	78,268	79,828	80,943	82,562	84,626	87,165
Financial Management Reserve	70,098	30,550	-	-	-	-
Computer Replacement	-	-	66,967	0	0	0
Facilities Repair and Replacement	2,475,373	1,810,900	2,080,660	1,364,122	1,253,944	1,143,675
Public Defender Fees	320,367	318,436	380,867	380,884	379,806	377,526
Legal Defender Fees	67,948	60,882	73,174	68,617	63,873	58,878
Total Reserved Fund Balance	4,558,930	3,683,706	4,018,915	3,063,291	2,783,567	2,505,534
Total Ending Fund Balance	\$ 24,487,837	\$ 18,318,327	\$ 18,801,744	\$ 12,531,181	\$ 8,082,383	\$ 5,298,206

BUDGET SUMMARY

General Fund Ten-Year Financial Summary

	Projected					
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Revenues and Transfers In						
Taxes	\$ 27,225,956	\$ 28,281,838	\$ 29,284,480	\$ 30,559,614	\$ 31,887,138	\$ 33,273,903
Licenses and Permits	1,064,025	1,085,306	1,107,012	1,162,362	1,220,481	1,281,505
Intergovernmental	22,196,724	23,412,096	24,186,984	24,988,103	26,363,831	27,587,501
Charges for Services	3,700,672	3,756,182	3,812,525	3,869,713	3,927,758	3,986,675
Fees, Fines, and Forfeits	1,254,345	1,273,160	1,292,258	1,311,642	1,331,316	1,351,286
Investment Income	158,946	96,988	69,416	48,779	56,280	100,326
SRP Contributions	112,711	107,075	101,721	100,000	100,000	100,000
Miscellaneous	213,790	213,790	213,790	213,790	213,790	213,790
Transfers In	638,665	645,589	653,191	661,042	669,545	678,700
Total Revenues and Transfers In	56,565,834	58,872,023	60,721,376	62,915,044	65,770,139	68,573,684
Expenditures and Transfers Out						
Salaries	27,683,970	28,337,196	29,083,551	29,771,767	30,553,986	31,278,962
Benefits	10,007,699	10,379,954	10,781,033	11,148,765	11,544,526	11,942,488
Operations	11,883,831	11,841,518	12,089,812	12,099,809	12,325,436	12,312,789
Travel	1,431,374	1,445,687	1,460,144	1,474,746	1,489,493	1,504,388
Capital	23,047	23,047	46,641	46,641	46,641	46,641
Total Transfers Out	7,601,190	7,763,692	7,948,101	8,123,270	8,341,873	8,567,031
Total Expenditures and Transfers Out	58,631,109	59,791,094	61,409,282	62,664,997	64,301,955	65,652,299
Total Surplus/(Deficit)	(2,065,275)	(919,070)	(687,906)	250,047	1,468,184	2,921,386
Beginning Fund Balance	5,298,206	3,232,931	2,313,861	1,625,955	1,876,002	3,344,186
Net Ending Fund Balance	\$ 3,232,931	\$ 2,313,861	\$ 1,625,955	\$ 1,876,002	\$ 3,344,186	\$ 6,265,571
Fund Balance						
Unreserved						
General Fund	\$ (7,370,785)	\$ (8,331,241)	\$ (8,979,454)	\$ (8,727,667)	\$ (7,012,082)	\$ (4,477,567)
Emergency Reserve	8,389,075	8,733,965	9,010,228	9,338,100	9,765,089	10,184,248
Total Unreserved Fund Balance	1,018,291	402,724	30,774	610,433	2,753,007	5,706,681
Reserved						
Employee Benefit Trust	434,774	297,817	156,751	11,454	(0)	(0)
Self Insurance	238,391	208,879	182,815	160,909	143,763	131,861
Benefits Contingency	89,780	92,473	95,247	98,105	101,048	104,079
Financial Management Reserve	-	-	-	-	-	-
Computer Replacement	0	0	0	0	0	0
Facilities Repair and Replacement	1,026,400	901,817	769,612	629,460	-	-
Public Defender Fees	372,025	363,128	350,653	334,409	314,199	289,817
Legal Defender Fees	53,272	47,024	40,102	31,232	32,169	33,134
Total Reserved Fund Balance	2,214,640	1,911,137	1,595,181	1,265,569	591,179	558,891
Total Ending Fund Balance	\$ 3,232,931	\$ 2,313,861	\$ 1,625,955	\$ 1,876,002	\$ 3,344,186	\$ 6,265,571

BUDGET SUMMARY

General Fund Revenue Assumptions

The single largest fund in the County is the General Fund. It accounts for approximately 42% of the County's annual revenue (net of unawarded grants). The process of estimating and forecasting revenues involves review and analysis of numerous variables and several months of research. The Budget Team takes a scan of the local and national economy to estimate current and future growth in retail consumption, tourism spending, and changes in State and Federal legislation which would have an impact on revenue collections. A forecast is created and presented to the County Manager and Board of Supervisors in order to define the financial parameters of the budget process in a given fiscal year. This forecast is subsequently adjusted based on a comparison of the departmental revenue estimates in the months following. Listed below are the current assumptions derived to account for specific tax levies, projected growth in sales taxes, other revenues and interest rates, and fund balances (cash on hand) which will earn interest.

The budget was based on estimates for FY09. The Budget Team provided several scenarios to the County Manager and the Board of Supervisors, as part of the financial planning process and budget process. To estimate FY10 revenues for all funds, but in particular for the General Fund, the Budget Team used the assumption that the recession the State and Local economies entered during FY09 would continue through early FY10 with some recovery beginning during the last three quarters of FY10. This will be noted for many of the revenue growth assumptions that are primarily driven by the economy. The following assumptions were used as the growth scenario to estimate the FY10 General Fund revenues available for recurring expenditures:

- The County's primary property tax rate was decreased in FY10. This budget includes an increase in overall assessed values, but a decrease in overall property tax collections due to one-time tax judgments that were assessed in FY09. Compared to FY09 actual collections of property taxes, the FY10 levy is budgeted to decrease 3%. One-time recovery of prior year tax assessments impacted the FY09 actual figure. The property tax growth rate is expected to equal the statutory increase of 2% each year, with some adjustment for new construction related to anticipated population growth.
- Vehicle license taxes (auto in lieu) are anticipated to grow by 3% from the FY09 estimates to the FY10 budget due to the Federal "Cash for Clunkers" program. This revenue source has been particularly hard-hit in the local recession, and revenues have fallen below FY06 levels. Auto Lieu increases are projected at more aggressive rates of 5 - 7.5% in the next four years, in anticipation of recovery and pent up demand in the auto market. Beyond that time frame, growth is anticipated to equal local inflation and population increases.
- County sales tax is projected to grow from the FY09 estimate to the FY10 budget by 4%. Although this figure may seem aggressive, given the current economic conditions, in the ten year forecast period we are not anticipating full recovery to baseline levels. Using a baseline sales year, and growing revenue at the population and inflation figure, has been a very accurate predictor of sales tax revenue. However, the recession has had an impact on consumer behavior, causing an anticipated downward shift in the baseline consumer spending line. The County is continuing to monitor sales tax patterns to determine the appropriate adjustment to that baseline.
- Licenses and permits have fluctuated greatly over the last few years, but are expected to have hit their low point and will grow at a 9% rate for FY10. Building permits are the main component of this revenue source, and FY09 estimated revenue from this source is below the FY04 level. After anticipated FY10 recovery, inflationary rate increases are anticipated in this revenue source.
- State shared sales tax is projected to increase by 4% from the FY09 estimate to the FY10 budget, follow a growth pattern similar to County sales tax. Because the local economy has been stronger than the State economy throughout the course of this recession, State shared sales taxes have fallen lower than local County sales tax revenues. The County does anticipate a return close to baseline consumer spending, adjusted for population and inflation increases, but a much larger downward adjustment to the baseline is anticipated.

BUDGET SUMMARY

General Fund Revenue Assumptions

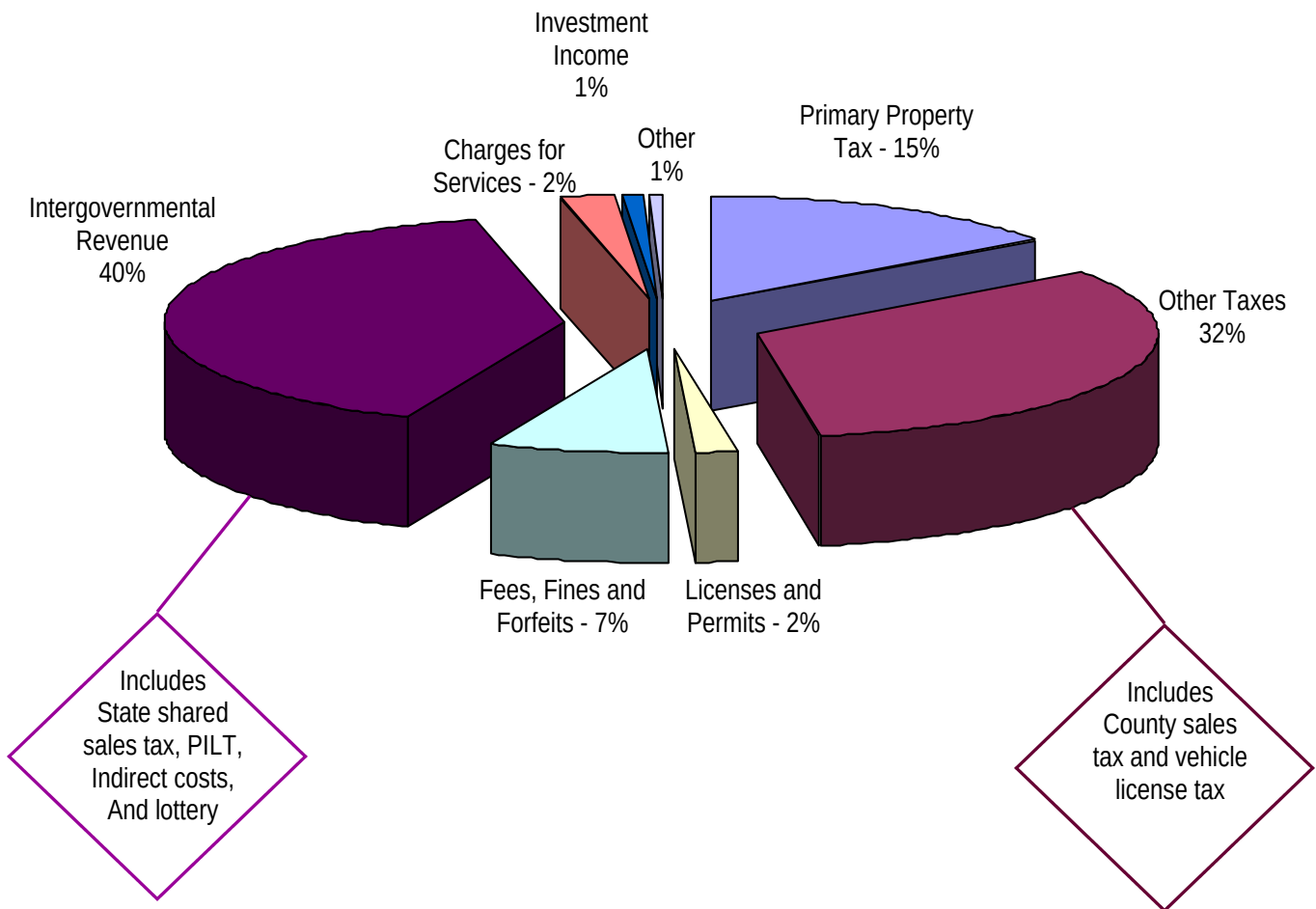
- Other intergovernmental revenue is projected to decrease from the FY09 estimates to the FY10 budget. Some growth is anticipated in future years, but it is offset by adjustments for the loss of Forest Fee funding for the Superintendent of Schools Office, and the eventual loss of full PILT funding. FY09 had a large increase in this revenue type due to both the SRS reauthorization funding increase and the full funding of PILT.
- Charges for services are anticipated to increase more aggressively in the short-term to make up some lost revenue from recessionary impact, then increase 1.5% per year, due to the County's policy of updating the user fee schedule every two years.
- Fees, fines, and forfeits are anticipated to increase more aggressively in the short-term to make up some lost revenue from recessionary impact, then increase 1.5% per year, due to the County's policy of updating the user fee schedule every two years.
- Investment income is projected at 2% of the General Fund balance in FY10, 2.5% in FY11, and returning to the average rate of return of 3% of the General Fund balance each year thereafter. The rate of return on County investments is tied to market rates, which are projected to remain low in FY10 and gradually increase through economic recovery.
- The SRP contribution will remain constant during the ten-year period.
- Miscellaneous revenue is forecasted at the minimum level during the ten-year period. These revenues are usually derived from unanticipated sources.
- Actual "transfers in" for FY10 are primarily revenues from Title III Forest Fees for County services provided on Federal lands and reimbursements for CPOS administrative expenditures. Due to the uncertainty of Title III as a funding source after FY11, no estimate is made for transfers in future fiscal years. Also included in this figure are rent payments from different Special Revenue Funded departments and reimbursements from the Highway User Revenue Funds for administrative costs in the General Fund associated with GIS projects.

BUDGET SUMMARY

General Fund Revenues

FY10 Revenues by Percentage

This chart details FY10 General Fund revenues for all activities by percentage and illustrates the County's reliance on State shared and County sales taxes as the predominant General Fund funding sources.



BUDGET SUMMARY

General Fund Ten-Year Financial Summary

The County incorporates the preceding assumptions for the budget year and additional estimated growth or decline rates (where applicable) into a ten-year forecast for revenues. This forecast provides County management with a planning tool for determining future funding options and availability. The FY09 estimates were used for the budget development and reflect information available at that time.

	FY 2008	Budget FY 2009	Estimated FY 2009	FY 2010	Projected FY 2011	FY 2012
Primary Property Tax	\$ 7,139,615	\$ 7,317,594	\$ 7,525,000	\$ 7,313,399	\$ 7,679,069	\$ 8,101,418
Utilities	46,966	-	41,666	-	-	-
Auto Lieu	3,410,412	3,539,219	3,200,000	3,312,000	3,526,504	3,790,992
County Sales Tax	12,445,915	12,884,933	11,750,000	12,250,000	13,122,507	13,975,470
<i>Taxes Subtotal</i>	23,042,908	23,741,746	22,516,666	22,875,399	24,328,080	25,867,879
Licenses and Permits	1,235,113	1,453,000	815,000	889,300	955,998	1,013,357
State Shared Sales Tax	17,000,598	18,188,786	15,000,000	15,600,000	16,536,000	18,024,240
Other Intergovernmental	3,384,313	2,834,351	4,035,000	3,634,016	3,534,016	3,509,016
<i>Intergovernmental Subtotal</i>	20,384,911	21,023,137	19,035,000	19,234,016	20,070,016	21,533,256
Charges for Services	3,385,592	3,450,225	3,365,000	3,470,381	3,574,492	3,645,982
Fees, Fines, and Forfeits	1,323,755	1,553,500	1,172,275	1,176,288	1,211,577	1,235,808
Investment Income	1,336,101	386,663	1,060,000	376,035	288,280	211,722
SRP Contributions	146,336	152,132	146,379	131,460	124,887	118,643
Miscellaneous	377,920	330,422	410,584	213,790	213,790	213,790
<i>Revenues Subtotal</i>	51,232,636	52,090,825	48,520,904	48,366,669	50,767,119	53,840,437
Transfers In	1,630,899	1,320,522	2,256,396	1,304,348	832,714	631,503
Grand Total	<u>\$ 52,863,535</u>	<u>\$ 53,411,347</u>	<u>\$ 50,777,300</u>	<u>\$ 49,671,017</u>	<u>\$ 51,599,833</u>	<u>\$ 54,471,940</u>

BUDGET SUMMARY

General Fund Revenue Projections

The County incorporates the preceding assumptions for the budget year and additional estimated growth or decline rates (where applicable) into a ten-year forecast for revenues. This forecast provides County management with a planning tool for determining future funding options and availability. The FY09 estimates were used for the budget development and reflect information available at that time.

	Projected					
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Primary Property Tax	\$ 8,425,474	\$ 8,762,493	\$ 9,069,181	\$ 9,386,602	\$ 9,715,133	\$ 10,055,163
Utilities	-	-	-	-	-	-
Auto Lieu	4,056,361	4,259,179	4,421,028	4,589,027	4,758,821	4,934,898
County Sales Tax	14,744,121	15,260,165	15,794,271	16,583,984	17,413,184	18,283,843
<i>Taxes Subtotal</i>	27,225,956	28,281,838	29,284,480	30,559,614	31,887,138	33,273,903
Licenses and Permits	1,064,025	1,085,306	1,107,012	1,162,362	1,220,481	1,281,505
State Shared Sales Tax	19,285,937	20,443,093	21,158,601	21,899,152	23,213,101	24,373,757
Other Intergovernmental	2,910,787	2,969,003	3,028,383	3,088,950	3,150,729	3,213,744
<i>Intergovernmental Subtotal</i>	22,196,724	23,412,096	24,186,984	24,988,103	26,363,831	27,587,501
Charges for Services	3,700,672	3,756,182	3,812,525	3,869,713	3,927,758	3,986,675
Fees, Fines, and Forfeits	1,254,345	1,273,160	1,292,258	1,311,642	1,331,316	1,351,286
Investment Income	127,274	64,365	35,814	14,169	20,632	63,608
SRP Contributions	112,711	107,075	101,721	100,000	100,000	100,000
Miscellaneous	213,790	213,790	213,790	213,790	213,790	213,790
<i>Revenues Subtotal</i>	55,895,497	58,193,812	60,034,584	62,219,392	65,064,946	67,858,268
Transfers In	638,665	645,589	653,191	661,042	669,545	678,700
Grand Total	\$ 56,534,162	\$ 58,839,401	\$ 60,687,775	\$ 62,880,434	\$ 65,734,491	\$ 68,536,967

BUDGET SUMMARY

General Fund Expenditures

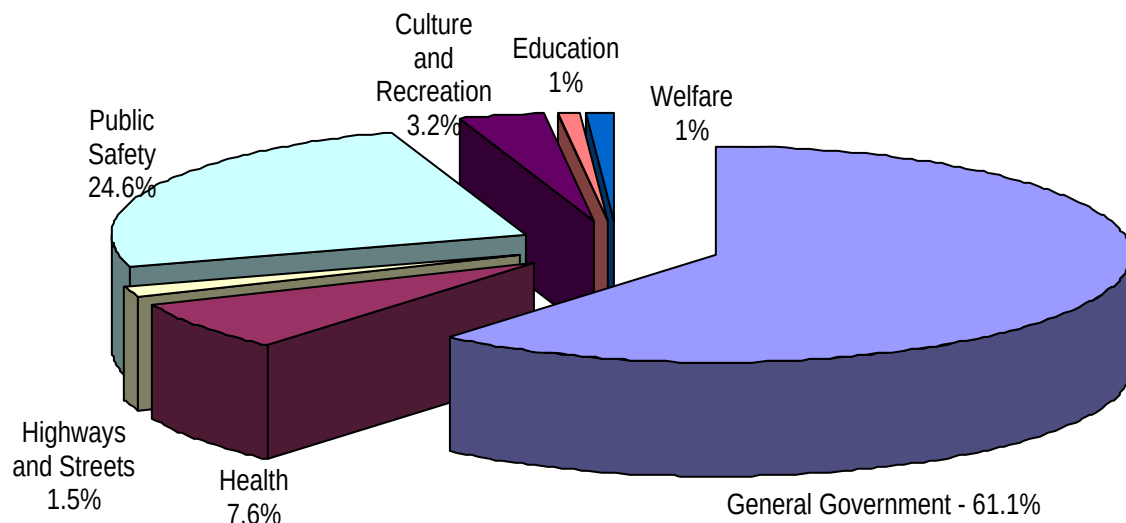
Total Expenditures for the General Funds

The total County adopted expenditure budget for FY10 is \$178,059,829.

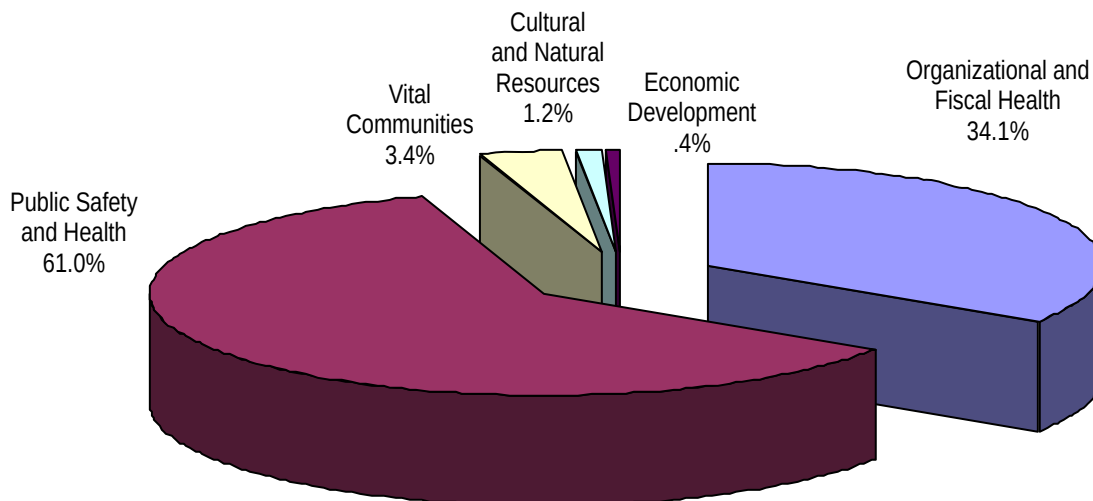
Of this, total adopted expenditures for the General Fund (1001) are \$56,850,584, and for all other General Funds adopted expenditures are \$8,863,225. The weight of budgeted expenditures in other General Funds represents the budgeted appropriation in the emergency reserve to provide budget capacity in the event of fiscal emergency. Other General Funds were created to account for General Funds that have been set aside for special projects.

Information in the chart below is shown net of contingency.

General Fund Expenditures by Function



General Fund Expenditures by Strategic Priority Area



BUDGET SUMMARY

General Fund Expenditures

General Fund Expenditures by Fund and Function

	General Government	Public Safety	Highways and Streets	Health	Culture and Recreation	Welfare	Education	Total
General Fund	\$ 37,232,238	\$ 12,396,624	\$ 767,201	\$ 3,840,845	\$ 1,602,224	\$ 526,863	\$ 484,589	\$ 56,850,584
Self Insurance	95,925	-	-	-	-	-	-	95,925
Emergency Reserve	7,355,827	-	-	-	-	-	-	7,355,827
Financial Management Reserve	208,194	-	-	-	-	-	-	208,194
Computer Replacement	307,533	-	-	-	-	-	-	307,533
Facilities Repair and Replacement	758,151	-	-	-	-	-	-	758,151
Public Defender Fees	120,000	-	-	-	-	-	-	120,000
Legal Defender Fees	17,595	-	-	-	-	-	-	17,595
Total	\$ 46,095,463	\$ 12,396,624	\$ 767,201	\$ 3,840,845	\$ 1,602,224	\$ 526,863	\$ 484,589	\$ 65,713,809

General Fund Expenditures by Category and Function

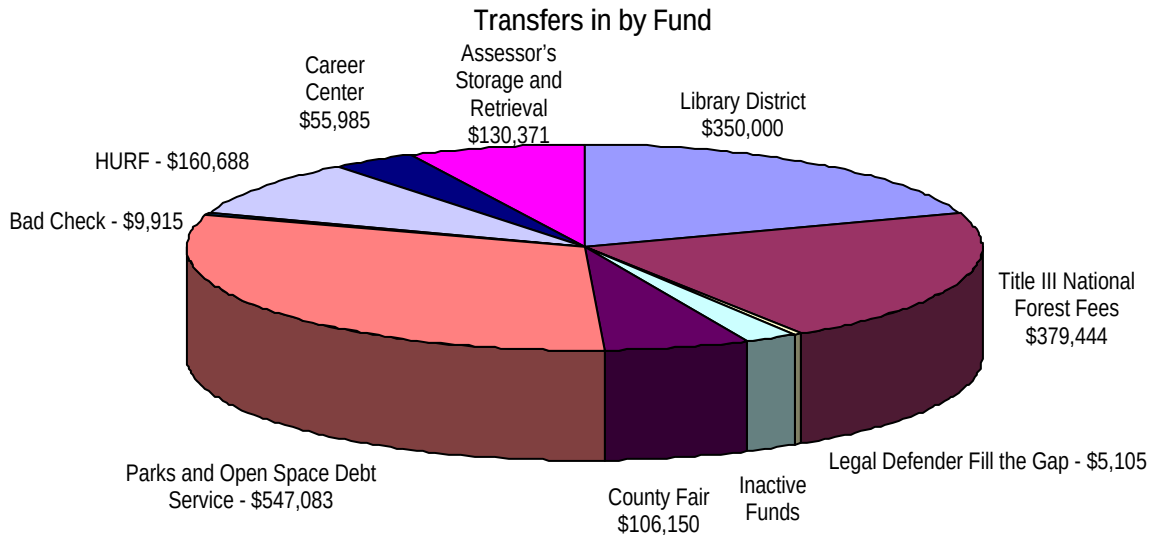
	General Government	Public Safety	Highways and Streets	Health	Culture and Recreation	Welfare	Education	Total
<i>Unreserved General Fund</i>								
Salaries	\$ 16,781,761	\$ 7,379,791	\$ 454,118	\$ 108,741	\$ 670,580	\$ 384,152	\$ 302,938	\$ 26,082,081
Benefits	5,205,207	3,050,108	132,895	29,104	211,214	120,176	94,530	8,843,234
Operating	13,670,380	1,127,433	155,669	3,701,550	685,520	15,085	82,121	19,437,758
Travel	487,066	839,292	24,519	1,450	34,910	7,450	5,000	1,399,687
Capital	1,087,824							1,087,824
<i>Reserved General Funds</i>								
Salaries	\$ 37,690	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,690
Benefits	11,986	-	-	-	-	-	-	11,986
Operating	8,530,768	-	-	-	-	-	-	8,530,768
Travel	13,950	-	-	-	-	-	-	13,950
Capital	268,831	-	-	-	-	-	-	268,831
Total All General Funds	\$ 46,095,463	\$ 12,396,624	\$ 767,201	\$ 3,840,845	\$ 1,602,224	\$ 526,863	\$ 484,589	\$ 65,713,809

BUDGET SUMMARY

General Fund Transfers

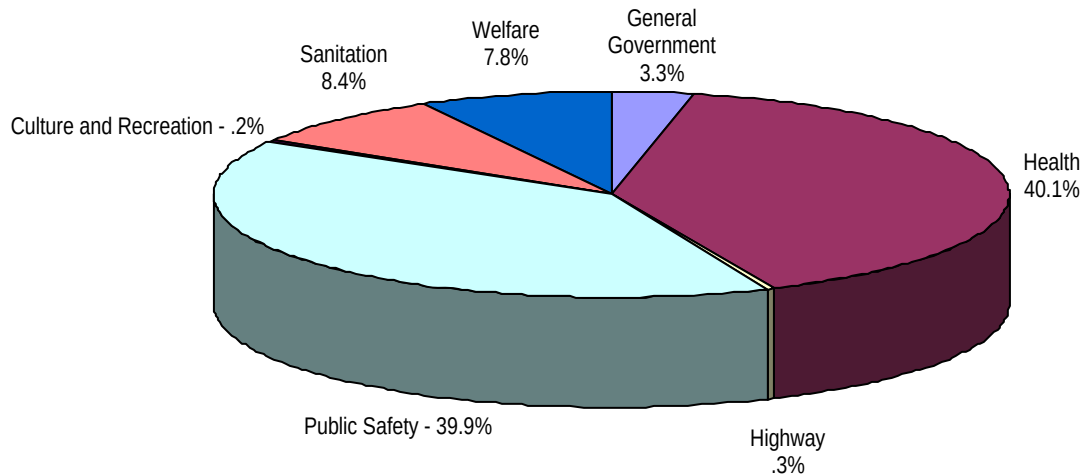
An important part of the General Fund budget includes transfers in and out of the fund. For example, a transfer *into* the General Fund might include a Title III reimbursement for an approved project. A transfer *out* of the General Fund might include subsidies to State mandated grant programs where funding has been cut or subsidies for programs where fees do not cover the full cost of the program. The charts below provide a summary of transfers budgeted in FY10.

Transfers *Into* the General Fund



- Library District: Property Tax Assessment to cover State budget impacts
- Legal Defender Fill the Gap: Funding reimbursement to increase the hours of an FTE
- Inactive Funds: Funds that will be closed through a transfer of fund balance
- County Fair: Reimbursement for positions reclassified in
- Parks and Open Space Debt Service: CPOS administrative cost reimbursement
- Bad Check: Reimbursement for positions reclassified in the General Fund
- HURF: Reimbursement for GIS and Special District work
- Career Center: Rent

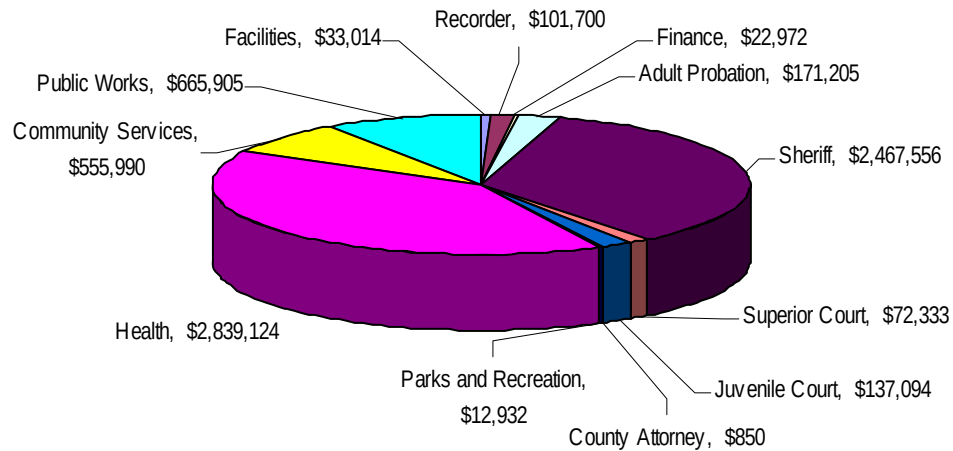
Transfers *Out* of the General Fund by Function



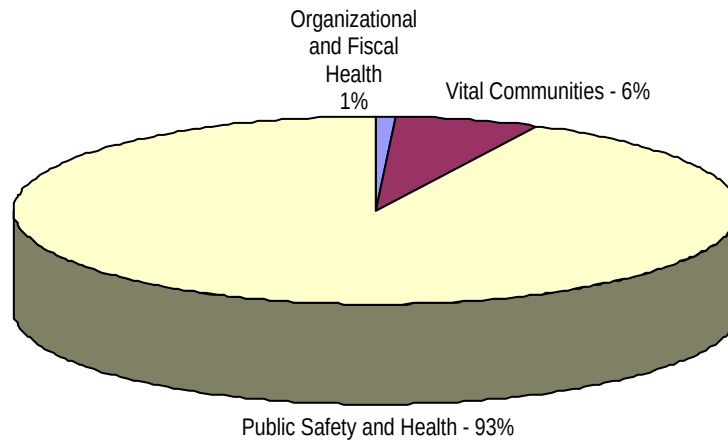
BUDGET SUMMARY

General Fund Transfers

Transfers *Out of* the General Fund by Department



Transfers *Out of* the General Fund by Strategic Priority Area



BUDGET SUMMARY

Budget Reductions for FY10

Given the uncertainty of the State budget, and the continued recessionary decline in local revenues, the County Manager recommended programmatic budget reductions as part of the FY10 budget. Each program funding request was reviewed and ranked, and a determination was made on recommended program reductions. Those reductions were then brought to each department and discussed at their annual County Manager budget meeting. After a discussion of the proposed reductions, a final reduction amount was determined with some flexibility given to the departments on determining the programs to reduce.

A summary by department, program, and strategic priority area is provided below.

FY10 Budget Reductions by Department

Department	FY10 Budget Reduction
Adult Probation	\$ 27,820
Assessor	31,222
Board of Supervisors	47,897
Career Center	75,000
Community Development	47,599
Community Services	31,086
Constable	500
County Attorney	15,000
County Manager	51,089
Facilities	73,010
Finance	36,111
Health	102,905
Human Resources	37,509
Information Technology	69,640
Justice Court - Flagstaff	16,339
Justice Court - Fredonia	1,995
Justice Court - Page	5,030
Justice Court - Williams	4,660
Juvenile Court	30,499
Legal Defender	3,841
Parks and Recreation	47,035
Public Defender	26,700
Public Works	123,719
Recorder	45,918
Sheriff	172,251
Superior Court	145,741
Treasurer	12,550
Total	\$ 1,282,666

BUDGET SUMMARY

Budget Reductions for FY10

FY10 Budget Reductions by Program

Department	Program	FY10 Budget Reduction
Adult Probation	Community/Programming Resources	\$ 2,000
Adult Probation	Pretrial Services	8,420
Adult Probation	Supervision	8,400
Adult Probation	Supervision - Flagstaff	9,000
Assessor	Administration	12,754
Assessor	Appraisal	11,039
Assessor	Cartography	3,724
Assessor	Customer Service	3,705
Board of Supervisors	BOS/Clerk	22,395
Board of Supervisors	BOS/Elected	25,502
Career Center	Workforce Investment Act	75,000
Community Development	Building	32,841
Community Development	Planning and Zoning	14,758
Community Services	Community Engagement	31,086
Constable	Constable	500
County Attorney	Civil Legal Services	2,500
County Attorney	Community Service	12,500
County Manager	Executive Management	29,785
County Manager	Organizational Development	17,554
County Manager	Strategic Budget Process	3,750
Facilities	Administration	1,850
Facilities	Capital Repair & Replacement	21,000
Facilities	Operations & Maintenance	50,160
Finance	Accounting Operations	300
Finance	Administration	6,640
Finance	Budget & Planning	2,160
Finance	Financial Reporting and Audit	26,446
Finance	Purchasing	565
Health	Animal Management	7,000
Health	Environmental Quality	52,905
Health	Health Administration	5,000
Health	Immunizations	38,000
Human Resources	EGAD	5,000
Human Resources	Employee Benefits	110
Human Resources	Employee Recognition	10,500
Human Resources	Employee Relations	101
Human Resources	Personnel Administration	455

BUDGET SUMMARY

Budget Reductions for FY10

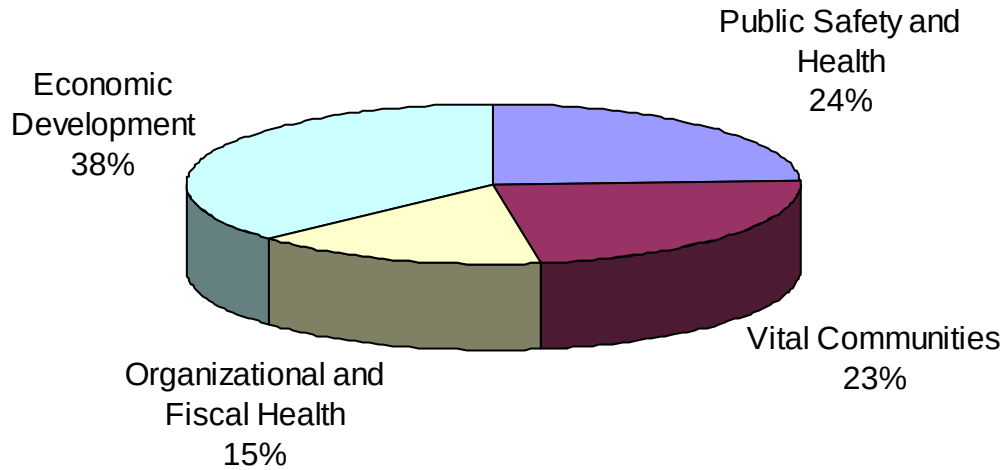
FY10 Budget Reductions by Program (continued)

Department	Program	FY10 Budget Reduction
Human Resources	Recruitment & Retention	2,125
Human Resources	Risk Management & Safety	19,218
Information Technology	Business Applications, Development & Support	56,879
Information Technology	Infrastructure & Telecommunications	12,761
Justice Court - Flagstaff	Flagstaff Justice Court Case Processing	16,339
Justice Court - Fredonia	Fredonia Justice Court Case Processing	1,995
Justice Court - Page	Page Justice Court Case Processing	5,030
Justice Court - Williams	Williams Justice Court Case Processing	4,660
Juvenile Court	Resource Services	30,499
Legal Defender	In-House Indigent Legal Services	3,841
Parks and Recreation	Administration	6,080
Parks and Recreation	Amphitheater	10,882
Parks and Recreation	Campgrounds	3,500
Parks and Recreation	Facility Management - Maintenance	11,814
Parks and Recreation	Ramada & Field Rentals	360
Parks and Recreation	Stables	14,399
Public Defender	Adult Felony	23,174
Public Defender	Adult Misdemeanor	243
Public Defender	Juvenile, Mental Health & Dependency	756
Public Defender	Other Misc Cases	2,527
Public Works	Marble Canyon	37,671
Public Works	Off-Reservation Waste & Recycling Transfer Stations	58,848
Public Works	Reservation Waste & Recycling Transfer Stations	4,700
Public Works	Solid Waste Community Cleanups	22,500
Recorder	Elections	45,918
Sheriff	Administration	10,000
Sheriff	Operations	130,951
Sheriff	Support Services	31,300
Superior Court	Court Operations	15,000
Superior Court	Integrated Family Court	89,251
Superior Court	Judicial Services	36,990
Superior Court	Law Library/Self-Help Center	4,500
Treasurer	Administration	3,138
Treasurer	Delinquent Taxes/Deeding	3,138
Treasurer	General Ledger Accounting/Investments/Warrants	3,137
Treasurer	Tax Collections and Billing	3,137
Total		\$ 1,282,666

BUDGET SUMMARY

Budget Reductions for FY10

FY10 Budget Reductions by Strategic Priority Area



Area	FY10 Budget Reduction
Cultural and Natural Resources	\$ -
Economic Development	17,899
Organizational and Fiscal Health	370,108
Public Safety and Health	637,662
Vital Communities	256,997
Total	\$ 1,282,666

BUDGET SUMMARY

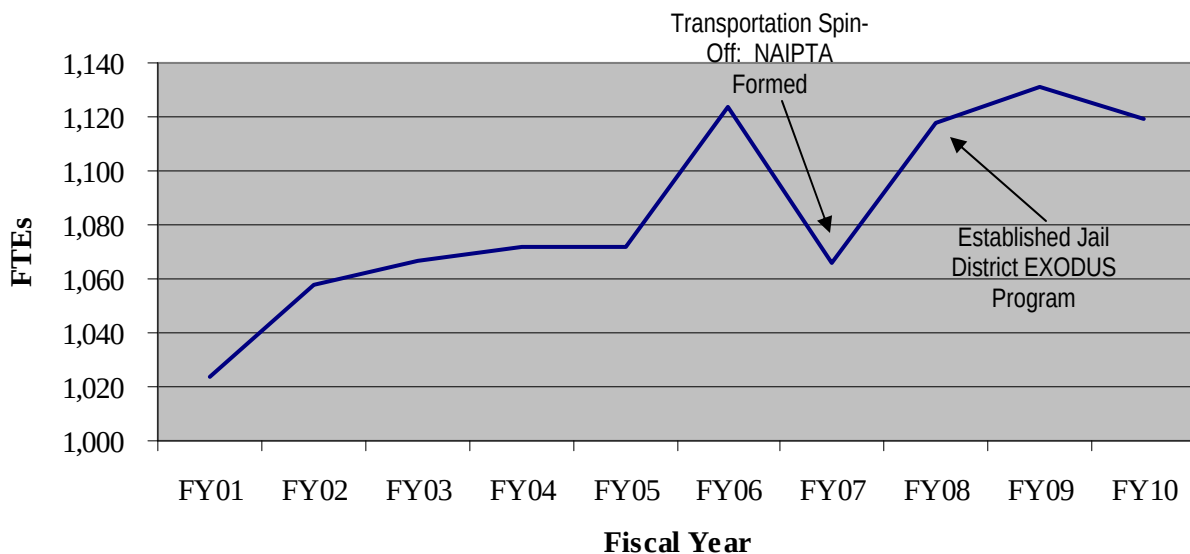
Changes in Personnel

Coconino County's full time positions have fluctuated over the past ten years, due to program additions and changes. In total, the County has seen less than a 10% increase in total full time equivalents in that time frame.

For FY10, the Board of Supervisors did not authorize any additional FTEs. Changes are constant in grant funded programs, as grants increase in decrease, but overall the total FTE count fell by 12 positions in the FY10 budget. In addition to the loss of some grant funded positions in Health and Juvenile Court, Adult Probation is anticipating losing some of their State funded positions in the next year. Other departments, like the County Attorney and Justice Court in Flagstaff, had limited-term positions approved in prior years that ended in FY09. Though not included on this list, 6.5 positions were frozen as part of the FY10 budget reductions. These positions were frozen at the discretion of the department in order to meet their budget reduction target, and may be reinstated next year if the reduction of funds can be found from an operational source.

The chart below illustrates the history of Coconino County FTEs over the last ten years:

Coconino County FTE History



Frozen Positions by Department

Department	Frozen FTEs
Board of Supervisors	0.50
Health	1.00
Information Technology	1.00
Recorder	1.00
Sheriff	2.00
Superior Court	1.00
Total	6.50

BUDGET SUMMARY

Changes in Personnel

Organizational Full-Time Equivalents

Department	FY08 Budget	FY09 Budget	FY10 Budget
Adult Probation	60.10	60.10	60.10
Assessor	27.00	27.00	27.00
Board of Supervisors	13.50	14.50	14.00
Career Center	10.88	13.88	13.00
Clerk of Superior Court	23.35	23.35	23.35
Community Development	23.00	23.50	23.50
*Community Services	49.15	51.65	43.17
Constable	1.00	1.00	1.00
County Attorney	42.75	43.00	42.00
County Manager	11.50	11.50	12.00
Facilities Management	28.00	28.00	28.00
Finance	19.00	18.00	18.00
*Health	129.58	132.53	135.17
Human Resources	11.00	10.00	10.00
Information Technology	28.00	30.00	30.00
Justice Courts - Flagstaff	24.25	24.50	23.50
Justice Courts - Fredonia	2.50	2.50	2.50
Justice Courts - Page	5.00	5.00	5.00
Justice Courts - Williams	5.00	5.00	5.00
Juvenile Court Services	75.48	75.28	72.08
KVID	8.00	8.00	8.00
Legal Defender	5.00	5.00	5.00
Parks and Recreation	20.50	21.00	21.00
Public Defender	22.00	22.00	21.00
Public Works	136.40	136.40	136.40
Recorder	19.00	19.00	19.00
Sheriff	262.33	265.33	265.33
Superintendent of Schools	11.36	11.36	11.36
Superior Court	34.75	35.00	36.00
Treasurer	8.50	8.00	8.00
Organization Total	1,117.88	1,131.38	1,119.46

*Positions moved from Community Services to Health: 8.48

BUDGET SUMMARY

Secure Rural Schools and Community Self-Determination Act

Background

The Secure Rural Schools and Community Self-Determination Act of 2000 (SRS Act) was enacted to provide five years of transitional assistance to rural counties affected by the decline in revenue from timber harvests on federal lands. The last payment authorized under P.L. 106-393 was for FY 2006.

On May 25, 2007, the Iraq Accountability Appropriations Act of 2007, P.L. 110-28, was signed into law. It included a provision for payments to States and counties for FY 2007 and extended provisions of Title II and Title III of the SRS Act.

On October 3, 2008, P.L. 110-343 (H.R. 1424, Emergency Economic Stabilization Act of 2008, Energy Improvement and Extension Act of 2008, and Tax Extenders and Alternative Minimum Tax Relief Act of 2008) was signed into law (aka: SRSCA-2008). Section 601 of Division C of P.L. 110-343 amends and reauthorizes the SRS Act (P.L. 106-393). The SRS Act, as amended, retains the original title. This Act approved SRS payments through County Fiscal Year 2011, at which point funding is once again set to expire. Although the amount of total program funding was increased under this Act, each year there will be a 90% reduction in funding levels from the prior year, until the Act expires.

There are three Titles to the SRS Act. Title I allows for funding for County roads and Schools. Title II designates funding towards a Resource Allocation Committee (RAC), to be used to fund "protection, restoration, and enhancement of fish and wildlife habitats and other resource objects on Federal land and non-Federal land where projects would benefit these resources on Federal Land." Under the 2008 Act, Title III funding is given to the County to fund:

- Homeowner education and assistance regarding ways to reduce the risks of wildfire
- Reimbursement of search, rescue and emergency services on Federal lands
- Development of community wildfire protection plans.

Funds allocated to Title III under the 2000 Act and 2007 re-authorization were granted for these services:

- Search, rescue, and emergency services
- Community service work camps
- Conservation and recreation easement purchases
- Forest related educational opportunities
- Fire prevention and County planning
- Community forestry

The County had Title III fund balance from the 2000 Act and the 2007 re-authorization that were allocated to Title III projects in the FY10 budget, along with funding from the 2008 Act that were allocated to Title III projects in FY10.

BUDGET SUMMARY

Secure Rural Schools and Community Self-Determination Act

Allocation of Funds

Under the 2008 Act, funds can be allocated between Titles I, II, and III according to the following guidelines:

- Title I: 80% - 85%
- Title II: 8% - 20%
- Title III: 0% - 7%

Coconino County elected the following allocation:

- Title I: 85%
- Title II: 8%
- Title III: 7%

Title I

Coconino County allocated Title I funding first to the Superintendent of Schools Office to fund their operations, with the balance of the 85% allocation split between funding County road maintenance, and direct distributions to County schools, based on student count.

Title II

The County is in the process of forming a RAC, which is required to determine the allocation of Title II funds. Coconino County will not be able to determine the allocation to individual projects, but will be responsible for distributing the 8% allocation to the RAC, once formed.

Title III

The Coconino County Board of Supervisors tentatively approved funding for the projects listed below from the anticipated FY10 SRS allocation under the 2008 Act, and from fund balance remaining under the 2000 and 2008 Acts. There is a statutory 45 day comment period that will be advertised for public comment before final funding is allocated.

FY10 Projects

Flagstaff Patrol	\$ 103,346
Search and Rescue	150,140
Standard Addressing Projects	54,233
GIS Analysts for Data Enhancement	45,575
Emergency Notification System	13,780
Community Cleanups	62,500
Emergency Services Support	47,394
Greater Flagstaff Forest Partnership	13,500
Apache Sitgreaves Wildfire Protection Plan	7,650
Total FY10 Recommended Projects	\$ 498,118

BUDGET SUMMARY

Secure Rural Schools and Community Self-Determination Act

Future Funding

In FY10, Coconino County will receive \$4,661,250 in SRS Act funding. Of this:

- \$484,589 will support the Coconino County Superintendent of Schools Office
- \$1,738,737 will fund County road maintenance projects
- \$1,738,737 will be distributed directly to County schools
- \$372,900 will be distributed to the RAC for funding of qualified Title II projects
- \$326,287 will be allocated to projects under Title III

If this Act is not reauthorized after FY11, the County will have a reduced ability to fund road maintenance projects and wildfire protection, search and rescue, and patrol activities on Federal land. The School Districts would be severely impacted in their ability to maintain the same level of service currently provided to students.

Coconino County will continue to work with our legislative partners to advocate for the continued funding of and SRS type Federal program.

BUDGET SUMMARY

Debt

Debt Management Policy

Coconino County Debt

The County adopted a debt management policy with the purpose of maintaining the County's ability to incur present and future debt at minimal interest rates in amounts needed for infrastructure and economic development without endangering its ability to finance essential County services. The County decided that it would not fund current operations from the proceeds of borrowed funds. The County would confine long-term borrowing to capital improvements or projects and when the County finances capital projects by issuing debt, it will repay the debt within a period not to exceed the expected useful life of the project. Since the policy's adoption, the County has followed these guidelines. The County reviews its debt policy every year during its formal review of all fiscal policies at the start of the budget process. The complete debt management policy is printed on page C19. The legal debt limit of the County is equal to 15% of the County's net secondary assessed valuation. For FY10 this would total \$323,377,651.

The County paid off all of their general outstanding debt in FY08 through a debt defeasance. This released all collateral back to the County and removed all debt from the books. Due to a projected shortfall in the Debt Service Fund, defeasing the debt was estimated to have saved the General Fund \$500,000 in net present value savings. There is still Jail District and Special District debt outstanding after defeasing the general County debt.

Jail District Debt

The Jail District issued debt in FY99 and FY00. This debt was used to finance construction of the Coconino County Jail located in Flagstaff. Payments are being made using the special Jail District sales taxes that were recently increased.

Special Districts Debt

Special districts incurred debt for a number of County improvement districts for improvements to existing roadways. Assessments are levied annually on property owners within the boundaries of these special districts to pay the debt service for improvements.

Debt Service Payments

The following chart shows the principal outstanding on all Coconino County, Jail District, and Special Districts debt at the end of each fiscal year for the next five years. The figures below assume the County does not issue any new debt through FY14.

PRINCIPAL OUTSTANDING

<u>COCONINO COUNTY</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
Certificates of Participation, Series 1998	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Certificates of Participation, Series 2001	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>JAIL DISTRICT</u>							
Pledged Revenue Obligations, Series 1998	\$ 7,390,000	\$ 5,660,000	\$ 3,855,000	\$ 1,970,000	\$ -	\$ -	\$ -
Pledged Revenue Obligations, Series 2000	950,000	485,000	-	-	-	-	-
Total	\$ 8,340,000	\$ 6,145,000	\$ 3,855,000	\$ 1,970,000	-	-	-

BUDGET SUMMARY

Debt

PRINCIPAL OUTSTANDING

SPECIAL DISTRICTS	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Buckboard Trail	\$ 69,583	\$ 48,612	\$ 32,893	\$ 16,698	\$ -	\$ -	\$ -
Kiowa-Comanche	113,369	90,142	76,425	62,183	47,479	32,274	16,428
Linda Lane	4,800	900	-	-	-	-	-
Lupine	105,524	88,004	74,772	60,992	46,625	31,732	16,171
North Stardust	-	438,000	403,000	366,000	327,000	287,000	245,000
Oakwood Pines	51,800	42,000	31,900	21,500	10,900	-	-
Pawnee	81,817	69,789	59,230	48,213	36,810	24,994	12,734
Pinon County	66,257	55,912	45,236	34,318	23,147	11,712	-
Rio Arroyo	191,388	167,902	143,256	117,363	90,130	61,561	31,553
Rodeo Drive	2,363	817	-	-	-	-	-
Shoshone	25,267	22,076	18,782	15,278	11,656	7,908	4,025
Toho-Tolani	1,690,000	1,440,000	1,180,000	905,000	615,000	315,000	-
Tonowanda	40,057	32,557	28,359	24,007	19,492	14,904	10,133
Total	\$ 2,436,653	\$ 2,496,711	\$ 2,093,853	\$ 1,671,552	\$ 1,228,239	\$ 787,085	\$ 336,044

FY10 Debt Payments

The following schedule shows the FY10 interest and principal payments for debt in each major fund and a total of all other Non Major funds. If a major fund is not listed, it has no outstanding debt.

	<u>Interest</u>	<u>Principal</u>
Jail District	\$ 281,950	\$ 2,290,000
Nonmajor Funds	89,634	358,186
Total	\$ 371,584	\$ 2,648,186

In addition to the payments listed above, the County is exploring the possibility of early retirement of the Jail District Debt in FY10. This will only be acted upon if a financial benefit to taxpayers can be determined.

Debt Per Capita

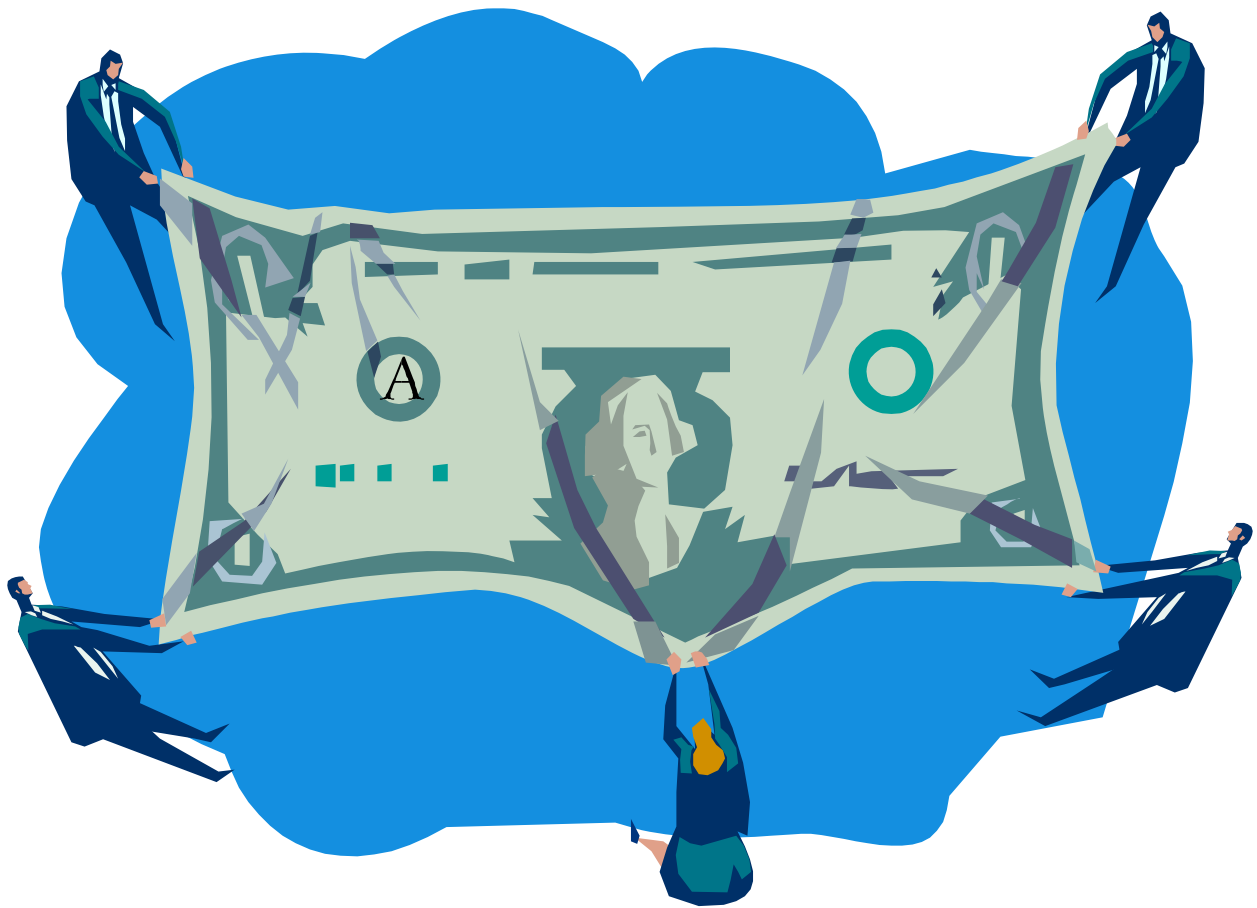
The County does not anticipate any debt issuances in the immediate future, so the debt per capita is expected to remain at \$0. The declines in prior fiscal years are due to no new debt being issued, with principal payments on debt and defeasance bringing down the outstanding balance, and an increase in population.

Future Debt Planning

The County does not have a formalized future debt plan at this time. If the County were to issue more debt there would have to be a dedicated revenue stream for debt payments. At this time the County has not identified any new revenue sources that could be used. Once the facilities master plan is completed the County may plan some larger capital improvements. At that time debt may be discussed as a funding option.

Both the 1998 and 2001 COPS issuances received an A3 rating from Moody's Investors Services. Coconino County would like to maintain this bond rating and will structure future debt issuances accordingly.

Strategic Budget Process and Long Term Planning



STRATEGIC BUDGET AND LONG-TERM PLANNING

Financial Planning

Background

Coconino County began an extensive long-term financial planning process in FY07. This effort began by revising the way we were looking at our long-term General Fund forecasting. We also realized that the more we could promote financial literacy in the County, the more successful we will be as an organization. Worksessions were held with the Board of Supervisors to explain our financial situation and our long-term planning processes. This was essential to providing the framework so the Board could continue to make responsible financial decisions. The financial planning effort was also taken deeper into the organization by providing Leadership Team presentations and presentations to staff at employee forums.

Ten-Year Financial Planning

We had been using a five-year financial plan for General Fund revenues and expenditures. The County realized there is a recession approximately every ten years, and our goal is to maintain consistent staffing, operating, and service delivery levels over time. The economy in the State of Arizona had been experiencing rapid growth, causing growth in our State shared sales tax levels at an unsustainable level. To that end, we developed a ten-year financial plan for not just the General Fund, but for all major funds. This process was effective in aligning our recurring revenues with recurring expenditures. We moved away from a “reactionary” revenue budgeting approach, to a more accurate forecasting methodology based on what a sustainable level of revenues could be. We determined “reactionary” budgeting to be projecting major revenues based on the prior year actuals. In effect, this causes an over-estimating of sustainable revenues during times of economic growth, and an underestimating of long-term revenues during periods of recession. In developing what we believe is a more accurate forecasting method, County staff evaluated revenues and determined a 15-year “base” year would be a realistic point to begin growing revenues. Intuitively, we should only expect long-term revenue growth based on the drivers of those revenues. Therefore we began to look at sustainable levels as growth in line with population and inflation increases for sales tax revenues. If we realized actual revenues above that line, it was considered one-time funds. If revenues fall below that line it is also considered a short-term dip in which the revenue smoothing fund balance should be used to maintain service levels.

Other Planning Efforts

The County’s goal with the financial planning effort is not only to provide stable service delivery, but to identify opportunities for cost containment through preventative efforts. To do so, Coconino County has established a Facilities Reserve and Replacement fund, to be used on the preventative maintenance efforts that have been proven to have a long-term impact on delaying or minimizing major facility projects. We also underwent a Facilities Master Plan effort, which identified how we can design and maintain our facilities to give us the greatest flexibility in use of space, and provide information on appropriate facilities planning in the next 20 years. This will help with cost containment by reducing the need for leasing and by developing a more efficient “campus” type service delivery for those departments that interact most often. We also completed an IT strategic plan to identify our technology needs.

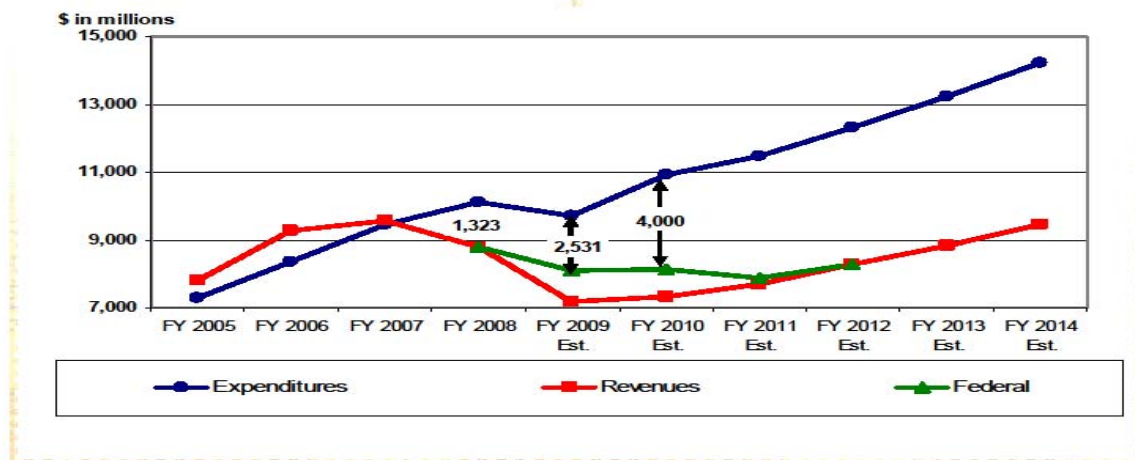
STRATEGIC BUDGET AND LONG-TERM PLANNING

Financial Planning

Financial Planning and Budget Reductions

The recession that began in FY08 greatly impacted our financial planning. The recession we are currently facing has been unlike any we have seen in recent history. There has been a shift in consumer spending habits, causing us to rethink our "base" year forecasting, and make an adjustment for what we believe will be a long-term change in consumer spending and saving. We are fortunate to have approached our revenue forecasting from a conservative approach, because had we done more reactionary budgeting our long-term revenue forecast would have much further to fall. This has happened to the budget at the State level, and as evidenced by the chart below they have a structural deficit that will last for years to come.

Arizona's Future Fiscal Crisis



Graph courtesy of Governor Brewer's FY10 Budget Proposal

We receive millions in State grant revenue for Court, Probation, and Health programs, that we know will be impacted by the structural deficit at the State level. In addition, the State has continued to pass along cost shifts and revenue reductions to Counties, making it impossible to continue our goal of consistent service delivery. Because of the long-term shift in consumer spending, coupled with State impacts, it was determined we would need to identify recurring capacity in our budget to manage through this recession. We implemented more than \$1.2 million of General Fund budget reductions in FY10, and all major funds were evaluated to determine the capacity for reduction.

The realization that we will have fewer resources for years to come has also caused us to evaluate our mechanism for allocating resources. We want to invest our limited resources in the programs that have the greatest impact on citizens, and in order to identify those programs we have (with the assistance of Public Strategies Group) implemented an innovative new approach to budgeting in Coconino County known as our Strategic Budget Process.

STRATEGIC BUDGET AND LONG-TERM PLANNING

Strategic Budget Process

What is the Strategic Budget Process and How Does it Compare to our Existing Process?

For FY2010, Coconino County built on our history of success with long-term financial planning to implement a Strategic Budget Process. The County's goal is to direct our limited resources to the services that mean the most to citizens.

The existing budget process involved the use of "base" budgets for each department, focusing on an incremental approach to adding on to the budget. While this was useful for tracking our use of resources, it was not always the best method to discuss our budget as we were spending 90% of our budget meeting time focusing on less than 10% of the budget.

What is the Strategic Budget Process?

- Also known as "budgeting for outcomes, the Coconino County strategic budget process has been designed to create a government that works better and costs less.
- It focuses on results and priorities. The process shifts from paying for costs to funding results.
- It puts citizens and their priorities first.
- It emphasizes accountability, innovation, and partnerships.

Why are We Doing it?

- Using a system of base budgets and increments is no longer effective - past practices of spending down reserves, freezing employee wages, and not refilling vacant positions is no longer viable.
- The Coconino County strategic budget process better aligns services delivered with what matters most to our community.

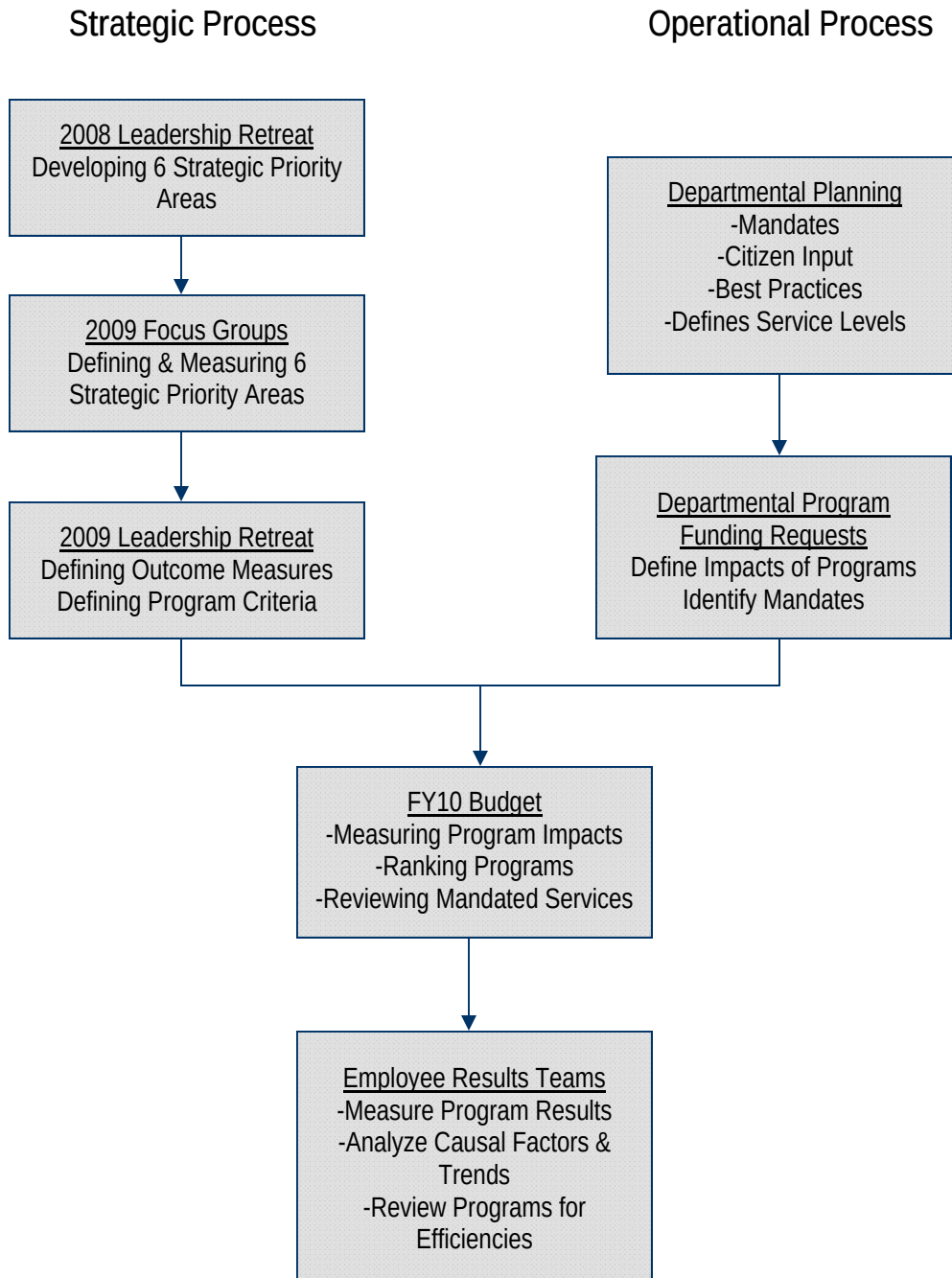
How Does it Work?

- Utilizing feedback from stakeholder focus groups, citizen surveys, employee forums, and County leadership, the Board of Supervisors adopted strategic priority areas representing critical results for Coconino County.
- In FY10, program impacts and outcomes were evaluated based on their contribution to the outcomes in these areas and how well they address the needs that matter most to citizens.
- Programs that address and support outcomes receive higher priority for limited funds.
- The final output is a budget that better reflects citizen priorities and works toward the most efficient and effective delivery of services.
- Departments submit their funding requests via a "Program Funding Request" form on-line. In order for a program to be considered for funding, it must complete this request and submit it for consideration.

STRATEGIC BUDGET AND LONG-TERM PLANNING

Strategic Budget Process

Coconino County Strategic Budget Process



Strategic Priority Areas

Strategic Priority Areas

In early 2008, the Coconino County Board of Supervisors and the elected and appointed Department Directors spent two days reviewing the key trends impacting Coconino County and developing six strategic priority areas to position the organization for the future. In early 2009, the staff conducted a series of focus groups to ensure that these six areas and their descriptions describe the most important needs of the Coconino County community. After the focus groups the Leadership Team of Coconino County and Board of Supervisors met to review the citizen feedback regarding the definition of the six areas and outcomes and to identify some organization-wide criteria for ranking programs. During the discussions Organizational Health and Fiscal Health were combined into one area, resulting in a total of five areas to work with. Below are the Strategic Priority Areas and Measures that were adopted by the Board of Supervisors for the FY10 budget.

Cultural and Natural Resources: Conserving, sustaining and celebrating the magnificent cultural and environmental treasures of the Coconino Plateau.

- Number of acres and/or sites placed in conservation (using criteria to determine land or sites of "significant" cultural and natural resource value).
- Percentage of the energy used within the unincorporated areas of the County that is alternative or renewable.

Economic Development: Encouraging appropriate economic opportunities and building an educated and diverse workforce throughout Coconino County.

- Percentage of youth retained in Coconino County that are employed or in education and training programs.
- Percentage of youth with job experience or "opportunity" prior to high school graduation.
- County unemployment rate.

Organizational and Fiscal Health: Providing accountability and transparency to residents through efficient systems and fostering an innovative culture that invests in employee well being.

- Retention
- County Bond Rating
- Percentage of Citizens that see CC as good stewards of public resources.
- Percentage of County workforce diversity as compared with community diversity.
- Employee satisfaction

Public Safety and Health: Assuring public safety, health and welfare throughout Coconino County.

Public Safety Measures

- Percentage of County residents who report feeling "safe".
- Percentage of those convicted who re-offend (recidivism).
- Conviction rate (percentage of criminals charged who are convicted).
- Percent of victims satisfied with the process and services.
- Number of emergency preparedness plans
- Rating on road construction index

Health Measures

- Coconino County Health Index rating.
- Number of people we introduce to healthy activities and behaviors.

STRATEGIC BUDGET AND LONG-TERM PLANNING

Strategic Priority Areas

Vital Communities: Connecting assets and engaging individuals to enrich the quality of life in Coconino County communities.

- Percentage of people aware of County services.
- Percentage of people “satisfied” with their community and access to resources.
- Volunteer hours or percentage of population that volunteers

For the purpose of this document, abbreviations for the strategic priority areas have been incorporated into the financial information. The abbreviations are as follows:

- Cultural and Natural Resources: CNR
- Economic Development: ED
- Organizational and Fiscal Health: O&FH
- Public Safety and Welfare: PS&H
- Vital Communities: VC

The adopted criteria for ranking all program funding requests in each area was:

Alignment – With one or more of the strategic priority areas and outcomes.

Impact/Outcome – The impact described in the Program Funding Request.

Critical to Citizen Needs – Shows how this program meets essential citizen needs that others in the community are not meeting.

Innovation – A creative way to approach and deliver a service.

Mandate Review – Is the program meeting a mandate, at what level?

STRATEGIC BUDGET AND LONG-TERM PLANNING

FY10 Implementation

FY10 Timeline

Tasks	Key Dates
Budget Training on Strategic Budget Process Implementation and Performance Measures	December 11, 2008
Citizen Focus Groups	December 17, 2008 - January 28, 2009
Pre-budget Information (base budgets sent to departments)	January 5, 2009
Personnel Listing Sent to Departments	January 5, 2009
Cocoweb open for Program Funding Request Entry	January 5, 2009
Budget Kickoff with All Departments	January 5, 2009
Brown Bag Lunch Series: Measuring Program Impacts	January 12 - 16, 2009
Round 1: Budget Update and Assistance Meetings with all Departments and County Manager's Office	January 14 - 23, 2009
Round 2: Budget Update and Assistance Meetings with all Departments and County Manager's Office	February 9 - 13, 2009
Last day for final changes and corrections to budget submissions and Program Funding Requests	February 13, 2009
Leadership Retreat	February 23 - 24, 2009
Board of Supervisors Adoption of Strategic Priority Areas, Measures, and Criteria	March 3, 2009
Ranking Team Program Funding Request Reviews	March 26 - 27, 2009
County Manager Budget Meetings with Departments	April 6 - April 13, 2009
County Manager presents FY2010 Proposed Budget to the Board of Supervisors	May 18, 2009
Board of Supervisor Budget Meetings with Departments	May 26 - June 5, 2009
Present FY 10 Tentative Budget for adoption to the Board of Supervisors	June 16, 2009
Adopt Final Budget for FY10 and Truth in Taxation Hearing	July 21, 2009
*Adopt Tax Rates for FY10	August 4, 2009

*Upon adoption of the tax rates for FY10, a calculation error was discovered by the Superintendent of Schools' Office. It was necessary to adopt corrected rates in a special session held August 11, 2009.

STRATEGIC BUDGET AND LONG-TERM PLANNING

FY10 Implementation

- On December 11, 2008, the Public Strategies Group along with County staff provided training for the Leadership Team and Business Managers to prepare for the FY10 budget process. At this training, time was also spent on Performance Measurement and identifying outcomes and impacts.
- Citizen focus groups were held for the purpose of learning how the community defines the outcomes that are most important to them in each strategic priority area.
- The internal process kicked off on January 5, 2009. Departments received their budget and personnel information.
- To build in the December 11th training, the Budget Team held a series of brown bag lunches to field other questions and assist in performance measurement development.
- Budget update and assistance meetings were held by the County Manager's office to help review program funding requests and answer questions the department may have on the process or their submissions.
- All budget information and program submissions were due on February 13, 2009.
- In February a retreat was held to help the Board of Supervisors and Leadership Team refine the strategic priority areas and measures and identify criteria to evaluate funding for programs in the FY10 process. The final areas, measures, and criteria were adopted by the Board of Supervisors on March 3, 2009.
- In March, ranking teams used the identified criteria to rate the program funding requests in each of the strategic areas with the preface of presenting suggested ratings to the Board of Supervisors and to discuss the prospect of scaling funding, scaling programs, or another method of budget reduction to meet the available resources.
- The County Manager budget meetings were held in April to discuss the recommended budget for each department and discuss the program funding requests. In May, the County Manager presented the Proposed Budget to the Board of Supervisors and each department met with the Board of Supervisors to discuss their budgets. The Tentative Budget was adopted in June and the Final Budget was adopted in July.

Presentation of Financial Information

The financial information for each department is presented throughout the rest of this document. Because this is a year of transition for us, it is necessary to present two systems of financial information, in order to provide the full context of what has changed in department budgets over time. In order to implement our Strategic Budget Process, it was necessary for departments to view their budgets more programmatically than some ever had before. To accommodate this transition, it was necessary to develop new account strings and tracking areas. Because this is the first year of implementation, it is impossible in most cases to provide a history of financial information by program. The following bullets provide an explanation of what is presented for each department's financial information.

- A full department financial statement is provided categorizing revenues and expenditures over time and showing the full department general fund support (ties to old "base" budgeting system).
- Each department shows a financial statement that represents expenditures by program, as newly defined through this process, and strategic priority area. It also displays general fund support by program and area.

STRATEGIC BUDGET AND LONG-TERM PLANNING

FY10 Implementation

(ties to new “strategic” system).

- The full department overview gives a history of revenues and expenditures for the department. The program financial statements do not at this time. Because this is the first year that budgets were broken into programs it will take a few years to have the ability to present all departmental and County-wide financial information by program and strategic priority area over time.
- Following each departments financial statements are the program funding requests submitted for consideration along with performance measure data for their programs. The program funding requests are in alphabetical order by strategic priority area.

STRATEGIC BUDGET AND LONG-TERM PLANNING

Where are We Headed?

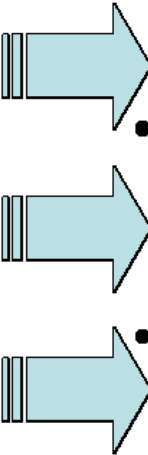
Future Phases

This multi-year and multi-phase project will link the strategic planning process and the annual budget process together to align the allocation of resources with the desired outcomes to citizens. The following chart displays what was accomplished in FY10 and where Coconino County intends to go with this process.

	Phase One: Are We Doing the Right Things?	Phase Two: Are We Doing the Right Things Well?	Phase Three: Integrating Strategic Budgeting as Part of our Culture
Internal Strategic Input	FY08 Leadership Retreat - Develop the Six Strategic Priority Areas and outcome measurements. FY09 Leadership Retreat: Review the feedback from citizens regarding the definition of the six areas and outcomes. Identify some organization-wide criteria for rating programs.	"Results Teams" of employees measure the results of programs in each of the six strategic priority areas and identify key trends impacting our services in those areas. FY10 Leadership Retreat - Develop criteria for each of the six areas using feedback from the results teams. Identify efficiencies of high priority programs identified in Phase I.	Results teams involve citizen participants to measure the results of programs, track key issues and trends impacting delivery of services and rate program funding requests in each of the six areas. FY11 Leadership Retreat - Refine criteria for each of the six areas using feedback from results teams and review of the key trends and issues impacting each of the six areas. Continue to identify efficiencies.
Citizen Input	Citizen Focus Groups review internal descriptions of six priority areas and desired outcomes.	Research models for deepening citizen involvement and understanding of County issues (could be a County Citizen's Academy).	Citizen membership on results teams. Ongoing Citizen's Academy.
Budget Process	FY10 Budget format by program. Department Directors provide a ranking of their programs to the County Manager.	FY11 (or later if phase one is multi-year), budgets by program are submitted in response to specific request for funding in each of the six priority areas. Results teams rate the responses and make recommendations to the Manager who makes final recommendations to the Board.	FY12 (or later depending on the number of years in each phase), program budgets submitted in response to specific requests for programs (with criteria) ranked by results teams with recommendations to manager and board. Submissions can come from departments, partnerships (CJCC), etc.
Performance/Outcome Measurement	Training by the Public Strategies Group (PSG) to assist departments to quantify the impact of their programs and transition to the new program based budget format.	Training by PSG to continue to refine our measurement of impact and outcomes and review of mandated services.	Program evaluated by measurement of impact to identified citizen strategic priorities and outcomes.

STRATEGIC BUDGET AND LONG-TERM PLANNING

Alignment of Long-Term Planning and Strategic Budget

- 10-Year Financial Plan
 - Aligning Revenues and Expenditures
 - Planning Efforts
 - FMP, ITSP, Comp
 - Revenue Options
 - Tactical
 - Strategic
- 
- Strategic Budget Process
 - Based on Priority Areas & Desired Outcomes
 - Comprehensive Approach
 - Focus on “KEEPS”, not “Cuts”

General Government



Inauguration 2009 - Coconino County Assessor



Inauguration 2009 - Superintendent of Schools



Steve Peru - County Manager



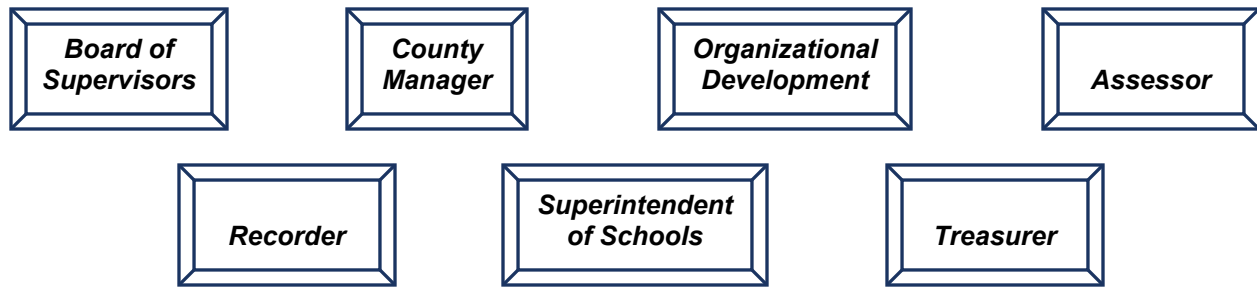
Inauguration 2009 - Coconino County Recorder



5, 10, & 20 Years of Service - Treasurer's Office

GENERAL GOVERNMENT

Service Area Summary



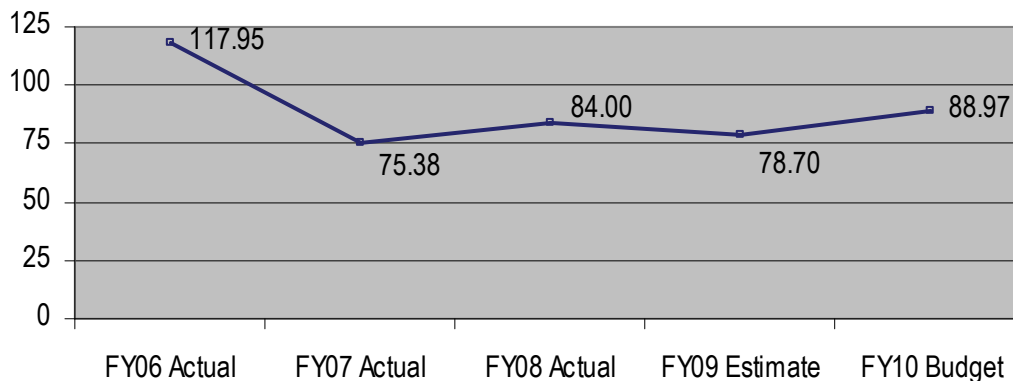
Description of Services

This service area includes the departments of the Board of Supervisors, County Manager, Organization Development, Assessor, Recorder, Superintendent of Schools, and Treasurer. Their shared purpose is to build and improve a caring government that serves and protects all citizen's rights. The departments want to create an environment where all citizens are afforded the opportunity to participate responsibly. The primary functions of these departments include: determining local property values, collecting all real and personal property taxes for the State, County, incorporated cities and towns, school districts and special districts, creating a public record of all documents received and ensuring that all records are easily accessible to the public, administering and managing all aspects of elections, including voter registration and outreach, assisting and advising County school districts on all budget and finance matters, school board elections, and filling school board vacancies, and recording, reporting, and monitoring teacher certification.

Per Capita Costs

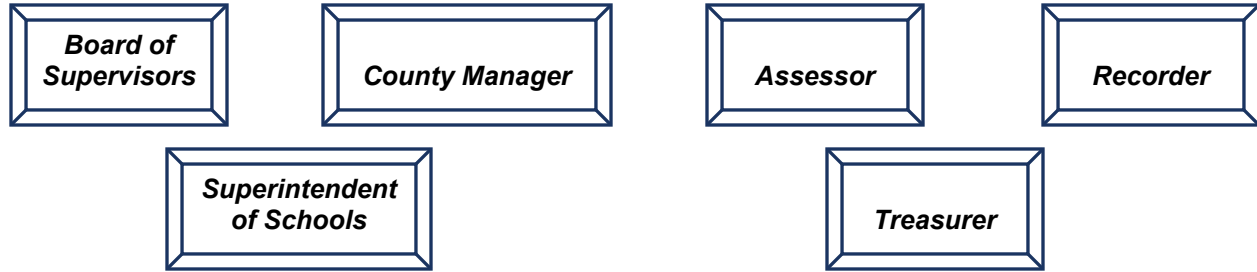
Over the last five years the per capita cost of services for general government has been increasing. The large spike in FY06 is related to a change in the reporting of National Forest Fees. The seasonality of the Recorder's budget for elections is shown each year by the per capita budget. There were fewer elections in FY07 causing a decrease in the budget. Various budgets in this service area have also increased due to the addition of FTEs in FY08. Changes in the Superintendent of Schools budget is part of the variance as grant revenues tend to fluctuate from year to year.

The chart below shows a five year history of the per capita cost of services for General Government:



GENERAL GOVERNMENT

Service Area Summary



The following chart shows net changes by department for costs per capita:

	<u><i>FY08 Actual</i></u>	<u><i>FY09 Estimate</i></u>	<u><i>FY10 Budget</i></u>	<u><i>Change: FY09 to FY10</i></u>
Board of Supervisors	\$ 9.60	\$ 9.31	\$ 9.88	6.17%
County Manager	\$ 12.78	\$ 13.82	\$ 13.98	1.14%
Assessor	\$ 12.79	\$ 12.73	\$ 13.54	6.33%
Recorder	\$ 12.94	\$ 15.21	\$ 12.25	-19.48%
Superintendent of Schools	\$ 31.53	\$ 23.62	\$ 34.88	47.66%
Treasurer	\$ 4.35	\$ 4.01	\$ 4.44	10.91%

GENERAL GOVERNMENT

Board of Supervisors

Overview

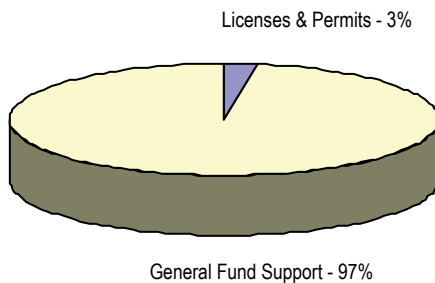
The Board of Supervisors comprises the governing body of Coconino County and possess all the powers as expressly provided in the Constitution or laws of the State. In addition, the Board provides policy direction to appointed department heads through the County Manager. The Board also approves the budget of all elected and appointed County officers.

The office of the Clerk of the Board of Supervisors, mandated by State law, is responsible for maintaining permanent files and records of all Board actions and for processing all documents considered by the Board. The office performs all other duties required by law or by order of the Board. The Clerk's Office is a source of public and historic information about the County.

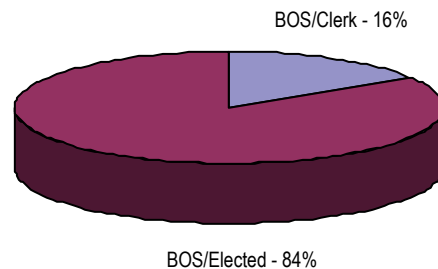
For FY09 the Board of Supervisors is estimated to be 7% under their revised budget of \$1,411,939 (net of carryovers). This variance is due to unexpended Community Initiative funds that will be carried over into FY10. Their FY10 Adopted Budget of \$1,397,560 is 3% under their FY09 budget.

The following charts illustrate The Board of Supervisor's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

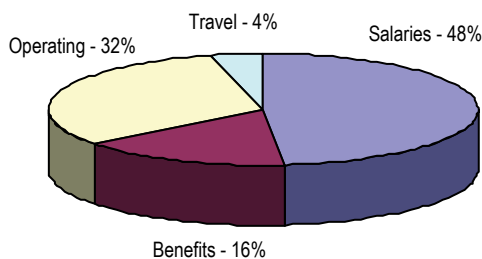
Revenue by Source Type



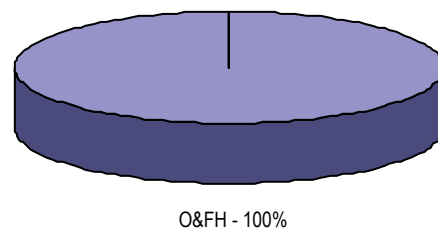
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



GENERAL GOVERNMENT

Board of Supervisors

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Taxes	\$ 46,966	\$ -	\$ 41,944	\$ -
Miscellaneous	90	110	2,173	10
Licenses & Permits	47,857	30,000	45,016	35,000
Charges for Services	-	-	135	-
Contributions	-	-	20,000	-
Direct General Fund Support	1,223,831	1,381,829	1,210,446	1,414,819
Total Funding Sources	\$ 1,318,744	\$ 1,411,939	\$ 1,319,713	\$ 1,449,829

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 664,036	\$ 690,206	\$ 676,339	\$ 674,255
ERE - Benefits	215,088	231,117	225,044	224,531
Operating	375,069	435,816	344,736	498,450
Travel	63,380	54,800	50,988	52,593
Transfers to Other Funds	1,171	-	22,606	-
Total Direct Expenditures	\$ 1,318,744	\$ 1,411,939	\$ 1,319,713	\$ 1,449,829
Net Indirect Support	288,092	231,867	231,867	-
Total Expenditures, Including Indirect Costs	\$ 1,606,836	\$ 1,643,806	\$ 1,551,580	\$ 1,449,829

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 94,913	\$ 30,110	\$ 109,267	\$ 35,010
Program Expenditures	(1,317,573)	(1,411,939)	(1,297,107)	(1,449,829)
Transfers	(1,171)	-	(22,606)	-
Total Direct General Fund Support	\$ (1,223,831)	\$ (1,381,829)	\$ (1,210,446)	\$ (1,414,819)
Net Indirect Support	(288,092)	(231,867)	(231,867)	-
Total General Fund Support	\$ (1,511,923)	\$ (1,613,696)	\$ (1,442,313)	\$ (1,414,819)

GENERAL GOVERNMENT

Board of Supervisors

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
BOS/Clerk	O&FH	\$ 222,650
BOS/Elected	O&FH	1,197,179
Coconino Plateau Water Advisory Council	CNR	30,000
Total FY10 Budget		\$ 1,449,829

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
BOS/Clerk	O&FH	\$ 222,650	\$ -	\$ 222,650
BOS/Elected	O&FH	1,162,169	-	1,162,169
Coconino Plateau Water Advisory Council	CNR	30,000	-	30,000
Total FY10 Budget		\$ 1,414,819	\$ -	\$ 1,414,819

GENERAL GOVERNMENT

Board of Supervisors

Cultural and Natural Resources

Program: Coconino Plateau Water Advisory Council

Description: The Coconino Plateau Water Advisory Council is a regional partnership, consisting of approximately 27 members including local governments, tribes, state agencies, federal agencies, and non-profit groups. The stated purpose of the CPWAS is *"to coordinate and cooperate in the identification, prioritization and implementation of comprehensive policies, projects, and programs to assist in meeting the water needs of the Coconino Plateau"* Coconino County is a member of the CPWAC and holds two seats on the Council.

Activity: The CPWAC provides a regional, coordinated approach to water supply and management on the Coconino Plateau.

Impact/Outcome: The CPWAC has two-year strategic plan which guides the development of work plans for the subcommittees (Technical Advisory, Governmental Affairs, and Public Outreach). The strategic directions in the current plan (June 2008-June 2010) include Creating a Water Ethic; Prioritizing Environmental Needs for Sustainable Water Use; Managing Demand; Supply and Conservation; Developing Short Term Goals and Long Term Strategies; and Building Legislative Support and Education.

Organizational & Fiscal Health

Program: BOS/Clerk

Description: As enumerated in the Arizona Constitution and Revised Statutes, this program fulfills the duties of the Clerk of the Board as the sole appointed officer of the County responsible for assuring the statutory duties of the Board of Supervisors are performed. This program consists of complex administrative, managerial and analytical duties under guidelines provided in the form of legislation and state laws. In addition this program provides support of the Board of Supervisors and to their executive assistants. This program has County-wide department interaction and interaction with the public. This program also serves as the voice and face of Coconino County by providing County and regional information when answering the County's toll free number, main switch board, and assisting walk-in customers in the downtown Flagstaff area.

Activity: 1. Accept CC tax assessment and direct tax collection annually and process tax roll corrections and tax roll forgiveness requests as submitted. 2. Accounts payables, travel claims, purchasing card review and approval and treasury deposits for BOS. 3. Agendas/minutes including weekly agenda items and backup assembly in book and electronic form for the Board and public and downloading to the website. 4. Boards/commissions database maintenance. 5. Board of Equalization, accepting petitions, scheduling hearings, notice to property owners Aug- Dec. 6. Conduct all County notice, call to and bid openings including file maintenance. 7. Contract routing and file maintenance. 8. Community Initiatives including staff reports and file and agreement maintenance. 9. Liquor Licenses -Regular and Special event including staff reports, redaction and posting coordination. 10. Public Hearing notification by publication. 11. Receipt of service legal documents and claims for all County departments including file maintenance. 12. Records management including retention and destruction 13. Resolutions and Ordinances recordation and maintenance for retrieval. 14. Process fireworks permits. 15. Special Districts including acknowledging appointments, reviewing annexations and mergers, accepting annual budgets and reports, compiling annual state report, and answering questions. 16. Tax Deeded Land Sales. 17. Title III and Truth in Taxation public notice and hearing. 18. Department Administration including strategic planning; development of employees, policies and procedures; communicating goals and mandates; inter-department collaboration; and County leadership. 19. Safe guard and maintain the permanent records of the Board of Supervisors and provide archival records research to internal and external customers. 20. Board meeting room including assurance that all

GENERAL GOVERNMENT

Board of Supervisors

audio-visual equipment, phone, and furniture is in working order and reserve and assist outside agencies in use/operation of the room and equipment. 21. Coordinate needs of the Tuba City Office and staff. 22. Provide support to the BOS executive assistance in the form of assistance and training in County H.T.E. software, CI funding requests and tracking, travel claims and policies, AZ statutes, procurement card entries and office supplies. This program is also responsible for answering the County's toll free number and main number. This program provides information to citizens by answering questions and routing phone calls to the proper department and responds to student requests for information by assembling and mailing informational packets about Coconino County government. This position directs walk-in clients to correct County Departments/Buildings. This position provides internal assistance by distributing County reimbursement checks to all departments. This position also reserves the First Floor Board Meeting room, provides minimum security for the building, serves as a source of general government information (not related to the County), and sorts incoming mail for the Manager and Board of Supervisors.

Impact/Outcome: This program complies with state law regarding the mandated activities. In addition, the program allows public access to County government and provides transparency of the County government. Programs such as BOE and accepting legal service comply with the administrative due process to property owners and those who allege an injury caused by the County. Many programs serve as a vehicle to educate the public of the Board's and County's activities. As a result of this program, citizens can get proper assistance from one source instead of calling multiple departments to find the correct resource. This position is located in the downtown County building with the most parking, therefore many citizens enter the lobby of this building to seek directions to the correct County Office/Building. This program enables visitors to the County's downtown offices to receive directions and information.

Activity: Meetings	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Notices Posted Within 24 Hours	N/A	N/A	100%
Percentage of Agenda Packets Completed by 3 p.m. Thursday	N/A	N/A	75%
Percentage of Minutes Ready for Approval by Next Meeting	N/A	N/A	75%

Activity: Agenda Items	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Agenda Items Returned to Submitting Department Within 24 Hours of Approval	N/A	N/A	95%

Activity: Tax Deeded Land Sales	FY08 Actual	FY09 Actual	FY10 Estimate
Parcels Offered for Auction	36	0	0
Parcels Sold	36	0	0

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Board of Supervisors

Organizational & Fiscal Health

Activity: Ordinances/Resolutions/Contracts	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Contracts, Grants, Ordinances, Resolutions Returned to Submitting Department Within 7 Days of Approval.	N/A	N/A	100%

Activity: Board of Equalization Hearings	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Notices Sent Within ARS	100%	100%	100%

Activity: Community Initiatives	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage Entered into H.T.E. for Payment Within 48 Hours of Approval	N/A	N/A	95%

Activity: Accounts Payable	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage Submitted for Payment Within 2 Business Days of Receipts	N/A	N/A	95%

Activity: Procurement Card/Works	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage Submitted by the Monthly Deadline	N/A	99%	100%

Activity: Treasury Deposits	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage Submitted for Deposit Within 8 Hours of Receipt	N/A	N/A	100%

Program: BOS/Elected

Description: The five Coconino County Board of Supervisors are elected Officers of the County with the statutory duty of serving in a fiduciary capacity and adopting and setting policies for the County. The Board of Supervisors also serves in a semi-judicial role for the Board of Equalization and Flood Control District. The program also includes support staff for each Board member.

Activity: For Elected BOS 1. Make decisions to accept CC tax assessment and direct tax collection annually and approve tax roll corrections and tax roll forgiveness requests as submitted. 2. Make decisions, set policy related to and conduct public hearings when necessary related to Flood Control District, Jail District, all County improvement districts, Planning and Zoning matters, contracts, ordinances, resolutions, additional positions, contracts over \$30,000, grant applications, budgets including all County departments and special districts, set the tax rates for all taxing authorities, Title III and Truth in Taxation, Board of Equalization Hearing Officer recommendations, and liquor licenses. 3. Special Districts including action to acknowledge appoints and offer comments on mergers. 4. Attend national, regional and District meetings to represent the County. 5. Host and attend community outreach events. 6. Educate Federal and State representatives to garner support and action regarding the County's needs. 7. Provide County leadership and vision. Executive Assistants 1. Schedule, coordinate and provide staff support to Diversity

GENERAL GOVERNMENT

Board of Supervisors

Organizational & Fiscal Health

Commissions. 2. Receive and submit Community Initiative requests including maintaining District specific data base of CI balance including outreach and intern expenditures. 3. Make travel arrangements including registration, transportation, and hotel reservations. 4. Attend meetings as assigned and maintain files as directed. 5. Respond to citizen contacts, schedule meetings and draft correspondence as directed. 6. Customer service related to constituent requests regarding BOS actions and County services. 7. Schedule and coordinate outreach activities with constituents.

Impact/Outcome: This program complies with state law regarding the mandated activities. In addition, by establishing policy this program provides direction to staff. This program provides a voice and services to constituents. This program provides transparency of the County government. Board of Equalization complies with the administrative due process to property owners. The Executive Assistants' portion of the program enables the Board of Supervisors to conduct their programs successfully.

Activity: Meetings	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Meetings Cancelled Due to Lack of Quorum	0%	1%	0%
Percentage of Meetings With a Full Quorum	N/A	N/A	95%

Activity: Agenda Items	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Agenda Items Approved	N/A	N/A	98%

Activity: Ordinances/Resolutions/Contracts	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Contracts, Grants, Ordinances, Resolutions Approved	N/A	N/A	99%

Activity: Board of Equalization Hearings	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Hearings Resolved at BOE Level	N/A	N/A	97%

Activity: Travel Claims	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage Submitted Within 30 Days of Travel	N/A	75%	85%

Activity: Procurement Card/Works	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage Submitted by the Monthly Deadline	N/A	80%	80%

GENERAL GOVERNMENT

Board of Supervisors

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Administrative Specialist III	2.00	2.00	2.00
Administrative Support I	0.50	1.50	1.00
Clerk of the Board	1.00	1.00	1.00
Elected Official	5.00	5.00	5.00
Executive Assistant to BOS	5.00	5.00	5.00
Department Total	13.50	14.50	14.00

A .5 FTE was moved to the County Manager's Office in FY09.

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
BOS/Clerk	4.00
BOS/Elected	10.00
Department Total	14.00

GENERAL GOVERNMENT

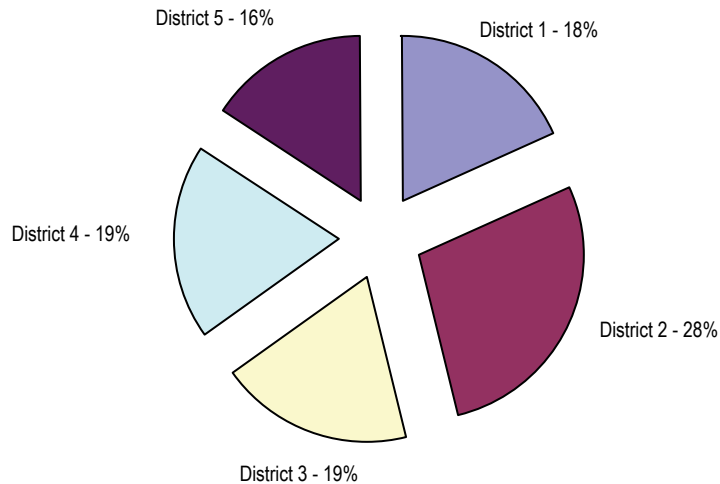
Board of Supervisors

Community Initiatives

Included in the BOS/Elected program is Community Initiatives funding. Community Initiatives is a program under the Board of Supervisors in which each District Supervisor may appropriate up to \$47,000 per fiscal year plus any fund balance from previous years. These district-specific appropriations are intended to provide the Board of Supervisors with an independent means of funding approved projects within their specific district.

Citizen groups are encouraged to contact their District Supervisor for instructions and information regarding funding proposals.

The chart below illustrates total appropriations, including carryovers, as a percentage by district.



Current Fund Balance (Carryover) Estimates			
District	FY09 Carryover	FY09 New Funds	Total Available for FY10
1	\$ 12,593	\$ 47,000	\$ 59,593
2	44,325	47,000	91,325
3	14,885	47,000	61,885
4	15,989	47,000	62,989
5	4,434	47,000	51,434
Total	\$ 92,226	\$ 235,000	\$ 327,226

Carryover amounts are based on FY09 actual estimates.

GENERAL GOVERNMENT

County Manager

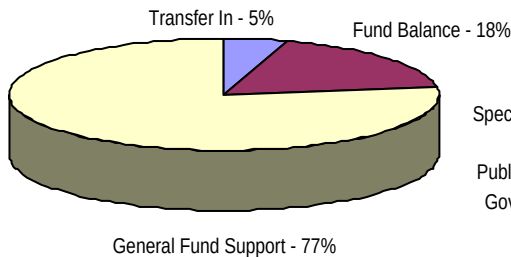
Overview

The County Manager is responsible for the day to day management of County government as the Chief Executive Officer and is accountable to the Board of Supervisors. The County Manager: implements and administers policies established by the Board of Supervisors including the County budget, supervises appointed department heads, provides support for Board of Supervisors' initiatives and programs, responds to citizen requests, and interacts with County elected officials, other governmental agencies, and community groups. The County Manager's support staff provides administrative, research, and documentary support to the Board of Supervisors in conjunction with official Board meetings and functions.

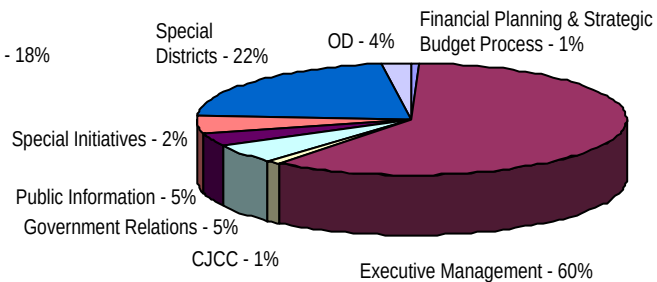
For FY09 the County Manager is estimated to be 11% under their revised budget of \$2,141,876 (net of carryovers). This variance is due to operational savings in the Executive Management program. Their FY10 Adopted Budget of \$2,413,223 is 11% over their FY09 budget. This variance is due to a scheduled payment for the Toho-Tolani Road Improvement District.

The following charts illustrate the County Manager's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

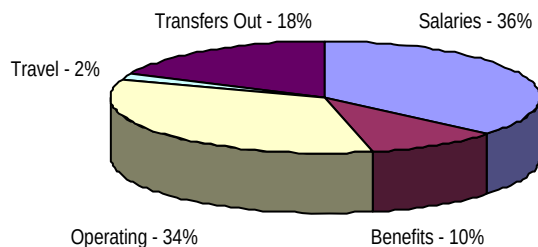
Revenue by Source Type



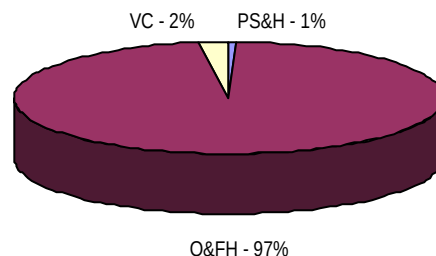
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



GENERAL GOVERNMENT

County Manager

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Investment Income	\$ -	\$ -	\$ 3,395	\$ -
Miscellaneous	-	-	20,407	-
Transfers from Other Funds	18,500	105,972	557,157	115,108
Use of Fund Balance**	334	-	(439,573)	436,178
Direct General Fund Support	1,735,551	2,035,904	1,769,842	1,861,937
Total Funding Sources	\$ 1,754,385	\$ 2,141,876	\$ 1,911,227	\$ 2,413,223

**A negative use of fund balance indicates an overall fund balance increase.

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 716,949	\$ 853,993	\$ 859,913	\$ 878,948
ERE - Benefits	196,284	236,239	231,485	238,761
Operating	775,857	998,844	721,387	817,711
Travel	65,296	52,450	51,806	41,625
Capital	-	350	46,636	-
Transfers to Other Funds	-	-	-	436,178
Total Direct Expenditures	\$ 1,754,385	\$ 2,141,876	\$ 1,911,227	\$ 2,413,223
 Net Indirect Support	 164,206	 193,059	 193,059	 109,078
 Totals Expenditures, Including Indirect Costs	 \$ 1,918,591	 \$ 2,334,935	 \$ 2,104,286	 \$ 2,522,301

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ -	\$ -	\$ 20,407	\$ -
Program Expenditures	(1,754,051)	(2,045,904)	(1,818,748)	(1,888,087)
Transfers	18,500	10,000	28,500	26,150
Total Direct General Fund Support	\$ (1,735,551)	\$ (2,035,904)	\$ (1,769,842)	\$ (1,861,937)
 Net Indirect Support	 (164,206)	 (193,059)	 (193,059)	 (109,078)
Total General Fund Support	\$ (1,899,757)	\$ (2,228,963)	\$ (1,962,901)	\$ (1,971,015)

GENERAL GOVERNMENT

County Manager

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
CJCC	PS&H	\$ 12,500
Executive Management	O&FH	1,450,600
Financial Planning & Strategic Budget Process	O&FH	26,300
Governmental Relations	O&FH	128,622
Organizational Development	O&FH	96,873
Public Information & Outreach	O&FH	117,615
Special Districts Management	O&FH	525,136
Special Initiatives	VC	55,577
Total FY10 Budget		<u>\$ 2,413,223</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
CJCC	PS&H	\$ 12,500	\$ -	\$ 12,500
Executive Management	O&FH	1,424,450	-	1,424,450
Financial Planning & Strategic Budget Process	O&FH	26,300	-	26,300
Governmental Relations	O&FH	128,622	-	128,622
Organizational Development	O&FH	96,873	-	96,873
Public Information & Outreach	O&FH	117,615	-	117,615
Special Districts Management	O&FH	-	109,078	109,078
Special Initiatives	VC	55,577	-	55,577
Total FY10 Budget		<u>\$ 1,861,937</u>	<u>\$ 109,078</u>	<u>\$ 1,971,015</u>

Program: Cooperative Extension

Description: Cooperative Extension is educators who help people solve problems and put knowledge to use. Extension provides a link between the University of AZ and Coconino County residents. We teach in classes, seminars, and workshops; public presentations; with newspaper columns; on the telephone; on the web and through research-based publications. At Coconino Extension our educator's focus on training expert volunteers who: improve the life skills of youth (4-H); beautify communities (Master Gardeners); preserve resources (Master Naturalists); reduce isolation of grandfamily caregivers (KKONA Discussion Facilitators); and increase community engagement (Community Vitality).

KKONA strengthens care giving families. Relatives who care for relatives' children are a growing and underserved population that is at risk of isolation. We have 1700 grandparents in the county who are sole caretakers for minor children. KKONA's primary audience is relative caregivers.

The Master Gardener program beautifies our community. It also promotes community engagement through its network to mobilize volunteers. In some cases, the program creates economy and food security. Residents get accurate, regional horticulture information that results in them being able to make appropriate and resource conserving decisions to garden and/or landscape. The master gardener programs primary audiences are non-profit sites and volunteers.

The Master Naturalist program promotes conservation practices resulting in improved land management decisions at no cost to sites because of the technical assistance provided by Master Naturalist volunteers. The master naturalist programs primary audiences are non-profit sites, parks and volunteers.

Youth are more likely to succeed if they have both life skills and caring relationships with adults. 4H teaches skills. It is unique among youth development programs because it models learning and ongoing supportive relationships. The 4-H programs primary audiences are youth and adult volunteers.

Activity: 1. KKONA activities for 2008 included: Grandfamily Discussion Groups, educational workshops, family social activities, and information and referral. 2. Master Gardeners activities for 2008 included 52 news columns. Horticulture project sites included a planting at Northland Women's Shelter, clean up at McMillan Mesa, and a healing garden at Wayne's House. Thirty-five new Master Gardener volunteers were trained. 3. Master Naturalists activities for 2008 include: eagle count at Coconino National Forest; native plant photos for new signage at Navajo; Willow Bend; Marshall Lake bird survey; and serving as an interpretive ranger Walnut Canyon. Fourteen new Master Naturalists were trained. 4. 4-H Youth Development activities for 2008 include: Teens Out Loud and new leaders joined seasoned leaders to teach life skills to 277 youth.

Impact/Outcome: 1. KKONA—The goal which is to reduce isolation through discussion groups is effective. Seventy-three percent of discussion group participants found others to share their feelings with, whereas 27% did not talk about nor had anyone to share their feelings about their care giving situation. Twelve families learned options for strengthening legal status as caretakers. Most took some legal action. One family's altered status allowed a child to get important surgery and cooperation with the child's school. 2. Master Gardener—The 2008 class provided 868 hours of service. Volunteers from previous classes contributed 1,265 hours in 2008. Master Gardeners answered 263 hotline calls. Two class participants secured horticulture jobs and another participant secured a better horticulture job. 3. Master Naturalist—In 2008 MN's contributed 1,340 service hours at Little Colorado and Verde Watersheds. 4. 4-H Youth Development— Volunteers gave 2,500 hours of service valued at \$22,000. Volunteers also gave \$10,000 of in-kind resources to their clubs. Leaders reported a 13% increase in members project knowledge. Teens in Tuba learned facilitation skills and as a result they: facilitated teen's issues meetings, presented at a national conference and were featured in a state video on teen leadership. Fifteen teens planned and presented 3 activities to foster positive team building. Grey Hills recognizes trained teens as positive leaders and change agents.

Economic Development

Program: Coconino County Sustainable Economic Development Initiative (SEDI)

Description: SEDI is an educational non-profit organization that advances sustainable economic development in Coconino County by providing enabling, facilitating, and collaborative support to government and educational entities, businesses, non-profits and other organizations that are working to increase social equity, economic prosperity, and ecological health in the region. The SEDI Board of Directors includes representatives from the Coconino County Board of Supervisors, Flagstaff City Council, Northern Arizona University, City of Williams, City of Sedona, Coconino Community College, Coconino National Forest, Sustainable Arizona, Diablo Trust, Grand Canyon Trust, Arizona Public Service, and business interests large and small.

Activity: SEDI has five action teams – Resource-based Industries; Energy Efficiency and Renewable Energy; Green Materials and Products; Sustainable Tourism; and Micro-enterprises. SEDI is currently focused on six major projects: 1. Northern Arizona Workforce Development Training Center—Beginning with a feasibility study for a “regional entity for sustainability, prosperity, equity and vitality,” this project will bring together many similar ideas that have been circulating in the region among leaders in business, government, education and workforce development. The focus will be on practical training and certification for the green jobs of today and for the emerging green economy. 2. Zero Energy Neighborhood (ZEN) Homes Project—This initiative seeks to coordinate a collaborative effort among public and private partners seeking to leverage economic stimulus package dollars for weatherization and energy efficiency retrofits of existing buildings. Coupled with a grassroots neighborhood organizing effort that will focus on deep energy retrofits coupled with small scale renewable energy, the ultimate goal is to dramatically reduce carbon emissions over the next 10-15 years while building community pride and neighborhood cohesion. 3. Camp Navajo Business Park Development—Since the dissolution of the Greater Flagstaff Economic Council as an active economic development entity for the region, there has been no single point of contact for parties interested in industrial development at Camp Navajo. SEDI has formed a team led by former Coconino County manager John Holmes to be that point of contact and to represent the economic interests of the County in the development of a business park at Camp Navajo. 4. Coconino County Economic Development online component—With the completion of the Coconino County Asset Inventory by the Arizona Rural Policy Institute, SEDI is now in a position to provide an economic development component to the Coconino County Website. Information provided would include a description of the region; population and demographic information; enterprise zone maps; and education, transportation and health care resources. Links would be provided to important online resources including the County Assessor's Office, Community Development, SEDI, municipal governments, Arizona Prospector, Arizona Department of Commerce, and key non-profits such as the chambers of commerce in Flagstaff, Williams, Winslow, Sedona and Page. 5. Education Infusion Initiative—The 21st century will reward students who recognize early in their academic careers that there are tremendous opportunities in the rapidly emerging green economy. This initiative convenes the region's top educators and future thinkers to organize and pursue an effort to infuse sustainability concepts and systems into the educational system. 6. SEDI Business Network—This Web 2.0 application is designed to promote local businesses while incentivizing their sustainability practices. The “Business to You” element enables participating business to gain greater status and visibility on the site by 1) providing information about their products and services, and 2) increasing their earth-friendly policies and practices. “Business to Business” opportunities to purchase collectively and to develop shared resources will also be among the network's capabilities.

Impact/Outcome: SEDI is a long-term investment in Coconino County's participation in the emerging green economy through its leadership role in coordinating efforts of the County and its municipalities, the educational community, and the business community in workforce training, business planning and expansion, and educational initiatives. When successful, SEDI will have helped create a vibrant and appropriate economy for our region that will include “branding” Coconino County as a place that supports and encourages green enterprises.

GENERAL GOVERNMENT

County Manager

Economic Development

Program: Volunteer Income Tax Assistance Program (VITA) for United Way of Northern Arizona's (UWNA) Financial Stability Partnership

Description: The VITA program provides free tax assistance to families and individuals living with low incomes in Coconino County. VITA's goal is to assist families in claiming eligible Earned Income Tax Credit (EITC), an IRS program designed to lift people out of poverty. This local program works to increase funds coming into Coconino County. Tax Season 2008 VITA e-filed 1,164 income tax returns, resulting in \$1,169,168 returned to Coconino County's low income community members.

Activity: VITA provides free tax assistance, by certified volunteers, to families and individuals living with low incomes. In FY10, VITA projected locations are community centers serving citizens living with low income as well as at organizations located in their neighborhoods. These locations include: Coconino High School, Family Resource Center, Leupp Public School, Murdoch Community Center, Williams Elementary/Middle School, Department of Economic Security in Flagstaff and Page, Page Public Library and two Flagstaff churches.

Impact/Outcome: Goals for FY10 include: 1) increase the number of low income taxpayers served through VITA program by 20%; 2) increase EITC claimed by 15% and; 3) maintain VITA in rural isolated communities of Leupp and Page as well as Williams and multiple locations in Flagstaff.

Organizational & Fiscal Health

Program: County Governmental Relations

Description: Coordinates and promotes legislative activities for the Board of Supervisors in order to enhance Coconino County's ability to provide services, maintain or improve service levels and respond efficiently and effectively to citizen needs. Develops strategies and builds alliances as needed to achieve legislative goals at the state, federal and local level. Ensures that full and complete legislative information is always available to the Board of Supervisors, County Management, and elected and appointed Department Directors.

Activity: 1. Develop and promote Coconino County Legislative Policy (including maintaining and enhancing state and federal level budgetary and grant funding for local level programs and local priorities.) 2. Coordinate, promote, research and monitor all Legislative issues of interest to Coconino County. 3. Inform and update the Board of Supervisors, County Management and Department Directors regarding legislative issues. 4. Act as a liaison between the County, state and federal Legislators.

Impact/Outcome: 1. Key relationships with Legislators. 2. Protect existing revenue. 3. Create new revenue.

Activity: County Governmental Relations	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Bills Passed	N/A	N/A	N/A
Number of Dollars Predicted	N/A	N/A	N/A

GENERAL GOVERNMENT

County Manager

Organizational & Fiscal Health

Program: Executive Management

Description: To assist the Board of Supervisors in formulating policies and goals and administer the daily operations of the County in order to implement Board strategies. This program includes oversight and coordination of twelve County Departments, collaboration with elected officials and oversight and implementation of the County Budget process in partnership with the Finance and Budget Department.

Activity: 1. Strategically positioning the County for the future through long range financial planning, organizational development, strategic planning, etc. 2. Oversight of twelve appointed Departments (includes but not limited to assisting with citizen issues, strategic planning, collaboration, coordination, leadership coaching and oversight, assistance with development and implementation of department budgets, collaboration between departments, coordinating public outreach, etc.) 3. Coordination with the County Elected Officials and the Courts. 4. Recommending and implementing an annual budget including funding to outside agencies. 5. Management and implementation of Board priorities and projects funded from the Manager's contingency funds. 6. Direct Management of 9 FTEs (including Governmental Relations, OD, Special Projects, Assistant to County Manager/ Public Outreach, Administration, etc.)

Impact/Outcome: 1. Efficient and effective County Government. 2. Implementation of Board policies and goals. 3. Successful partnerships with community organizations to promote Board goals. 4. Effective and aligned planning efforts at all levels of County government. 5. A healthy organizational culture with two-way communication with employees. 6. Informed and engaged citizens. 7. Recognition of County activities in the community and with citizens. 8. Citizen satisfaction with County services.

Activity: Executive Management	FY08 Actual	FY09 Actual	FY10 Estimate
Citizens' Satisfaction With County Services (From Survey)	N/A	N/A	N/A
Employee Satisfaction (From Employee Survey)	N/A	N/A	N/A

Program: Financial Planning and the Strategic Budget Process

Description: The Financial Planning and Strategic Budget process is a combined program with staff and resources from the County Manager's office and Finance. This program links the annual allocation of County resources to citizen outcomes and priorities while providing greater incentives for collaboration, efficiencies and long range, strategic approaches aligned with the ten year financial plan.

Activity: 1. Coordination with Finance and Budget to provide an updated ten year financial plan based on our best research and estimates of expenditures and revenue. 2. Exploration of additional revenue sources. 3. Design and facilitation of the annual Coconino County Leadership retreat to resulting in a strategic plan that considers key trends, citizen and employee feedback with innovative and collaborative approaches to meeting strategic outcomes. 4. Analysis of existing mandates that impact current County service levels and recommendations to the Manager's office to revisit mandates and collaborative programs to encourage greater efficiencies and effectiveness. 5. Citizen Participation to modify our programs and resources to the outcomes that matter most to citizens. 6. An evolving role for employees in reviewing current programs and proposing alternative approaches and funding. In FY09 employee participation was increased by wider participation in development of program funding requests and impacts in each department. In FY10, employees will be able to apply to serve on results teams in each strategic priority area. These teams will consider progress on current programs and further explore collaborations, partnerships and efficiencies to make recommendations about future budget expenditures. 7. Communication with employees at all levels regarding our strategic goals, progress and results for citizens.

Organizational & Fiscal Health

Impact/Outcome: 1. Fiscal stability. 2. Annual funding is spent on programs with the greatest impact for citizens. 3. Mandates are reviewed (and possibly renegotiated) to determine flexibility in providing services efficiently and effectively in alignment with citizen needs. 3. Communications with citizens on how County programs are producing the results that matter to our community. 4. Increased citizen awareness and understanding of County services. 5. Employees are more connected in defining and measuring the results of their work and outcomes for citizens. 6. Innovation and efficiency improvements from citizens and employees that become more familiar with the County services and desired outcomes.

Activity: Financial Planning and Strategic Budget Process	FY08 Actual	FY09 Actual	FY10 Estimate
Employee Involvement	100	300	N/A
Citizen Involvement in the Strategic Budget Process	N/A	84	N/A

Program: Organizational Development

Description: Organizational Development develops and supports organizational health and effectiveness by promoting employee engagement, fostering a positive work environment, improving team and program effectiveness, and providing on-going learning opportunities for employees, teams and leaders. The OD program supports and facilitates collaborative and large-scale change and continuous improvement efforts County-wide to ensure people, processes and systems interact effectively and sustain a high performing, customer-focused organization.

Activity: Communications – the OD program is working with Special Initiatives and others in the Manager's office and HR to develop a countywide communication plan that will outline key strategies for our target audiences and seek to produce a consistent, coordinated and customer focused message with citizens and our employees. This activity will result in an organization wide plan, a proposal for consistently branding our organization with citizens and stakeholders and an ongoing team to coordinate and refine our communication efforts. The OD program also facilitates annual employee forums with the Manager and quarterly email communication to employees. Previous years the OD program has managed the citizen survey process. This year those resources are being allocated to citizen outreach as part of the strategic budget process .

Employee Engagement – the OD program seeks to promote employee engagement through the results teams in each strategic priority area that are part of the strategic budget process , the annual employee forums, participation in the NEO II program with HR and facilitated strategic planning, team building, communications and other related retreats for employees in specific departments, partnerships and collaborative efforts. OD staff also participates on HR's premier employee team and employee recognition efforts .

Performance and Results – in addition to the department planning efforts, the OD program also provides facilitation and training to departments and cross departmental teams on business process analysis, increasing collaboration and efficiencies. The OD program will also train specific employees in efficiency processes as part of the strategic budget process. OD staff is also on the EGAD team and providing funding towards increased training with customer service, performance management and cross training to assist employees in lower priority programs to transition into other County positions as possible.

GENERAL GOVERNMENT

County Manager

Organizational & Fiscal Health

Governance – the OD program staff works with the Manager's office to host retreats for the Board and Staff to further clarify their respective roles and vision to improving the County's ability to deliver results. The OD program will work with the Manager's office to coordinate annual retreats and specific follow-up particularly in the areas of communication and customer service.

Citizen Engagement - please see the Strategic Budget Program for more details in this area. Feedback from the citizen focus groups and other forums (Citizens Academy, etc.) provide additional feedback to the Managers' office on what we do well and opportunities for improvement.

Impact/Outcome: 1. Increased citizen and employee awareness of County programs, services and key messages. 2. Employees are more engaged in the goals of the organization and have the tools to effectively contribute. 3. More efficient, effective, collaborative teams and programs aligned with the needs of customers. 4. Effective governance structures with clarity of roles and shared goals.

Activity: Financial Planning and Strategic Budget Process	FY08 Actual	FY09 Actual	FY10 Estimate
Employee Involvement	100	300	N/A
Citizen Involvement in the Strategic Budget Process	N/A	84	N/A

Activity: Employee Engagement & Communications	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Employee Forums With County Manager and Manager's Office	14	19	N/A
Quarterly Communications From County Manager to Employees	4	4	N/A

Activity: Implementation of the County Performance Plan	FY08 Actual	FY09 Actual	FY10 Estimate
Measure Citizen Satisfaction With County Governance and Services	Citizen Survey	7 Citizen Focus Groups & Survey	N/A
Percent of Departments With Plans Tied to Estimated Revenue, Annual Goals, and Performance	28%	46%	N/A
Number of Retreats Facilitated for Departments, Partnerships, etc	N/A	13	N/A
Percent of Clients Who Rated Their Facilitated Retreat as Improving Their Customer Service	N/A	77.8%	N/A
Percent of Clients That Have Been Able to Build on the Goals and Outcomes of the Facilitations	N/A	77.8%	N/A

Organizational & Fiscal Health

Program: Public Information and Outreach

Description: To provide a vital link between government and citizens by communicating policy and program information. Provides responsive, credible information and encourages citizen involvement in County programs and events. Ensures consistency of message by reviewing and approving documents, advertising and materials for public audiences. Publishes the weekend employee newsletter, coordinates executive level messages and produces the annual Report to Citizens. (see also OD and Special Initiatives for Communications Planning).

Activity: 1. Develops and distributes news releases and is often the point of contact. 2. Develops talking points and coordinates materials for the Board of Supervisors when dealing with public audiences. 3. Maintains the County organization chart, Directory of Services, Emergency Phone chart and other key communications materials. 3. Develops the Annual Report to Citizens. 4. Develops the weekly employee newsletter. 5. Coordinates with the Emergency Manager operations and staffing of the EOC. 6. Contributes to internal communications planning efforts such as the leadership team, the branding project, the communications planning team, the web steering committee, etc. 7. Contributes to public outreach efforts including the library district, elections, the Coconino Plateau Water Advisory Council, etc. 8. Member of the regional Public Information Officers.

Impact/Outcome: 1. Timely County program and policy information is shared with the public. 2. Employees are informed of organization-wide events, benefits and programs. 3. County communications with the public are coordinated and consistent.

Program: Special Districts Management and Accounting

Description: Special Districts Management and Accounting is responsible for: Managing pre-formation and formation processes for all forms of special districts; Managing the entire road district process from pre-formation through construction; Communicating with persons interested in forming special districts; Communicating with special districts regarding State requirements; and Billing and collecting for improvement district debt retirement program; services the debt issues throughout the life of the bonds. The formation of special districts is a citizen-driven process and thus involves working with constituents with differing opinions regarding the value of the district. This process involves the Board of Supervisors and working with special consultants that serve as bond counsel and financial advisors. The billing process includes the pre-assessment sale and assessment sale processes required by statute.

Activity: Special Districts Management provides services to County residents that want to improve their communities by forming road or other forms of special districts. This program also supports the County's strategy to reduce County road maintenance expenses and improve County resident satisfaction with County roads. Special District Accounting creates and mails invoices semi-annually to property owners in 13 Special Districts that were created to fund road improvements. These payments fund debt retirement for each district over a multi year period. Accounting calculates the semi-annual debt service payments and forwards to the County Treasurer for payment. Staff provides excellent customer service to the homeowners as well as mortgage companies and title companies that have a need for this information. In an effort to be innovative, by the end of FY09, information on assessment payments, balances and history will be available on-line so those interested in "self-service" access delinquencies are managed according to statute. Special Districts Management provides services to County residents that want to improve their roads and supports County strategy to reduce County road expenses and improve County resident satisfaction with County roads.

Impact/Outcome: Bonds are generally paid in full after 10 years, releasing homeowners from this debt. Mortgage Companies and Title Companies receive timely response related to payoff and billing inquiries. Special District formation reduces County road expenses, improves public satisfaction with County roads, and improves public welfare through reduced health impacts for dusty roads, reduced vehicle accidents, reduced time away from work, improved access to emergency services, etc.

GENERAL GOVERNMENT

County Manager

Organizational & Fiscal Health

Activity: Special Districts Accounting	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Parcels Billed	529	548	N/A
Number of Parcels Auctioned	8	13	N/A
Percentage Auctioned	1.51%	2.37%	N/A
Title Company Inquiries	298	330	N/A

Program: Criminal Justice Coordinating Council (CJCC)

Description: Special Initiatives provides management services to the Criminal Justice Coordinating Council (CJCC). The CJCC is made up of over 35 members representing all aspects of the criminal justice system in Coconino County as well as services providers to the CJ system. The CJCC is led by an executive committee, which consists largely of elected officials and city/county executives. The purpose of the Council is to study the juvenile and criminal justice systems in Coconino County, identify areas for improvement, and formulate policy, plans and programs for change. In addition, its mission is to communicate and present planning, financial, operational, managerial, and programmatic recommendations to the agencies represented on the Council. Special Initiatives manages the business of the CJCC – it is responsible for supporting the implementation of the strategic plan, coordinating communication and advocacy, identifying and securing resources, managing consulting and financial resources, supporting the CJCC subcommittees, and managing the meeting and other day to day logistics of the organization.

Activity: CJCC Management services include the overall following activities: research, administration, meetings, budget, financial reporting, grant identification, development and management, manage consulting and other resources, facilitate strategic planning processes, coordination communication and advocacy, and coordinate subcommittees.

Impact/Outcome: CJCC impacts the efficiency, effectiveness and quality of the CJ system. CJCC provides policy advice to decision makers at federal, state and local levels.

Activity: CJCC	FY08 Actual	FY09 Actual	FY10 Estimate
Satisfaction of Executive Committee (Survey)	N/A	N/A	N/A
Implementing the CJCC Strategic Plan	N/A	N/A	N/A

GENERAL GOVERNMENT

County Manager

Public Safety & Health

Program: Special Initiatives

Description: Special Initiatives manages strategic initiatives on behalf of the County Manager and Board of Supervisors. All the initiatives managed impact the county as a whole and can have significant impacts financially, environmentally and/or impact the County's ability to successfully implement its strategic planning goals (such as communications planning). Initiatives can be long-term or short term in nature. For example, Special Districts is a long-term initiative that involves assisting county residents and developers with establishing districts that provide public benefits, and with providing the Board of Supervisors with the information they need to make prudent decisions regarding special districts.

Activity: 1. Managing special initiatives by evaluating the impact an issue has on the County. 2. Providing information to the County Manager and the Board of Supervisors so that sound decisions can be made regarding sensitive and high profile issues. 3. When necessary, conducting public outreach processes to gather input from the public and key stakeholders. 4. Facilitating input from other County departments. 5. Administering and scheduling Board and team processes. 6. Conducting research on key issues. 7. Managing legal and other professional services with regard to initiatives. 8. Preparing communications regarding initiatives.

Impact/Outcome: Reduces the potential for negative consequences that can occur from poor issue initiative management.

Activity: Special Initiatives	FY08 Actual	FY09 Actual	FY10 Estimate
Satisfaction of BOS, County Manager, and Department Directors with SI	N/A	N/A	N/A
Measure Benefits From Instituting Special Districts	N/A	N/A	N/A
Improved County Communication	N/A	N/A	N/A

GENERAL GOVERNMENT

County Manager

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Accounting Technician II	1.00	1.00	1.00
Administrative Specialist III	1.00	1.00	1.00
Administrative Support I*	0.50	0.50	1.00
Assistant To County Manager	1.00	1.00	1.00
County Manager	1.00	1.00	1.00
Deputy County Manager	2.00	2.00	2.00
Director Special Initiatives	1.00	1.00	1.00
Executive Secretary-County Manager's Office	1.00	1.00	1.00
Government Relations Director	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00
Organizational Development Director	0.00	1.00	1.00
Department Total	10.50	11.50	12.00

*A .50 FTE was moved from the Board of Supervisors to the County Manager's Office in FY08.

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
CJCC	0.00
Executive Management	6.50
Financial Planning & Strategic Budget Process	0.00
Governmental Relations	2.00
Organizational Development	1.00
Public Information & Outreach	0.50
Special Districts Management	1.40
Special Initiatives	0.60
Department Total	12.00

GENERAL GOVERNMENT

Assessor

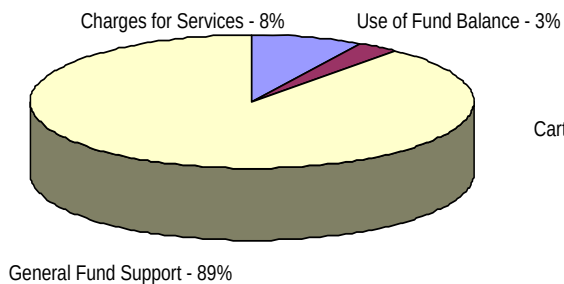
Overview

The Assessor's Office creates the tax roll annually by identifying, locating and valuing all property subject to ad valorem taxes in the County. The office is comprised of five programs: Administration, Appraisal, Cartography, Customer Service, and Storage and Retrieval.

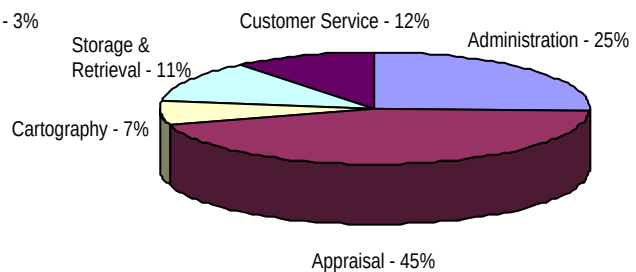
For FY09 the Assessor's Office is estimated to be 10% under their revised budget of \$2,095,498. This variance is due to operational savings in the Storage and Retrieval program. Their FY10 Adopted Budget of \$2,045,882 is 2% under their FY09 budget.

The following charts illustrate the Assessor's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

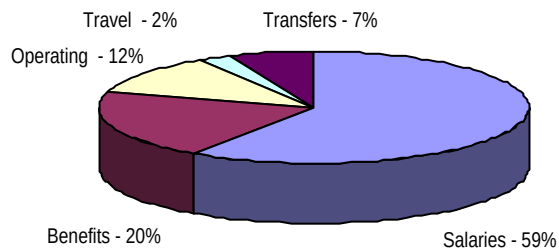
Revenue by Source Type



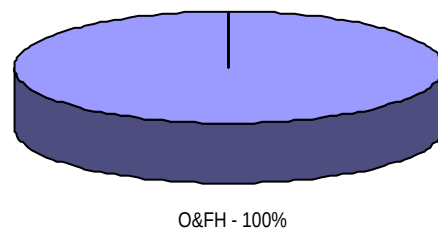
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



GENERAL GOVERNMENT

Assessor

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Charges for Services	\$ 192,042	\$ 189,000	\$ 182,210	\$ 165,500
Miscellaneous	11,667	10,000	5,152	8,000
Use of Fund Balance	1,349	91,800	14,648	62,371
Direct General Fund Support	1,654,639	1,804,698	1,683,933	1,810,011
Total Funding Sources	\$ 1,859,696	\$ 2,095,498	\$ 1,885,943	\$ 2,045,882

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 1,118,456	\$ 1,193,216	\$ 1,163,594	\$ 1,207,889
ERE - Benefits	368,487	398,022	387,156	408,517
Operating	192,319	275,450	177,192	238,305
Travel	57,399	61,010	47,156	50,800
Capital	19,424	30,000	-	10,000
Transfers to Other Funds	103,611	137,800	110,845	130,371
Total Direct Expenditures	\$ 1,859,696	\$ 2,095,498	\$ 1,885,943	\$ 2,045,882
 Net Indirect Support	 194,760	 263,111	 263,111	 318,187
 Total Expenditures, Including Indirect Costs	 \$ 2,054,456	 \$ 2,358,609	 \$ 2,149,054	 \$ 2,364,069

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 20,350	\$ 19,000	\$ 38,693	\$ 13,500
Program Expenditures	(1,674,989)	(1,823,698)	(1,722,626)	(1,823,511)
Total Direct General Fund Support	\$ (1,654,639)	\$ (1,804,698)	\$ (1,683,933)	\$ (1,810,011)
 Net Indirect Support	 (194,760)	 (263,111)	 (263,111)	 (318,187)
Total General Fund Support	\$ (1,849,399)	\$ (2,067,809)	\$ (1,947,044)	\$ (2,128,198)

GENERAL GOVERNMENT

Assessor

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Administration	O&FH	\$ 520,397
Appraisal	O&FH	909,308
Cartography	O&FH	147,341
Customer Service	O&FH	246,465
Storage and Retrieval	O&FH	222,371
Total FY10 Budget		<u>\$ 2,045,882</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Administration	O&FH	\$ 506,897	\$ 80,757	\$ 587,654
Appraisal	O&FH	909,308	163,919	1,073,227
Cartography	O&FH	147,341	45,241	192,582
Customer Service	O&FH	246,465	28,270	274,735
Storage and Retrieval	O&FH	-	-	-
Total FY10 Budget		<u>\$ 1,810,011</u>	<u>\$ 318,187</u>	<u>\$ 2,128,198</u>

Organizational & Fiscal Health**Program: Administration**

Description: The Administration division of the Assessor's Office provides the vision to support employees of the department so they can achieve their departmental missions. This includes human resource activity, procurement, budget, legislative tracking and intergovernmental communication. Administrative policies for all assessor's office employees and technical interpretation of statutes are developed and implemented from the administrative division. It ensures that all properties within the County are being valued fairly and equitably according to State Statute.

Activity: The administrative division provides guidance and support to the staff. It oversees the budgeting process for the entire department. It provides outreach to the community and oversees the daily operations of the department.

Impact/Outcome: The Assessor's website has made information more readily available to the public thereby allowing customers to be better served and reducing the number of phone calls and in person visits to the office. The Document Management System that we have utilized is reducing the area needed for document storage and making file information immediately available to staff at their workstations. The public records that are scanned will be available online to the public. We are exploring a new CAMA system to replace the outdated Department of Revenue computer system which will no longer be available to us by the end of the 2011 assessment cycle. The system will allow us to continue doing our statutory mandated job.

Activity: Administration	FY08 Actual	FY09 Actual	FY10 Estimate
Visits to Assessor Website	150,310	129,984	140,000

Program: Appraisal

Description: To locate, identify, list, classify and value all of the properties for Coconino County that are to be listed on the tax rolls. Also to analyze and process property valuation appeals, corrections, and notice of claims.

Activity: It provides that the new construction, additions, and miscellaneous changes get entered on the tax rolls in a timely manner. It also ensures that appealed properties are valued correctly to maintain equity and fairness among similar properties.

Impact/Outcome: We are reducing the amount of pending building permits thereby placing more new construction on the tax rolls sooner. This creates fairness within a subdivision and an area and assures that property owners pay their fair share of the tax burden. Appeals are being processed and mailed back to property owners earlier, even though the number of appeals increased the previous year due to the economy.

Activity: Appraisal	FY08 Actual	FY09 Actual	FY10 Estimate
Appeals	640	966	1,200
Pending Building Permits	2,810	2,148	1,800

Organizational & Fiscal Health

Program: Cartography

Description: Cartography begins the appraisal process by ensuring that all new subdivisions, splits, and combinations are identified, numbered and represented on the parcel maps. The Cartography division must interpret subdivision plats, surveys, and legal descriptions to achieve the best representation. They also assist in locating property from information by the public.

Activity: It provides maps to identify and locate properties, both internally and to the public. It identifies splits and combinations as well as subdivisions.

Impact/Outcome: Splits and combinations are being processed more quickly allowing new parcels to be placed on the tax rolls sooner and assuring that the correct party receives their tax bill. They are currently working with the GIS department and being trained in GIS applications to reduce the redundancy in the split process.

Activity: Cartography	FY08 Actual	FY09 Actual	FY10 Estimate
New Parcels Created	2,300	749	1,000
Total Parcels	75,250	75,450	76,000

Program: Customer Service

Description: This program is the point of contact for the public by assisting the customers at the counter and over the phone with questions concerning the Assessor's Office responsibilities and specific parcel information. Title processes daily recordings to reflect title changes, split/combination requests, address and legal description changes.

Activity: It provides customer service and keeps ownership and address changes current and also assists in the split combination process.

Impact/Outcome: We have become more up to date with entering ownership data from recorded deeds. We are currently working on par with the Records Office. Incoming phone calls are handled more efficiently with less transferring due to the use of an Auto Attendant to direct calls. Customers at the front counter are being helped more quickly.

Activity: Customer Service	FY08 Actual	FY09 Actual	FY10 Estimate
Ownership and Address Changes	10,493	10,493	10,500
Incoming Phone Calls	10,348	9,651	9,200
Assisting Customers at the Front Counter	3,352	3,352	3,200

Program: Storage and Retrieval

Description: Established in January of 2002, this program allows the Assessor to create, update, and enhance systems within the office. The Assessor will upgrade hardware and software to allow effective graphical data, such as GIS mapping functions and imaging systems technology. The primary focus is to provide public access to necessary data over the internet.

Activity: This program is funded by a special revenue fund that is collected by law to allow our department to implement and enhance technology. It is an on-going project that will continue for many years.

Impact/Outcome: This fund is being used for our document management system. (Onbase) the scanning system is reducing the area needed for document storage and making file information immediately available to our staff at their desktops. The public records that are scanned will be available online to the public.

GENERAL GOVERNMENT

Assessor

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Administrative Specialist I	4.00	4.00	4.00
Administrative Specialist III	1.00	1.00	1.00
Appraisal Manager	1.00	1.00	1.00
Appraiser	10.00	10.00	10.00
Cartographer	3.00	3.00	3.00
Chief Deputy Assessor	1.00	1.00	1.00
Elected Official	1.00	1.00	1.00
Senior Appraiser	5.00	5.00	5.00
Technical Specialist	1.00	1.00	1.00
Department Total	27.00	27.00	27.00

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Administration	3.75
Appraisal	15.00
Cartography	3.00
Customer Service	5.25
Storage & Retrieval	0.00
Department Total	27.00

GENERAL GOVERNMENT

Recorder

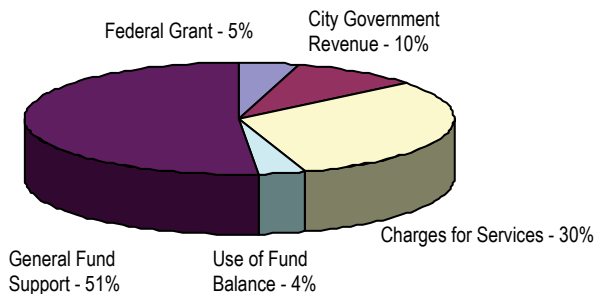
Overview

The Recorder's Office is comprised of the recording division which includes microfilm, mailroom, and elections. Responsibilities include processing and creating a public record of all documents received in a timely manner, and to insure that all records are easily accessible to the public, and conducting all aspects of elections including voter management, outreach, and election processes.

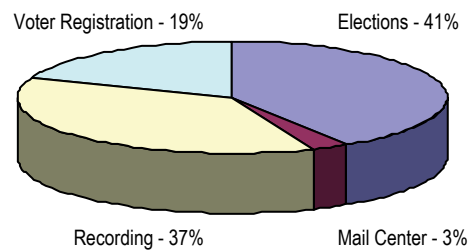
For FY09 the Recorder is estimated to be 11% under their revised budget of \$2,377,375. This variance is due to savings in the operational budget for the FY09 elections, as well as salary savings within the department. Their FY10 Adopted Budget of \$1,732,657 is 27% under their FY09 budget. This variance is due to the cyclical nature of elections with FY10 not being a major election year.

The following charts illustrate the Recorder's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

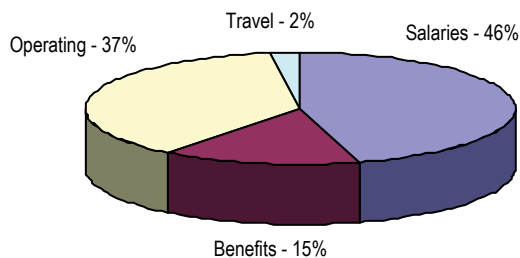
Revenue by Source Type



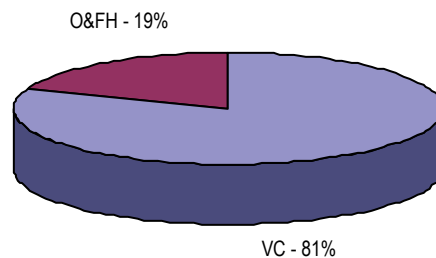
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



GENERAL GOVERNMENT

Recorder

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Federal Grant	\$ 188,384	\$ 65,000	\$ 77,303	\$ 78,285
State Grant	5,000	-	-	-
City Government Revenue	101,295	95,000	122,214	165,000
Charges for Services	594,610	627,123	480,697	529,000
Investment Income	18,947	15,000	12,086	14,000
Miscellaneous	10,998	2,000	3,591	500
Use of Fund Balance	120,019	90,809	102,390	63,309
Direct General Fund Support	737,101	1,482,443	1,322,083	882,563
Total Funding Sources	\$ 1,776,354	\$ 2,377,375	\$ 2,120,363	\$ 1,732,657

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 782,855	\$ 993,583	\$ 926,799	\$ 787,233
ERE - Benefits	250,149	305,571	276,633	263,303
Operating	689,568	1,007,649	861,491	641,721
Travel	53,782	61,600	47,962	40,400
Capital	-	8,972	7,480	-
Total Direct Expenditures	\$ 1,776,354	\$ 2,377,375	\$ 2,120,363	\$ 1,732,657
Net Indirect Support	166,293	226,664	226,664	357,965
Total Expenditures, Including Indirect Costs	\$ 1,942,647	\$ 2,604,039	\$ 2,347,027	\$ 2,090,622

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 715,675	\$ 588,000	\$ 530,572	\$ 612,785
Program Expenditures	(1,412,826)	(1,986,293)	(1,768,505)	(1,393,648)
Transfers	(39,950)	(84,150)	(84,150)	(101,700)
Total Direct General Fund Support	\$ (737,101)	\$ (1,482,443)	\$ (1,322,083)	\$ (882,563)
Net Indirect Support	(166,293)	(226,664)	(226,664)	(357,965)
Total General Fund Support	\$ (903,394)	\$ (1,709,107)	\$ (1,548,747)	\$ (1,240,528)

GENERAL GOVERNMENT

Recorder

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Elections	VC	\$ 710,480
Mail Center	VC	50,599
Recording	VC	641,192
Voter Registration	O&FH	330,386
Total FY10 Budget		\$ 1,732,657

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Elections	VC	\$ 466,695	\$ 83,130	\$ 549,825
Mail Center	VC	50,599	13,243	63,842
Recording	VC	125,487	178,462	303,949
Voter Registration	O&FH	239,782	83,130	322,912
Total FY10 Budget		\$ 882,563	\$ 357,965	\$ 1,240,528

GENERAL GOVERNMENT

Recorder

Organizational & Fiscal Health

Program: Mail Center

Description: The Mail Center provides a centralized, single point of contact, for the processing of all Coconino County inbound and outbound U.S. Mail and Specialized Carrier items. The Mail Center is also responsible for single point of contact billing to appropriate County departments utilizing these mail services.

Activity: This program provides the following organizational services for County departments:

1. Receives and distributes from the U.S. Post office all inbound normal delivery U.S. Mail to appropriate County organization. 2. Receives, tracks and distributes all inbound special delivery and handling letters and packages (e.g. FedEx, UPS, Express, Priority and Certified Return Receipt) utilizing a computer tracking system that transfers item from the carrier to the mail center then to the appropriate County organization. 3. Utilizes metering equipment to affix postage; process and distribute to appropriate mail services all outbound U.S. mail and special delivery/ carrier packages. 4. Single point of contact for all postage billing to the County departments for budgetary purposes. 5. Procure, operate and maintain all postal metering equipment and software to ensure proper, cost effective feeing of outbound mail and packages. 6. Interface with specialized carriers to ensure accurate and timely processing of outbound critical items; enable the County to receive discounts on special service shipments and centralize all billing for County departments. 7. Affix discounted postage, process and deliver to Main Postal Service Center all outbound pre-sorted Bulk Rate Mail (e.g. Jury Notices and Elections materials). 8. Process and bill departments for inbound Business Reply Mail and postage due letters. 9. Manage and fund the County's two postal permits. 10. Provide access to each department the equipment and training for folding/inserting of various volume mailings. 11. Responsible for County interface with Flagstaff area U.S. Postmaster to stay current on regulation changes and rate increases. 12. Provide hands on workshop and informational newsletter to better educate the County departments in processing mail services in an expedient, cost effective manner.

Impact/Outcome: Ensure that Coconino County will a). maintain the integrity of the U.S. Mail, FedEx/UPS and other delivery services; b). meet all Federal, State and Local regulations governing various aspects of mail services to include normal processing and special processing (e.g. - Election Ballots, Jury Summons, Tax Payments).

Activity: Mail Center	FY08 Actual	FY09 Actual	FY10 Estimate
Incoming & Outgoing USPS Pieces Processed	356,700	464,500	400,000
Incoming Special Carrier Pieces Processed	7,743	7,157	6,500
Mail Center Newsletter	6	6	6
Mail Center Workshops	3	4	4

GENERAL GOVERNMENT

Recorder

Vital Communities

Program: Elections

Description: The Elections Program is responsible for the conduct of local, State and Federal Elections in Coconino County.

Activity: The Elections Program provides administrative, clerical, and technical support for the conduct of local, State and Federal elections. The program assists individuals seeking local elective office with candidate filings; provides information and monitoring of required campaign committee filings and financial report submissions; delineates and maintains accurate precinct boundaries; administers the results of redistricting; acquires and maintains required polling places; surveys and monitors compliance of handicapped accessibility at all polling places; obtains and provides all polling place supplies and logistics to properly equip the polling places for voting; and develops training materials, recruits, and trains election workers to staff the polling places. The Elections Program maintains the County's vote tabulation equipment. Included in maintaining the County's vote tabulation equipment, the Elections Program also programs (creating election definition), lays out the format of the ballots; tests and tabulates without any vendor control of the election. Provides Spanish, Navajo and Hopi voters minority language assistance as required by the U.S. Voting Rights Act.

The workload of the Elections Program fluctuates according to the four-year election cycle, an example of which is shown below:

Year One: State and County Primary Election; Presidential General Election; and Municipal Elections (FY09)

Year Two: School and Municipal Elections (FY10)

Year Three: State Primary Election; State General Election; and Municipal Elections (FY11)

Year Four: Presidential Preference Election and Municipal Elections (FY12)

Impact/Outcome: Maintaining the integrity and security of the election process in Coconino County.

Activity: Elections	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Polling Place Elections Conducted for Other Jurisdictions	4	0	0
Number of Vote by Mail Elections Conducted for Other Jurisdictions	5	4	8
Number of Countywide Elections Conducted	1	2	1
Voters Using Touch Screen Units to Vote	200	166	100

Program: Recorder

Description: The mission of the Recorder's office is to maintain a public record consisting of all documents accepted for recording. The goal is to create a record that is accurate, timely and easily accessible. This enables the public to conduct either personal or business activities based on this recorded information; along with the assurance that all documents are processed in accordance with the law.

Activity: To devise a time line for images to be uploaded and an electronic index created for the time period 1981-1982. Also, to add images to the current searchable index from 1983-1999. We also plan to implement an E-Recording process that will be used to electronically transmit digitized images to the Recorder for recordation.

Impact/Outcome: This will provide a better and complete database for searching records during the above stated time periods. It will also give customers a faster and accurate turnaround time for searches conducted. E-Recording will result in a faster more efficient workflow for processing documents. In addition, postage charges will likely decrease as more customers sign up to E-Record their documents.

GENERAL GOVERNMENT

Recorder

Vital Communities

Activity: Recorder	FY08 Actual	FY09 Actual	FY10 Estimate
Documents Recorded by Fiscal Year	45,900	37,929	35,000
Scanning of Plat and Survey Maps	277	257	250
Percent of Indexing Errors Per Day	15%	10%	10%
Number of Days Before Documents are Available On-Line	16	10	10

Program: Voter Registration

Description: The Program is responsible for maintaining the official registry of registered voters for Coconino County.

Activity: The Voter Registration Services Program provides clerical and administrative support to maintain the official registry of voters in the County. Currently, there are 71,835 active and 17,703 inactive registered voters are on file. The Federal Help America Vote Act mandated the establishment of a statewide voter registration database (VRAZ) that occurred in 2006 moving the County voter registration database to a statewide platform. In addition, this program processes all changes of name, address, and party affiliation and maintains a delete file, removing voters for reasons of death, felony conviction, declaration by a court of mental incompetency, and moving out of the jurisdiction. The program responds to various political party, political organization, and candidate requests for voter registration applications and voter registration lists; verifies initiative, referenda and recall petitions submitted; and issues and processes absentee and vote-by-mail ballots; processes provisional ballots.

Impact/Outcome: Maintaining the integrity and security of the election process in Coconino County.

Activity: Voter Registration	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Voters on Permanent Early Voting List	66,000	72,094	75,000
Number of Early Ballots Processed	3,179	27,236	4,000
Number of Voters on Permanent Early Voting List	N/A	9,234	9,500

GENERAL GOVERNMENT

Recorder

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Administrative Senior Manager	1.00	1.00	1.00
Administrative Specialist I	5.00	5.00	5.00
Administrative Specialist III	5.00	5.00	5.00
Administrative Support II	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00
Elected Official	1.00	1.00	1.00
Elections Administrator	1.00	1.00	1.00
Elections Outreach Coordinator	1.00	1.00	1.00
Elections Outreach Worker	1.00	1.00	1.00
Elections Training & Communications Coordinator	1.00	1.00	1.00
Network Analyst	1.00	1.00	1.00
Department Total	19.00	19.00	19.00

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Elections	5.25
Mail Center	1.00
Recorder	8.25
Voter Registration	4.50
Department Total	19.00

GENERAL GOVERNMENT

Superintendent of Schools

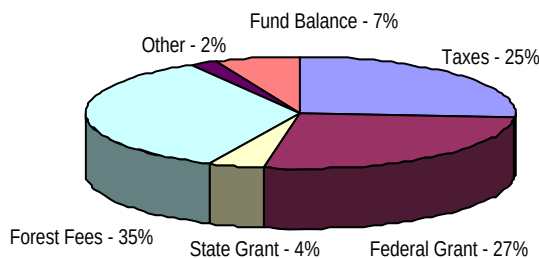
Overview

The Schools Superintendent is the fiscal office which assists and advises school districts within the County in all matters of budget and finance. The office is responsible for all school elections, filling vacancies on school boards, and recording, reporting, and monitoring the certification of teachers and administrators. The office also administers grants in areas such as technical assistance for Federal entitlements to County schools, environmental education, education for incarcerated youth, math and science, and staff development.

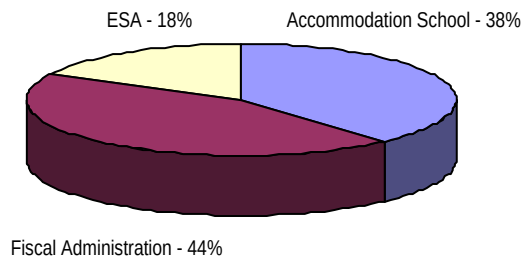
For FY09 the Superintendent of Schools is estimated to be 15% over their revised budget of \$4,159,430. This variance is due to an unanticipated increase in National Forest Fee revenue. Their FY10 Adopted Budget of \$4,934,496 is 19% over their FY09 budget. This variance is due to the 2008 reauthorization of the Secure Rural Schools Act.

The following charts illustrate the Superintendent of Schools revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

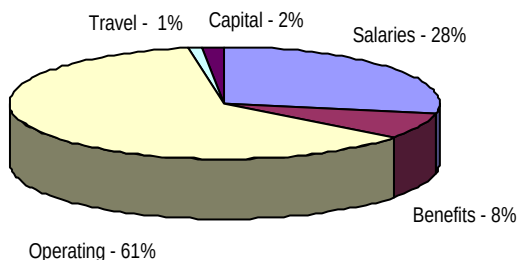
Revenue by Source Type



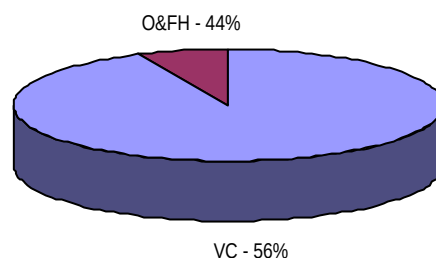
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



GENERAL GOVERNMENT

Superintendent of Schools

Financial Statements

FUNDING SOURCES

	FY 2008	FY 2009	FY2009	FY2010
	Actuals	Budget	Estimated Actuals	Budget
Taxes	\$ 1,282,086	\$ 1,029,200	\$ 1,339,426	\$ 1,281,600
Federal Grant	1,225,737	1,278,121	1,541,328	1,316,028
State Grant	263,676	365,655	241,723	213,757
National Forest Fees	1,303,445	978,050	1,802,547	1,708,736
Charges for Services	-	-	84,169	-
Investment Income	27,470	8,300	28,801	2,500
Miscellaneous	115,219	89,700	15,697	90,350
Use of Fund Balance**	109,868	410,404	(268,494)	321,525
Total Funding Sources	<u>\$ 4,327,501</u>	<u>\$ 4,159,430</u>	<u>\$ 4,785,197</u>	<u>\$ 4,934,496</u>

**A negative use of fund balance indicates an overall fund balance increase.

EXPENDITURES BY CATEGORY

	FY 2008	FY 2009	FY2009	FY2010
	Actuals	Budget	Estimated Actuals	Budget
Salaries	\$ 560,833	\$ 1,312,090	\$ 1,327,949	\$ 1,366,658
ERE - Benefits	134,338	406,699	340,266	389,756
Operating	3,594,524	2,382,127	3,067,027	3,045,279
Travel	37,807	29,914	40,032	50,063
Capital	-	28,600	9,924	82,740
Total Direct Expenditures	<u>\$ 4,327,501</u>	<u>\$ 4,159,430</u>	<u>\$ 4,785,197</u>	<u>\$ 4,934,496</u>
Net Indirect Support	<u>55,982</u>	<u>98,988</u>	<u>98,988</u>	<u>185,657</u>
Total Expenditures, Including Indirect Costs	<u>\$ 4,383,483</u>	<u>\$ 4,258,418</u>	<u>\$ 4,884,185</u>	<u>\$ 5,120,153</u>

GENERAL GOVERNMENT

Superintendent of Schools

Financial Statements

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 448,800	\$ 555,121	\$ 523,903	\$ 484,589
Program Expenditures	(448,800)	(555,121)	(523,903)	(484,589)
Total Direct General Fund Support	\$ -	\$ -	\$ -	\$ -
Net Indirect Support	(55,982)	(98,988)	(98,988)	(185,657)
Total General Fund Support	<u>\$ (55,982)</u>	<u>\$ (98,988)</u>	<u>\$ (98,988)</u>	<u>\$ (185,657)</u>

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Accommodation School	VC	\$ 1,890,334
Fiscal Administration	O&FH	2,193,325
Educational Services Agency	VC	850,837
Total FY10 Budget		<u>\$ 4,934,496</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Accommodation School	VC	\$ -	\$ 49,249	\$ 49,249
Fiscal Administration	O&FH	-	69,612	69,612
Educational Services Agency	VC	-	66,796	66,796
Total FY10 Budget		<u>\$ -</u>	<u>\$ 185,657</u>	<u>\$ 185,657</u>

Financial information presented in this department's Financial Statement section includes revenues of \$1,737,557 and expenditures of \$1,567,454 for Agency Funds. Agency Funds are not part of the legally adopted budget, but budget information is presented at the department level because it is material to County budget document users. These revenues and expenditures are excluded from the financial information presented in the Budget Summary and State Budget Document sections of this document.

GENERAL GOVERNMENT

Superintendent of Schools

Organizational & Fiscal Health

Program: Fiscal Administration

Description: The purpose of the fiscal administration program is to provide general accounting services for nine (9) school districts in Coconino County and, to develop and monitor the budgets as well as provide financial reporting services for the governing boards of the Coconino County Regional Accommodation School District and the Chevelon Butte School District.

Activity: For the Nine (9) School Districts in Coconino County: Process payroll & accounts payable vouchers, Reconcile cash & warrants to County Treasurer, Process, prepare, & record revenues, Ensure governing board approval for vouchers processed, Ensure fund budget/capacity prior to releasing warrants to school districts, Calculate School District Tax Rates, Prepare Informational Reports for School District Budget Override and Bond Elections, and Review and approval authority on all school districts' grant completion reports. For the Accommodation School District: Plan, develop and present budgets, Provide financial analyses, Monitor compliance with financial policies, Plan, develop and present Financial/management reports, General Fixed Assets accounting, Grant accounting, Procurement, Journal entries, Year-end closing, Accounts Payable, Accounts receivable, Administer and provide all payroll services for the accommodation school district employees, Administer leave and benefits for the accommodation school district employees, Create and preserve payroll personnel files for the accommodation school district employees, and Billings.

Impact/Outcome: Ensure school districts are in financial compliance with the USFR (Uniform System of Financial Records for Arizona School Districts) and the Arizona Revised Statutes-Title 15 so they can meet their financial obligations and manage their financial operation in support of their mission.

Activity: Fiscal Duties Carried Out for School Districts	FY08 Actual	FY09 Actual	FY10 Estimate
Reconciliations to the Treasurer	126	125	125
Accounts Payable Vouchers Processed	571	579	575
Receipts Prepared	430	450	450
Revenue Journal Entries Prepared and Recorded From Receipts & Treasurer Reports	4,351	4,370	4,350
Payroll Vouchers Processed	200	195	195
Accounts Payable and Payroll Warrants Issued	49,609	47,700	47,000
Expenditure Transfers Made	314	320	300
Completion Reports for Grants Reviewed for Approval	137	135	140
School Districts Tax Levy and Rates Calculated	8	8	8
Expenditure Vouchers Monitored for Budget/Cash Capacity	455	455	450
Payroll Vouchers Monitored for Certified Employee Status	313	310	300
Number of Checks Received That Need Revenue Code	664	660	675

GENERAL GOVERNMENT

Superintendent of Schools

Organizational & Fiscal Health

Activity: Fiscal Duties Carried Out for School Districts	FY08 Actual	FY09 Actual	FY10 Estimate
Budget Planned, Developed, and Presented to School Boards	6	6	6
Annual Financial Reports Prepared and Presented to School Boards	2	2	2
Budgets Monitored Monthly to Ensure Expenditures are Within Budgeted Guidelines and Are for Purposes Stated in the Budget	3	3	3
Fiscal Agent on Grants	12	12	12
Monthly Cash Management Reports Prepared and Submitted	54	40	40
Completion Reports Prepared & Submitted	12	12	12
Number of Employees Administering Payroll, Leave and Benefits and Managing Personnel Records On	78	85	85
Invoices Processed	2,322	2,325	2,325
Reviews and Records WORKS Transactions for Superintendent	36	24	25
Record & Transcribe Accommodation School Governing Board Meeting Minutes	17	15	15

Activity: Fiscal Duties Carried Out for School Districts	FY08 Actual	FY09 Actual	FY10 Estimate
School District Governing Board Member Elections	0	10	0
School District Override & Bond Elections	2	2	3
Election Packets Prepared (Bi-Annual Event)	0	50	0
School Board Candidates (Bi-Annual Event)	0	33	0
School Districts Requiring Information Pamphlets	2	12	3
School Board Appointees	9	6	6

Vital Communities

Program: Accommodation School

Description: This program administers and provides High School educational services to the at-risk youth in the County through an accommodation school. There are four school sites: The Ponderosa High School in Flagstaff, the Tse'Yaato' High School in Page, the County Juvenile Detention Facility and the Jail Facility.

Activity: Provides junior and senior level students in Flagstaff and Page, AZ who have dropped out of school an opportunity to complete their high school education in a non-traditional setting.

Impact/Outcome: A decrease in the number of dropouts and an increase in the number of students earning high school diplomas. Since 2005, the accommodation school has graduated over 300 students.

GENERAL GOVERNMENT

Superintendent of Schools

Vital Communities

Activity: Accommodation School	FY08 Actual	FY09 Actual	FY10 Estimate
Number of High School Graduates	101	131	100
Number of Students Enrolled	124	146	159
Average Daily Membership (School is funded on this #)	117	135	135
Meeting the State's Requirements for adequate Yearly Progress	Met	Met	N/A
High School Achievement Profile	Performing	Performing	Performing

Program: Educational Services Agency

Description: The Coconino County Educational Services Agency (ESA) provides technical assistance and professional development services to County and region educators to meet state and federal mandates and improve instructional quality. The ESA collaborates with County districts and charters to assess needs; identify funding sources, and develop partnerships; provide grant development, writing, and management; and deliver professional development services and follow-up support. The ESA also serves as a communication link between districts, the Arizona Department of Education, and the USDOE to represent needs and advocate educational policy. Program offerings are based on site requests and data-identified needs. They reflect current research in best practice and several provide teachers with university credit. This aids teachers in maintaining certification and meeting federal Highly Qualified status. These programs also assist schools in improving student performance and meeting state and federal achievement benchmarks. Key programs already funded for the 2009 – 2010 school year include: two year university credit, training and support for 50 for elementary math and science teachers funded by competitive MSP grants: university credit, training and support for content literacy mentors and teacher mentees at seven sites; workshop series to provide required hours to meet state Structured English Immersion; and numerous other training opportunities in instructional best practices in math, science, literacy, and arts integration. ESA personnel are determined by program requirements. Professional staff all are at Masters degree or above in area expertise and have extensive field experience.

Activity: ESA activities may be divided into two areas: Primary activities are services to schools and teachers. Professional development activities are either institutes and follow-up trainings for year long cohorts or individual workshops grouped by content area served. MSP Grants: Teachers can participate in one of two MSP Initiatives— university and ESA partnerships to increase K-8 teacher's content knowledge and teaching effectiveness. These programs provide intensive training, university credit, and year-long follow-up, and a stipend and feedback to support participants. Content Literacy: Improving student achievement through mentors training teachers in effective content literacy strategies is the goal of this project, in place at 7 schools sites in 3 districts. Participants receive university credit and present results of classroom lessons at a Spring Symposium, March 28 at Ponderosa HS. The ESA staff and mentors can provide overview training to additional schools upon request. SEI Endorsement Training. The ESA course work to help teachers and districts meet state requirements are tailored to the culture and language needs of Northern Arizona Teachers. A cadre of trainers will offer the 45hr class several times throughout the year. Sites and times are determined by request and will be posted on the website. Some additional sessions of the 15hr course are included as well. Marzano Best Practices Training: Choices range from an overview to a full 15 hr implementation workshop in research identified instructional strategies. This training can target school improvement goals or individual classroom instruction. Arts Projects: Title V Arts Integration: This project provides funds to bring artists and teachers together to create unique, site-based student arts projects. The Dana Foundation in collaboration with the ESA will offer several workshops in integrating the arts through dance and drama to County teachers. The County sponsors an annual Poetry Contest for all County students with a celebration of winners and their writing in May.

GENERAL GOVERNMENT

Superintendent of Schools

Vital Communities

Keeping Score is a collaborative project of the San Francisco Symphony with Flagstaff. Local teachers attend a week-long institute in San Francisco and receive on-going training and support to implement teaching through music classroom activities at all grade levels. Workshops: Training in specific topics in math, science, literacy and arts integration can be requested by schools and districts. There is also a menu of offerings each semester that reflects current needs. These include best practices in implementing math, science and literacy standards, teaching through the arts, substitute training, and preparation for teacher certification tests. The second area of ESA activity is on-going grant development and management activities. These include regular meetings with constituents, required participation in state and federal program monitoring and reporting, state-level training of staff in new requirements and program elements, and collaboration and advocacy on the part of local schools, districts and teachers. These activities comprise approximately 40% of staff time.

Impact/Outcome: ESA program impacts are reflected in quantitative and qualitative measures. Each major program has a specific evaluation plan, using tools and methods required by individual funders. Three programs utilize an external evaluator. Specific outcomes for individual projects are available by contacting the Coconino County ESA office at 928-779-6781.

Activity: Educational Services Division	FY08 Actual	FY09 Actual	FY10 Estimate
Professional Development Events/Workshops Held	92	90	N/A
School Districts, Charter, and Private Schools Receiving Services	29	25	N/A
Individual Teachers and Administrators Receiving Services	1,253	964	N/A
Grants Applied for and Awarded	12	12	N/A
Department Personnel	4.48	4.8	N/A
Overall Professional Development Quality Based on Evaluation Feedback	98%	98%	N/A
Spelling Bee - Number of Schools With Winners Participating	24	29	N/A
Home Schooled Students Registered	83	80	N/A

GENERAL GOVERNMENT

Superintendent of Schools

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Accounting Technician II	1.00	1.00	1.00
Administrative Specialist III	1.00	1.00	1.00
Associate Superintendent of Schools	0.85	0.85	0.85
Chief Deputy Superintendent of Schools	1.00	1.00	1.00
Education Service Agency Employee	4.51	4.51	4.51
Elected Official	1.00	1.00	1.00
School Finance Technician	2.00	2.00	2.00
Department Total	11.36	11.36	11.36

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Accommodation School	0.95
Educations Services Agency	5.36
Fiscal Administration	5.05
Department Total	11.36

GENERAL GOVERNMENT

Treasurer

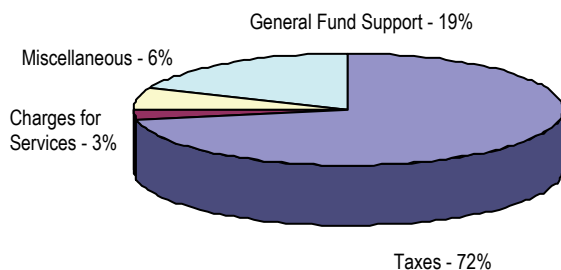
Overview

The Treasurer, elected to a four-year term, is the ex-officio tax collector. The Treasurer is responsible for the safety, disbursement and investment of funds on deposit in the office under the direction of the Board of Supervisors acting as the Board of Deposits. The office mails all real and personal property tax notices and collects all property taxes for the State, County, incorporated cities and towns, school districts and special districts and distributes the collected revenue from County departments. The office pays warrants issued by the County, schools, fire districts and other special districts of the County. The Treasurer is responsible for meeting the debt service for bonds issued by the County, school districts, and special districts.

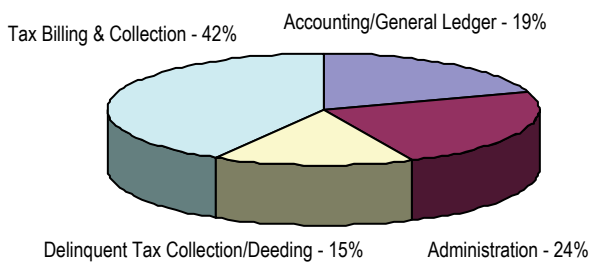
For FY09 the Treasurer is estimated to be 13% under their revised budget of \$641,006. This variance is due to operational savings and unexpended capital in the Delinquent Tax Collection/Deeding program. Their FY10 Adopted Budget of \$628,484 is 2% under their FY09 budget.

The following charts illustrate the Treasurer's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

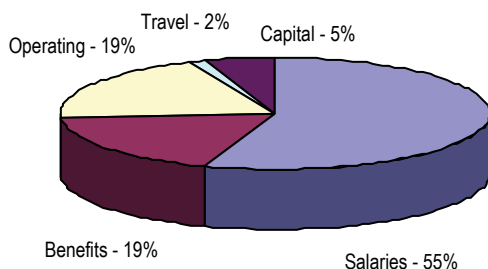
Revenue by Source Type



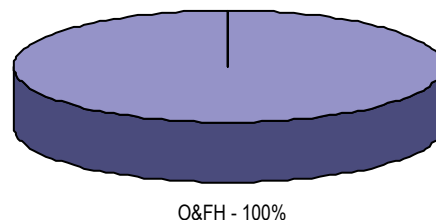
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



GENERAL GOVERNMENT

Treasurer

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Taxes	\$ 537,431	\$ 400,000	\$ 619,354	\$ 450,000
Charges for Services	18,324	45,000	29,454	16,000
Investment Income	6,336	3,500	6,279	4,625
Miscellaneous	43,507	50,000	40,361	40,000
Use of Fund Balance**	(22,936)	(8,500)	(23,843)	(125)
Direct General Fund Support	14,895	151,006	(113,229)	117,984
Total Funding Sources	\$ 597,558	\$ 641,006	\$ 558,376	\$ 628,484

**A negative use of fund balance indicates an overall fund balance increase

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 332,791	\$ 344,805	\$ 341,901	\$ 347,143
ERE - Benefits	114,024	119,004	113,915	116,694
Operating	115,312	143,950	96,485	122,100
Travel	6,547	13,200	6,075	9,500
Capital	28,883	20,047	-	33,047
Total Direct Expenditures	\$ 597,558	\$ 641,006	\$ 558,376	\$ 628,484
Net Indirect Support	504,691	479,279	479,279	711,943
Total	\$ 1,102,249	\$ 1,120,285	\$ 1,037,655	\$ 1,340,427

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 582,663	\$ 470,000	\$ 671,247	\$ 490,500
Program Expenditures	(597,558)	(621,006)	(558,018)	(608,484)
Total Direct General Fund Support	\$ (14,895)	\$ (151,006)	\$ 113,229	\$ (117,984)
Net Indirect Support	(504,691)	(479,279)	(479,279)	(711,943)
Total General Fund Support	\$ (519,586)	\$ (630,285)	\$ (366,050)	\$ (829,927)

GENERAL GOVERNMENT

Treasurer

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Accounting/General Ledger	O&FH	\$ 123,828
Administration	O&FH	149,350
Delinquent Tax Collection/Deeding	O&FH	93,297
Tax Billing & Collection	O&FH	262,009
Total FY10 Budget		\$ 628,484

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Accounting/General Ledger	O&FH	\$ 103,703	\$ 160,292	\$ 263,995
Administration	O&FH	129,225	189,762	318,987
Delinquent Tax Collection/Deeding	O&FH	(216,828)	101,575	(115,253)
Tax Billing & Collection	O&FH	101,884	260,314	362,198
Total FY10 Budget		\$ 117,984	\$ 711,943	\$ 829,927

GENERAL GOVERNMENT

Treasurer

Organizational & Fiscal Health

Program: Administration

Description: Administer all managerial, budgeting, COOP, records retention, accounting, technology, website and customer service functions for the Treasurer's Department.

Activity: Program provides internal operations support for all other program areas. Provides IT liaison for all web and technology upgrades. Provides departmental planning and implementation of COOP. All records filing and retention planning. All budget, revenue and expense accounting for Treasurer's internal department.

Impact/Outcome: Ensuring proper procedures and policies are in place and followed with separation of duties to meet audit standards.

Program: Delinquent Taxes/Deeding

Description: The activities necessary to collect delinquent real and personal taxes from current and prior years; including the annual Tax Lien Sale, judicial foreclosures, and state deeding.

Activity: The program includes mailing, 2 x per year, delinquent tax notices. Using internet search engines to locate taxpayers. Setting up and conducting annual tax lien sale. Certificate of Purchase redemptions. Judicial foreclosures. Deeding to the State. 1099 issuance. Sheriff letters. Investor (bidders) database maintenance. Abatements, 10-year expiration of CPs. Sub-tax payment processes. Splits/Combinations. Bankruptcy tracking, submitting claims to Bankruptcy courts.

Impact/Outcome: The collection of delinquent taxes on behalf of all taxing authorities allows for continuity of operations of County government, schools, special districts and community college.

Program: General Ledger Accounting/Investments/Warrants

Description: Perform the following functions for all Coconino County accounts, school districts, fire and special districts, state courts fees/fines, and Coconino Community College: daily cash receipting, posting general ledger transactions, banking, investment of all public funds on deposit, paying and reconciling warrants. Manage excess proceeds from Trustee sales. Unclaimed property.

Activity: This program provides cash receipting, bank deposits, access to and payment of Lines of Credit, verification and payment of more than \$1,000,000 in warrants every day, cash flow monitoring, distribution of FDAT and Pooled Interest monthly, investment of public funds in legal and appropriate investment vehicles, provides monthly reports of all activity for each General Ledger account, distribution of court fines/fees monthly to State Treasurer, coordinates the timely ordering of warrants for all entities. Maintaining bonded indebtedness and redemption schedule; paying bond principle and interest as required.

Impact/Outcome: Through sound financial management of all monies deposited, expended and invested, public entities are able to provide their mandated services to the public.

Program: Tax Collections and Billing

Description: The all encompassing processes to load the levy, bill and collect taxes, distribution of taxes, and corrections to the roll.

Activity: Billing and collection of all real and personal property tax money for Coconino County, CCC, all Special Districts, 18 Fire, and 7 School Districts. Customer service to tax payers, taxing authorities, bi-counties.

Impact/Outcome: Fiscal health of taxing authorities.

GENERAL GOVERNMENT

Treasurer

Organizational & Fiscal Health

Activity: Tax Collections and Cash Receipts	FY08 Actual	FY09 Actual	FY10 Estimate
Checks Processed at Service Windows	40,341	37,609	45,000
Amount Processed from Checks at Service	\$90,935,659	\$87,347,712	\$90,000,000
Checks Processed Via Mail	44,489	46,325	48,000
Amount Processed from Checks Via Mail	\$67,059,796	\$65,397,398	\$68,000,000
Credit Card Payments Processed	6,452	7,798	6,500
Amount Processed from Credit Card Payments	\$8,175,870	\$11,459,349	\$8,000,000
Tax Payments Made On-line/Phone System	454	625	500
Amount Processed On-line/Phone System	\$274,265	\$513,022	\$350,000
Total Parcel Count/Notices	77,100	80,000	81,900

GENERAL GOVERNMENT

Treasurer

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Administrative Specialist I	3.00	3.00	3.00
Administrative Specialist III	1.00	1.00	1.00
Administrative Supervisor	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00
Chief Deputy Treasurer	1.00	1.00	1.00
Elected Official	1.00	1.00	1.00
Oasis Systems Engineer	0.50	0.00	0.00
Department Total	8.50	8.00	8.00

A .5 FTE was moved to the Information Technology department in FY08.

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Administration	1.70
Delinquent Taxes/Deeding	1.80
General Ledger/Accounting/Investments/Warrants	1.25
Tax Collections and Billing	3.25
Department Total	8.00

GENERAL GOVERNMENT

Non-Departmental

Overview

The Non-Departmental budget is used to account for all activity that is not directly related to one department. This budget includes the Debt Service Fund, Title III Forest Fees Fund, contingency budgets, and it is used to account for many of the County's General Fund revenues, including property and sales taxes.

For FY09 Non-Departmental is estimated to be 70% under the revised budget of \$31,045,186. A variance this size is not unusual and is due to unspent contingency funds. The County budgets an operating contingency for the General Fund equal to 15% of General Fund revenues. Other funds have contingency budgets that are included in Non-Departmental as well. Transfers to other funds are generally under budget due to budget savings in those funds from turnover and operational savings. The FY10 Adopted Budget of \$29,486,147 is 5% under the FY09 budget.

Because Non-Departmental is mainly used to track contingency items, and the budget variance is anticipated to be high every year, budgeted revenue types, expenditures, and budget by Strategic Priority Area are not presented.

GENERAL GOVERNMENT

Non-Departmental

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Taxes	\$ 22,566,308	\$ 23,456,746	\$ 22,041,852	\$ 22,625,399
Federal Grant	494,937	199,328	433,344	481,654
State Grant	169,417	200,839	114,361	192,706
National Forest Fees	741,709	692,805	776,875	699,187
PILT	944,666	900,000	2,121,513	1,514,240
Charges for Services	1,862,510	1,982,715	2,007,448	2,166,308
Other Governmental Revenue	17,488,738	18,761,142	15,779,601	16,265,120
LTAf	89,055	-	100,790	-
Investment Income	1,200,110	302,058	885,891	325,621
Miscellaneous	170,220	167,482	419,593	4,141,460
Transfers from Other Funds	702,800	445,709	747,077	672,050
Use of Fund Balance**	(20,768)	10,202,308	(323,493)	7,965,338
Direct General Fund Support	(31,917,086)	(26,265,946)	(35,813,212)	(27,562,936)
Total Funding Sources	<u>\$ 14,492,616</u>	<u>\$ 31,045,186</u>	<u>\$ 9,291,640</u>	<u>\$ 29,486,147</u>

** A negative use of fund balance indicates an overall fund balance increase.

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Operating	\$ 113,878	\$ 17,549,571	\$ 71,083	\$ 20,317,848
Capital	-	3,124,537	-	1,064,777
Transfers to Other Funds	14,378,737	10,371,078	9,220,556	8,103,522
Total Direct Expenditures	<u>\$ 14,492,616</u>	<u>\$ 31,045,186</u>	<u>\$ 9,291,640</u>	<u>\$ 29,486,147</u>
Net Indirect Support	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures, Including Indirect Costs	<u>\$ 14,492,616</u>	<u>\$ 31,045,186</u>	<u>\$ 9,291,640</u>	<u>\$ 29,486,147</u>

GENERAL GOVERNMENT

Non-Departmental

Financial Statements

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 44,588,122	\$ 45,779,250	\$ 43,547,925	\$ 43,535,854
Program Expenditures	(113,878)	(10,434,968)	(71,083)	(9,239,564)
Transfers	(12,557,158)	(9,078,336)	(7,663,630)	(6,733,354)
Total Direct General Fund Support	\$ 31,917,086	\$ 26,265,946	\$ 35,813,212	\$ 27,562,936
Net Indirect Support	-	-	-	-
Total General Fund Support	<u>\$ 31,917,086</u>	<u>\$ 26,265,946</u>	<u>\$ 35,813,212</u>	<u>\$ 27,562,936</u>

Justice System



Coconino County Courthouse



Sheriff's Cadets at Graduation



Shake Down at the Coconino County Detention Facility



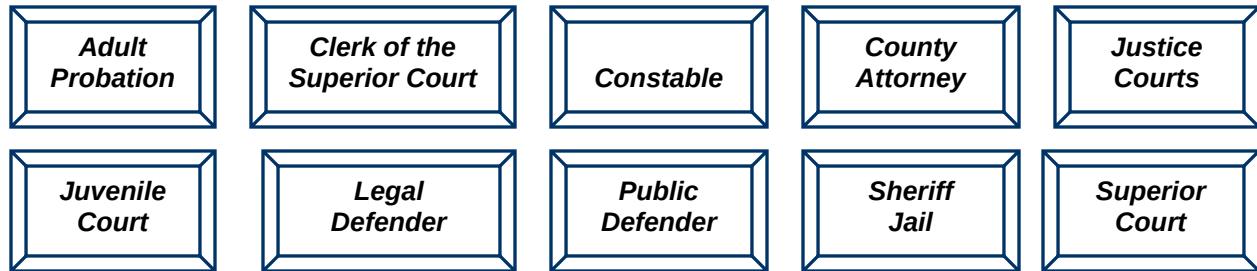
Constable Badge



Annual Retreat - Office of the Public Defender

JUSTICE SYSTEM

Service Area Summary



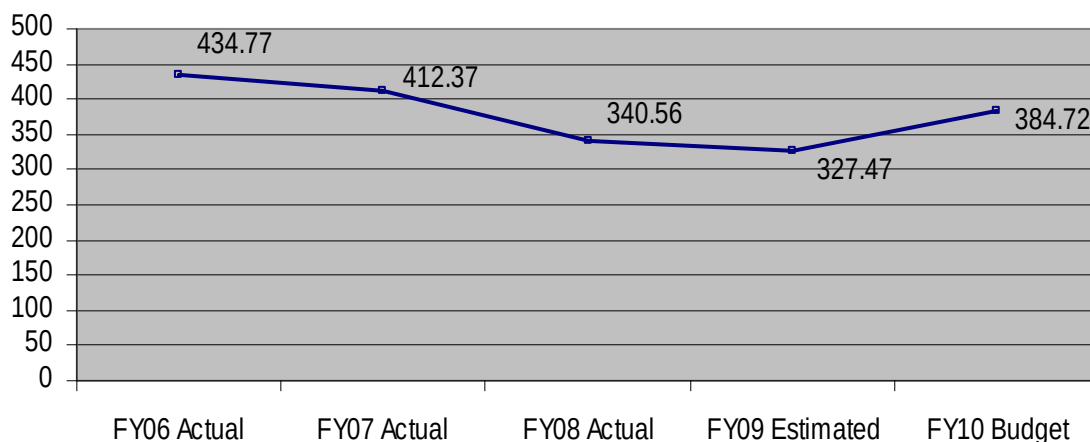
Description of Services

This service area includes the departments of Adult Probation, Clerk of Superior Court, Constable, County Attorney, Justice Courts, Juvenile Court, Legal Defender, Public Defender, Sheriff, and Superior Courts, as well as the Jail District. The area's focus is promoting public safety and judicial accountability through a variety of means, supervising a wide range of court clients (both adult and juvenile), receiving, distributing and preserving official court documents, provision of criminal and civil court prosecuting felonies and misdemeanor cases, providing civil legal advice to County departments and special districts, prosecuting and defending all civil litigation involving the County and its officers, adjudicating traffic, misdemeanor and felony offenses, resolving small claims courts matters, supervising delinquent minors, providing quality and cost-efficient legal representation to indigent persons, providing law enforcement and patrol service to citizens, operating the County jail, and conducting search and rescue operations throughout the County.

Per Capita Costs

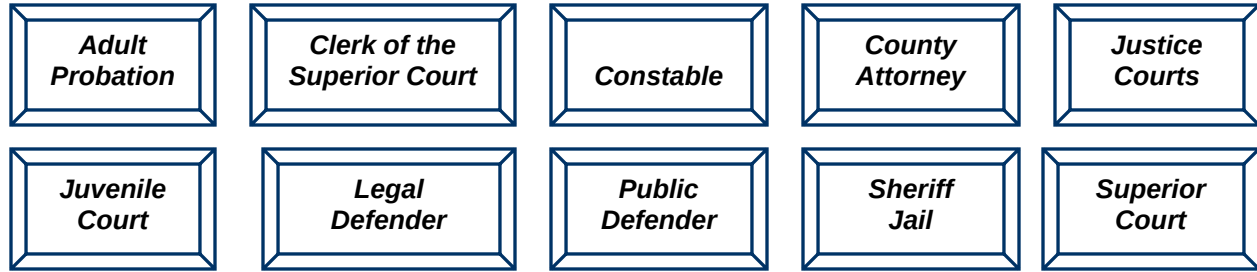
The estimated reduction in cost per capita in FY09 is due to vacancy savings in the criminal justice system. In the FY10 budget the Jail District budgeted funds for the possibility of early debt retirement. The trend of increasing costs in the Justice System is anticipated to continue until the CJCC is able to implement some strategies to lower the recidivism rates and combat the need for cost increases.

The chart below shows a five year history of the per capita cost of services for the Justice System:



JUSTICE SYSTEM

Service Area Summary



The following chart shows the net changes by department for costs per capita:

	<u>FY08 Actual</u>	<u>FY09 Estimate</u>	<u>FY10 Budget</u>	<u>Change: FY09 to FY10</u>
Adult Probation	\$ 29.83	\$ 28.07	\$ 30.73	9.46%
Clerk of the Superior Court	\$ 9.04	\$ 8.72	\$ 8.92	2.28%
Constable	\$ 0.54	\$ 0.59	\$ 0.55	-6.21%
County Attorney	\$ 30.22	\$ 28.60	\$ 31.29	9.41%
Jail District	\$ 106.40	\$ 105.80	\$ 143.76	35.88%
Justice Courts	\$ 15.69	\$ 9.62	\$ 17.41	80.94%
Juvenile Court Services	\$ 32.89	\$ 31.81	\$ 35.02	10.07%
Legal Defender	\$ 6.23	\$ 6.23	\$ 5.62	-9.80%
Public Defender	\$ 15.70	\$ 15.84	\$ 16.28	2.76%
Sheriff	\$ 67.99	\$ 66.05	\$ 66.75	1.06%
Superior Court	\$ 26.01	\$ 26.13	\$ 28.39	8.64%

JUSTICE SYSTEM

Adult Probation

Overview

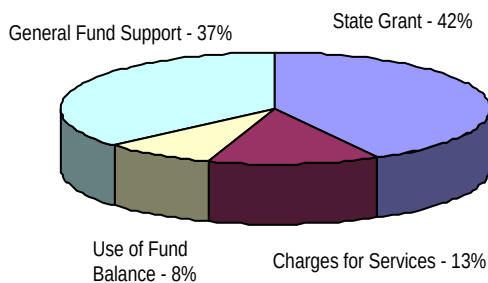
The Coconino County Adult Probation department is a full-service community correction's organization consisting of pretrial services and adult probation. Services include: pretrial release investigation, pretrial supervision, supervision to limited jurisdiction court clients, Superior Court probation pre-sentence investigations, and a wide range of supervision levels.

For FY09 Adult Probation is estimated to be 12% under their revised budget of \$4,446,344. This variance is due to operational savings in the Supervision program. Their FY10 Adopted Budget of \$4,347,108 is 2% under their FY09 budget.

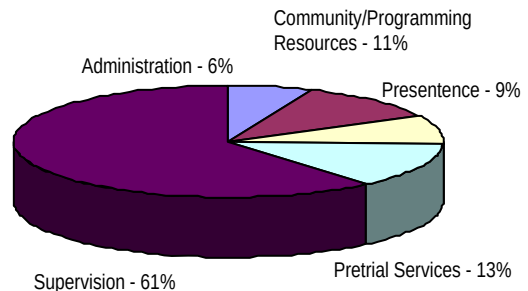
Adult Probation relies heavily on grant revenue that is subject to appropriation each fiscal year. If Adult Probation were to lose their grant funding the General Fund would have to increase support for this department for the County to maintain the same level of service that is currently provided.

The following charts illustrate Adult Probation's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

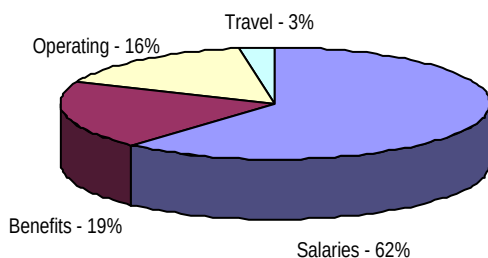
Revenue by Source Type



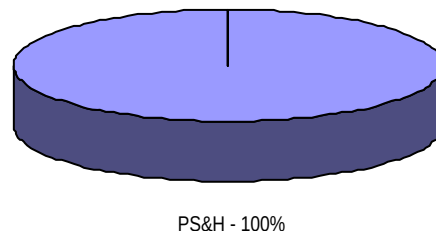
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



JUSTICE SYSTEM

Adult Probation

Financial Statements

FUNDING SOURCES

	FY 2008	FY 2009	FY2009	FY2010
	Actuals	Budget	Estimated Actuals	Budget
State Grant	\$ 2,035,459	\$ 1,883,123	\$ 1,911,908	\$ 1,828,365
Charges for Services	506,400	520,400	504,436	553,000
Investment Income	30,772	22,100	24,493	21,700
Miscellaneous	23	-	-	-
Use of Fund Balance	30,824	334,432	34,905	355,514
Direct General Fund Support	1,491,082	1,686,289	1,437,450	1,588,529
Total Funding Sources	\$ 4,094,560	\$ 4,446,344	\$ 3,913,193	\$ 4,347,108

EXPENDITURES BY CATEGORY

	FY 2008	FY 2009	FY2009	FY2010
	Actuals	Budget	Estimated Actuals	Budget
Salaries	\$ 2,698,140	\$ 2,768,010	\$ 2,608,028	\$ 2,677,836
ERE - Benefits	880,496	939,796	861,520	843,168
Operating	410,898	612,225	356,832	709,909
Travel	105,027	116,813	86,813	116,195
Capital	-	9,500	-	-
Total Direct Expenditures	\$ 4,094,560	\$ 4,446,344	\$ 3,913,193	\$ 4,347,108
Net Indirect Support	327,259	288,179	288,179	453,325
Total Expenditures, Including Indirect Costs	\$ 4,421,819	\$ 4,734,523	\$ 4,201,372	\$ 4,800,433

GENERAL FUND SUPPORT

	FY 2008	FY 2009	FY2009	FY2010
	Actuals	Budget	Estimated Actuals	Budget
Direct Program Revenue	\$ -	\$ -	\$ -	\$ -
Program Expenditures	(1,400,109)	(1,441,506)	(1,393,140)	(1,417,324)
Transfers	(90,973)	(244,783)	(44,310)	(171,205)
Total Direct General Fund Support	\$ (1,491,082)	\$ (1,686,289)	\$ (1,437,450)	\$ (1,588,529)
Net Indirect Support	(327,259)	(288,179)	(288,179)	(453,325)
Total General Fund Support	\$ (1,818,341)	\$ (1,974,468)	\$ (1,725,629)	\$ (2,041,854)

JUSTICE SYSTEM

Adult Probation

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Administration	PS&H	\$ 280,741
Community/Programming Resources	PS&H	466,385
Presentence	PS&H	376,432
Pretrial Services	PS&H	563,991
Supervision	PS&H	2,659,559
Total FY10 Budget		<u>\$ 4,347,108</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Administration	PS&H	\$ 246,167	\$ 28,044	\$ 274,211
Community/Programming Resources	PS&H	104,532	48,512	153,044
Presentence	PS&H	93,715	67,571	161,286
Pretrial Services	PS&H	563,991	19,355	583,346
Supervision	PS&H	580,124	289,843	869,967
Total FY10 Budget		<u>\$ 1,588,529</u>	<u>\$ 453,325</u>	<u>\$ 2,041,854</u>

JUSTICE SYSTEM

Adult Probation

Public Safety & Health

Program: Administration

Description: The purpose of the Administration Program is to uphold the departmental vision while providing the leadership, strategic direction, and administrative support to the employees of the department so they can produce the results necessary to achieve their departmental mission. This program is additionally responsible for human resources, finance, budget, purchasing, records management and vehicle management.

Activity: Provide information, resources, training, safety equipment, supplies and infrastructure to all Adult Probation staff. Support all the other programs in the department through strategic planning, development of policies and procedures, communicating goals and mandates, interagency collaboration, and fiscal responsibility to the taxpayers of Coconino County.

Impact/Outcome: Adult Probation employees possess the knowledge and resources necessary to achieve the reduction of crime in Coconino County.

Activity: Administration	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Policies Developed or Revised to Reflect Evidence Based Practices	N/A	6	8
Percentage of FTE's Who Volunteer To Participate on Committee or as Instructors/Facilitators (statewide, County, department)	N/A	93%	92%
Number of Action Items on Departmental Strategic Plan Completed (strategic plan is pending finalization)	N/A	32	25

Program: Community/Programming Resources

Description: The purpose of the Resources Program is to provide in-house services to probationers so they can make positive behavior changes; to provide Coconino County with community restitution and deferred prosecution tracking; and to provide the Adult Probation Department with mandated training, Adult Enterprise Tracking System (statewide database), and collections services. The components of this program include: Drug Education Class, Thinking for a Change/MRT (cognitive behavioral programs), Budgeting Class, DUI Impact Panel, Domestic Violence Impact Panel, Community Restitution Program and Work Crew, Deferred Prosecution, APETS, fee collections, and staff training (defensive tactics, firearms, and other mandated instruction).

Activity: Probationers who are assessed as being in need of programming offered in-house are referred by their probation officers. Staff members who have been specifically trained facilitate the above listed education programs and impact panels. Probationers who have been court-ordered to complete community restitution hours are referred to the APD Community Restitution Coordinator who then places them at appropriate non-profit agencies or on the weekend work crew. Clients who are placed in the Deferred Prosecution program by the Court attend an intake appointment with the program coordinator who communicates expectations and subsequently reports compliance or non-compliance to the County Attorney. The Adult Probation Safety/Training Officer coordinates all departmental training including mandated defensive tactics, firearms, and simunitions classes. The Adult Probation technical specialist acts as the APETS Coordinator and in that capacity, provides support to Adult Probation staff and serves as a liaison between the Administrative Office of the Courts APETS Unit and the Adult Probation Department. The APD Account Technician collects and tracks all fees and is subject to Minimum Accounting Standards.

Impact/Outcome: Probationers make positive behavioral changes as a result of cognitive/behavioral programming offered by trained staff members. The community benefits from community service performed by probationers. Adult Probation staff receives the equipment and support necessary to perform mandated duties.

JUSTICE SYSTEM

Adult Probation

Public Safety & Health

Activity: Community/Programming Resources	FY08 Actual	FY09 Actual	FY10 Estimate
Amount of Victim Restitution Collected	\$220,000	\$237,055	\$250,510
Probation Fines and Fees Collected	N/A	\$420,323	\$410,350
Probation Supervision Fees Collected	N/A	\$309,619	\$312,480
Value of Community Service Work Performed by the Weekend Work Crew Specific to Coconino County Departments	N/A	\$11,638	\$12,000
Value of Community Service Work Performed by the Weekend Work Crew Specific to Non-Profit and Other Governmental Entities	N/A	\$16,075	\$14,650
Community Restitution Hours Performed	25,536	23,341	25,536
Number of Clients Served by In-House Cognitive-Behavioral Programs	N/A	23	64
Percentage of Armed Officers Who Successfully Completed Firearms Training	N/A	100%	100%
Percentage of Successful Clients Completing Deferred Prosecution	N/A	74%	74%
Number of Clients Who Attended Domestic Violence Impact Panels	N/A	51	53
Number of Clients Who Attended DUI Impact Panels	N/A	415	420
Number of Clients Who Attended Budgeting Classes	N/A	24	30

Program: Presentence

Description: The purpose of the Presentence Division is to provide timely reports to Superior Court judges which will assist them in making sentencing decisions. This division of the Adult Probation Department has four full-time presentence investigators who interview defendants who have entered a guilty plea or who are found guilty by a Jury.

Activity: Defendants who have pled guilty or been found guilty by a Jury are required to fill out a Presentence Questionnaire prior to their interview with a Presentence Investigative Officer. A statement from the victims is requested if any are involved in the current offense. Based on the questionnaire and the interview, the officer prepares a report for the Court which includes information on a defendant's current crime, victim information, criminal history, and background information including family situation, employment, residence, education, substance abuse history, financial situation, and close contacts. Information derived from screening tools is also incorporated into the reports. Aggravating/mitigating factors and a recommendation for sentencing (typically to probation, jail or prison) is provided as part of the report.

Impact/Outcome: Presentence reports incorporate assessment results and additional key information that lead to informed sentencing decisions (evidence based practices).

JUSTICE SYSTEM

Adult Probation

Public Safety & Health

Activity: Presentence	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Reports Filed with a Word Recognition Aptitude Test (WRAT) Completed Per Policy	N/A	N/A	100%
Percentage of Probation Eligible Clients with an Offender Screening Tool (OST) Assessment Done Per Policy	N/A	N/A	100%

Program: Pretrial Services

Description: The purpose of the Pretrial Services Program is to provide timely information to Coconino County Courts to assist judges in making release decisions and to supervise any clients released to Pretrial Services.

Activity: Pretrial Services conducts background checks on inmates at the County Jail which include: a) prior criminal history, b) interviews of inmates, c) a screening tool which assesses risk to the community and risk of flight. A written report is prepared for the Court with details on the defendant's current offense, results of background check and assessment; and a recommendation on whether or not the inmate should be released based on risk factors and community safety. If the Court releases the inmate to Pretrial Supervision, an officer is assigned to the case and will hold the individual accountable to the terms of release prior to sentencing.

Impact/Outcome: Coconino County is a safer region as a result of informed release decisions and supervision of individuals pending sentencing. Pretrial Supervision results in substantial cost savings as the cost of the program is far less per person, per day than the cost of incarceration in the County Jail.

Activity: Pretrial Services	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Jail Bed Days Saved	44,646	40,332	40,000
Dollars Saved in Jail Bed Days	\$3,125,220	\$2,823,240	\$3,400,000
Employment Rate	N/A	N/A	50%
Percentage of Defendants Who Complete Pretrial with No New Charges	N/A	N/A	85%
Failure to Appear Rate	N/A	N/A	10%

Program: Supervision

Description: The purpose of the Community Supervision Program is to provide supervision services to adult offenders so they can be held accountable, restore victims, and be productive members of the community. The components of this program include: Standard Probation, Intensive Probation, Drug Court, Specialized Caseloads (Sex Offender, DUI, Drug and Alcohol, Domestic Violence), Rural Supervision (Navajo Reservation, Page, Fredonia, Williams, Seligman, Ashfork, Grand Canyon, Forest Lakes, Sedona) Justice Court Supervision, Work Furlough, Revocation Court, Indirect Services, Unsupervised Probation, the Warrants Task Force, and Quality Assurance.

JUSTICE SYSTEM

Adult Probation

Public Safety & Health

Activity: Offenders are assessed to determine their level of risk to the community and their individual programming (treatment/education) needs. Supervision plans are implemented based on evidence based practices and clients are held accountable for compliance with Court orders; attending treatment/educational referred programs; paying financial obligations including restitution to victims and Court imposed fees, fines and assessments; and law abiding behavior. Clients are monitored through field contacts, home visits, and quality based methods of supervision with measurable processes and outcomes. Intensive Probation, Drug Court, and Specialized Caseload clients are monitored more frequently and held to stricter guidelines. Community and client involvement and collaboration are encouraged and incorporated in supervision plans.

Impact/Outcome: Coconino County is a safer region due to reduced crime. Crime reduction is the end result of the implementation of evidence-based practices, rehabilitative supervision and programming, and probation violators being held accountable for their actions.

Activity: Supervision	FY08 Actual	FY09 Actual	FY10 Estimate
Average Monthly Percentage of IPS Clients Not Convicted of a New Offense	N/A	99.4%	99.5%
Average Monthly Percentage of Employment Eligible IPS Clients That Are Employed	N/A	87%	90%
Income Taxes Paid by IPS Probationers	N/A	\$29,723	\$35,000
Average Monthly Percentage of Employment Eligible Standard Probation Clients That Are Employed	N/A	93%	90%
Average Monthly Percentage of Standard Probation Clients Not Convicted of a New Offense (Misdemeanor and Felony)	N/A	99.5%	99%
Average Monthly Percentage of Sex Offenders with no New Offense	N/A	100%	100%
Approximate in-custody bed days saved by Revocation Court	N/A	1,903	1,962
Estimated Jail Bed Day Cost Savings Per Year by Revocation Court	N/A	\$140,954	\$145,188
Percentage of Successful Completion of the DUI Caseload	N/A	75%	77%
Average Quarterly % of Clients Not Testing Positive	N/A	65%	70%
Average Quarterly % of Negative Urinalysis Tests Collected	N/A	69%	75%
Number of Probationers Referred to the New Intensive Outpatient Substance Abuse Treatment Program in Page	N/A	29	22

JUSTICE SYSTEM

Adult Probation

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Accounting Technician II	1.00	1.00	1.00
Administrative Senior Manager	1.00	1.00	1.00
Administrative Specialist I	1.00	1.00	1.00
Administrative Specialist II	4.00	4.00	4.00
Administrative Specialist III	1.00	1.00	1.00
Administrative Supervisor	1.00	1.00	1.00
Administrative Support II	1.50	1.50	1.50
Chief Adult Probation Officer	1.00	1.00	1.00
Pretrial Services Officer	0.50	0.50	0.50
Probation Community Services Coordinator	1.00	1.00	1.00
Probation Division Manager	3.00	2.00	2.00
Probation Officer II	29.50	29.50	29.50
Probation Officer III	5.00	5.00	5.00
Probation Work Crew Supervisor	1.10	1.10	1.10
Surveillance Officer	7.50	7.50	7.50
Technical Specialist	1.00	1.00	1.00
Department Total	60.10	60.10	60.10

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Administration	2.00
Community/Programming Resources	5.00
Presentence	5.50
Pretrial Services	9.00
Supervision	38.60
Department Total	60.10

JUSTICE SYSTEM

Clerk of the Superior Court

Overview

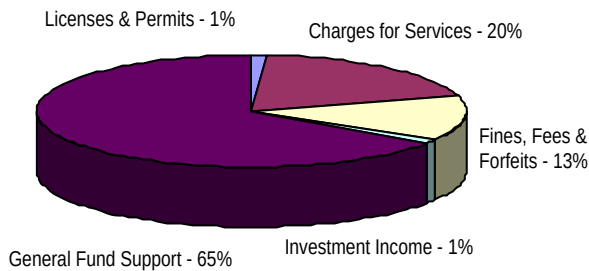
The Clerk of the Superior Court's Office, which was established by the Arizona Constitution as one of several elected offices with specific and special duties, serves as the official record keeper and financial officer for the Superior Court. The functions of the Clerk of the Court are far-reaching, satisfying more than 500 State statutes and court rules.

Among the roles the Clerk of Superior Court's Office was created to perform are: provide the public, court, media, and the legal community access to all records of the Superior Court in Coconino County, attend each Superior Court session to record the actions of the court, collect and disburse court-ordered fees, fines, and victim restitution in an expedient manner, receive, distribute and preserve official court documents, and to process and issue numerous documents for the public.

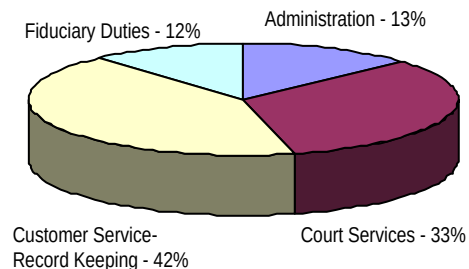
For FY09 the Clerk of the Superior Court is estimated to be 7% under their revised budget of \$1,316,069. This variance is due to operational savings in Customer Service-Record Keeping. Their FY10 Adopted Budget of \$1,279,776 is 3% under their FY09 budget. This variance is due to salary savings as a result of turn over.

The following charts illustrate the Clerk's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

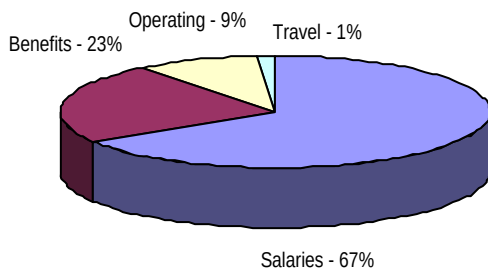
Revenue by Source Type



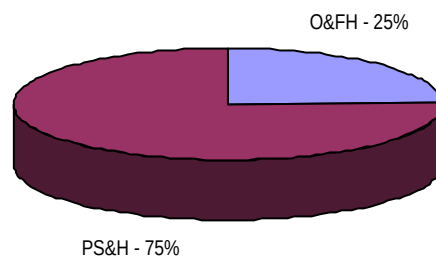
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



JUSTICE SYSTEM

Clerk of the Superior Court

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
State Grant	\$ 59,183	\$ -	\$ -	\$ -
Licenses & Permits	14,563	12,000	16,507	15,000
Charges for Services	265,427	253,400	278,412	260,800
Fines, Fees, & Forfeits	245,074	280,000	103,473	175,000
Investment Income	57,035	38,700	26,785	14,700
Miscellaneous	20	-	-	-
Use of Fund Balance**	(136,511)	(51,110)	(59,312)	(56,401)
Direct General Fund Support	736,032	783,079	854,444	870,677
Total Funding Sources	\$ 1,240,823	\$ 1,316,069	\$ 1,220,311	\$ 1,279,776

**A negative use of fund balance indicates an overall fund balance increase.

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 793,180	\$ 869,259	\$ 828,457	\$ 846,785
ERE - Benefits	277,289	310,485	293,311	295,101
Operating	107,374	123,725	93,685	118,725
Travel	1,318	1,600	607	1,600
Capital	61,661	-	-	-
Transfers to Other Funds	-	11,000	4,250	17,565
Total Direct Expenditures	\$ 1,240,823	\$ 1,316,069	\$ 1,220,311	\$ 1,279,776
 Net Indirect Support	 300,877	 215,281	 215,281	 313,836
 Total Expenditures, Including Indirect Costs	 \$ 1,541,700	 \$ 1,531,350	 \$ 1,435,592	 \$ 1,593,612

JUSTICE SYSTEM

Clerk of the Superior Court

Financial Statements

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 273,599	\$ 351,000	\$ 218,284	\$ 230,000
Program Expenditures	(1,009,631)	(1,134,079)	(1,072,728)	(1,100,677)
Total Direct General Fund Support	\$ (736,032)	\$ (783,079)	\$ (854,444)	\$ (870,677)
Net Indirect Support	(300,877)	(215,281)	(215,281)	(313,836)
Total General Fund Support	<u>\$ (1,036,909)</u>	<u>\$ (998,360)</u>	<u>\$ (1,069,725)</u>	<u>\$ (1,184,513)</u>

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Administration	O&FH	\$ 167,398
Court Services	PS&H	423,510
Customer Service-Record Keeping	PS&H	539,831
Fiduciary Duties	O&FH	149,037
Total FY10 Budget		<u>\$ 1,279,776</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Administration	O&FH	\$ 162,398	\$ 45,419	\$ 207,817
Court Services	PS&H	337,723	94,265	431,988
Customer Service-Record Keeping	PS&H	272,889	136,248	409,137
Fiduciary Duties	O&FH	97,667	37,904	135,571
Total FY10 Budget		<u>\$ 870,677</u>	<u>\$ 313,836</u>	<u>\$ 1,184,513</u>

JUSTICE SYSTEM

Clerk of the Superior Court

Organizational & Fiscal Health

Program: Administration

Description: Administration is necessary to cover salaries, travel, telephones, memberships and other administrative functions of the office.

Activity: Administrative duties such as salaries, travel, telephones, memberships, etc.

Impact/Outcome: Administration of other programs.

Activity: Administration	FY08 Actual	FY09 Actual	FY10 Estimate
Customer Survey	320	840	1000
Wait Longer Than 5 Minutes	20	18	20
Negative Response	5	4	6

Program: Fiduciary Duties

Description: Our fiduciary duties include the collection and distribution of fines, fees and restitution. We also maintain the FARE enforcement and collections project, as well as collect Probate Enhancement fees which funds our Court Accountant who reviews guardianship/conservatorship (GC) cases for fraud or misappropriation of the ward's funds.

Activity: 1. Enforcement of court orders. 2. Collection and distribution of fines, fees, & restitution. 3. Our Court Accountant protects the assets of citizens in guardianship/conservatorship cases.

Impact/Outcome: 1. Enforcement of court orders as well as collection and distribution of fines, fees and restitution. 2. Protection of the ward's assets in GC cases.

Public Safety & Health

Program: Court Services

Description: Clerk's Office staff attend court hearings and trials and produce a minute entry that summarizes the court proceedings. We also attend trials and handle evidence and assist with juror selection. The Clerk also acts as the Jury Commissioner and with staff qualifies jurors and summons them to court.

Activity: We memorialize the court actions in minute entry form which becomes a permanent part of the case file and details the history of the case which is preserved indefinitely.

Impact/Outcome: The court system and citizens have a permanent record of court actions and the judge's rulings. Parties in court cases would have no idea of court orders and rulings or what is expected of them without minute entries. The Clerk's Office handles all juror qualifying, summoning, and payment. Our Superior Courts could not function as a trial court without our services.

Activity: Court Services	FY08 Actual	FY09 Actual	FY10 Estimate
Minute Entries Produced	23,782	23,991	24,000
Jury Trials Held	18	11	15

JUSTICE SYSTEM

Clerk of the Superior Court

Public Safety & Health

Program: Customer Service-Court Record Keeping

Description: Case file set up, maintenance and preservation such as microfilming and EDMS which is mandated but is a service to the customer. We also issue passports, marriage licenses, and act as the Probate Registrar.

Activity: Customer Service to the court and the citizens.

Impact/Outcome: Accurate legal records that are kept in one form or another forever. Superior Court is a court of record which means that we must archive our information indefinitely.

Activity: Customer Service-Record Keeping	FY08 Actual	FY09 Actual	FY10 Estimate
Passports Issued	2,200	1,365	1,500
Revenue Collected From Passports	\$61,000	\$34,125	\$37,500
Marriage Licenses Issued	1,100	930	1,000
Marriage Licenses Recorded	985	946	990
Revenue Collected From Marriage Licenses	\$79,200	\$66,960	\$72,000
New Cases Filed (All Types)	3,664	3,910	3,950

JUSTICE SYSTEM

Clerk of the Superior Court

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Accountant	0.60	0.60	0.60
Accounting Technician II	1.00	1.00	1.00
Administrative Specialist I	7.75	7.75	7.75
Administrative Supervisor	2.00	2.00	2.00
Administrative Support II	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00
Chief Deputy Clerk of Superior Court	1.00	1.00	1.00
Court Technician I	5.00	5.00	5.00
Court Technician II	3.00	3.00	3.00
Elected Official	1.00	1.00	1.00
Department Total	23.35	23.35	23.35

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Administration	2.00
Court Services	9.00
Fiduciary Duties	2.60
Customer Service-Record Keeping	9.75
Department Total	23.35

JUSTICE SYSTEM

Constable

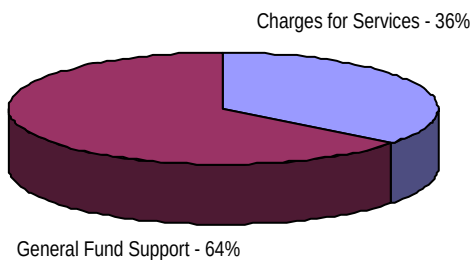
Overview

The Constable is elected to a four year term and is an officer of the Justice Court and a Peace Officer, according to State law. This office serves judicial process for the lower courts. Service includes summons, subpoenas, writs of execution, writs of restitution, writs of garnishment, orders of protection, injunctions against harassment, court orders and the execution of arrest warrants. The Constable attends both civil and criminal Justice Court hearings when requested to do so, and also provides security for the Justice Courts.

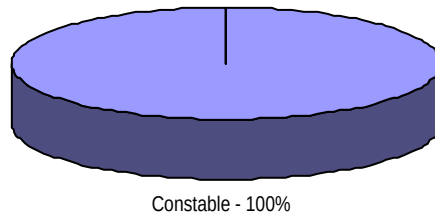
For FY09 the Constable is estimated to be 4% over their revised budget of \$79,070. This variance is due to an overage in travel expenditures. Their FY10 Adopted Budget of \$78,374 is 1% under their FY09 budget.

The following charts illustrate the Constable's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

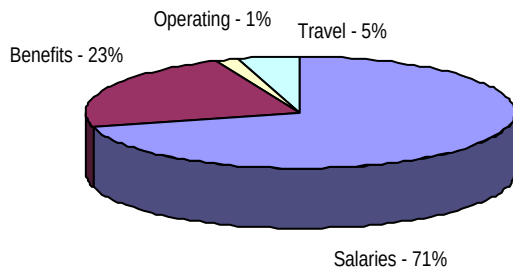
Revenue by Source Type



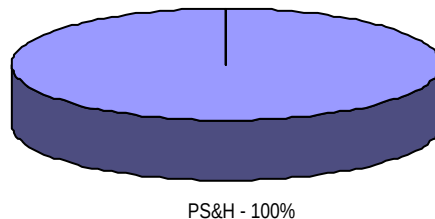
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



JUSTICE SYSTEM

Constable

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Charges for Services	\$ 23,255	\$ 25,000	\$ 30,571	\$ 28,000
Direct General Fund Support	50,328	54,070	51,774	50,374
Total Funding Sources	<u>\$ 73,584</u>	<u>\$ 79,070</u>	<u>\$ 82,345</u>	<u>\$ 78,374</u>

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 48,480	\$ 53,294	\$ 53,201	\$ 55,294
ERE - Benefits	16,631	18,016	18,656	18,020
Operating	1,260	1,860	1,582	1,260
Travel	7,213	5,900	8,905	3,800
Total Direct Expenditures	<u>\$ 73,584</u>	<u>\$ 79,070</u>	<u>\$ 82,345</u>	<u>\$ 78,374</u>
Net Indirect Support	<u>7,078</u>	<u>9,220</u>	<u>9,220</u>	<u>12,595</u>
Total Expenditures, Including Indirect Costs	<u>\$ 80,662</u>	<u>\$ 88,290</u>	<u>\$ 91,565</u>	<u>\$ 90,969</u>

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 23,255	\$ 25,000	\$ 30,571	\$ 28,000
Program Expenditures	(73,584)	(79,070)	(82,345)	(78,374)
Total Direct General Fund Support	<u>\$ (50,328)</u>	<u>\$ (54,070)</u>	<u>\$ (51,774)</u>	<u>\$ (50,374)</u>
Net Indirect Support	<u>(7,078)</u>	<u>(9,220)</u>	<u>(9,220)</u>	<u>(12,595)</u>
Total General Fund Support	<u>\$ (57,406)</u>	<u>\$ (63,290)</u>	<u>\$ (60,994)</u>	<u>\$ (62,969)</u>

JUSTICE SYSTEM

Constable

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Constable	PS&H	\$ 78,374
Total FY10 Budget		\$ 78,374

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Constable	PS&H	\$ 50,374	\$ 12,595	\$ 62,969
Total FY10 Budget		\$ 50,374	\$ 12,595	\$ 62,969

JUSTICE SYSTEM

Constable

Organizational & Fiscal Health

Program: Constable

Description: The Constable is elected to a four-year term and is an officer of the Justice Court and a Peace Officer, according to state law. This office is required by state statute. The office serves judicial process for many different courts around the County, including the service of summons, subpoenas, writs of restitution, execution, and garnishment, orders of protection and injunctions of harassment, and divorces. Civil fees are charged for most of the process and accepting the fees, docketing, accounting for the fees and depositing them into the County Treasurer's Office and statistics are handled daily.

Activity: 1. An avenue for the public to recoup losses proven in court through service and execution of process from service of the summons to the levying of property when needed. 2. A form of protection with the service and expansion of Orders of Protection and Injunctions in Domestic Violence and Harassment cases to defendants and safety information to the victim/plaintiff. 3. Assistance with the entire eviction process from the service of the eviction letter to the removal of the tenants after the writ is issued. 4. Service of a large variety of Court documents both criminal and civil. 5. Court security and assistance to the court when needed. 6. Financial accounting and statistical information to the courts and other County departments. 7. Maintenance of records and participation in continuing education. 8. Assistance in the training of other agencies in civil law enforcement.

Impact/Outcome: 1. The service of summons and complaints brings both parties to court for the judge to make determinations of responsibility. 2. The service and execution of writs return money or property to the rightful owner or party. 3. The service of Orders of Protection secures a degree of safety to domestic violence victims and an avenue for law enforcement to track and control (to a degree) defendants. 4. The service of injunctions against harassment helps to control the harassment of the parties involved. 5. The service of the eviction process removes tenants that the court determines are unlawfully at the residence. 6. Explaining safety precautions assists the victims of crime on how to help ensure their safety. 7. The service of subpoenas bring witnesses to court to give testimony in civil cases. 8. Assistance to the public in the form of answers to questions about the civil process. 9. Direction is given to displaced tenants when they are removed from their residence and don't know what to do and where to go for help. 10. Training other agencies brings continuity to the civil law enforcement and insures consistent information to the public.

Activity: Constable	FY08 Actual	FY09 Actual	FY10 Estimate
Summons	461	642	650
Writs	137	132	160
Orders of Protection/Injunction	231	370	400

JUSTICE SYSTEM

Constable

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Constable	1.00	1.00	1.00
Department Total	1.00	1.00	1.00

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Constable	1.00
Department Total	1.00

JUSTICE SYSTEM

County Attorney

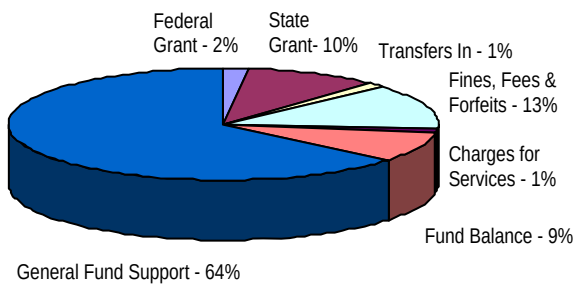
Overview

The County Attorney is the chief prosecutor for the County and represents the County in all legal matters. The office consists of three divisions: criminal, civil, and administration. The criminal division prosecutes all felonies and juvenile offenses occurring within the County and all misdemeanor cases within the unincorporated areas of the County. The civil division is responsible for providing civil legal advice to all County departments. The administrative division oversees the administrative operations of the office.

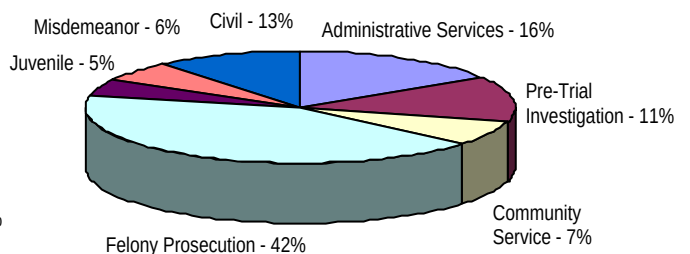
For FY09 the County Attorney is estimated to be 10% under their revised budget of \$4,443,131. This variance is due to salary and benefit savings in the Felony Prosecution Program and reduced grant funding in the Juvenile Justice and Pre-Trial Investigation programs. Their FY10 Adopted Budget of \$4,436,637 is 1% under their FY09 budget.

The following charts illustrate the County Attorney's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

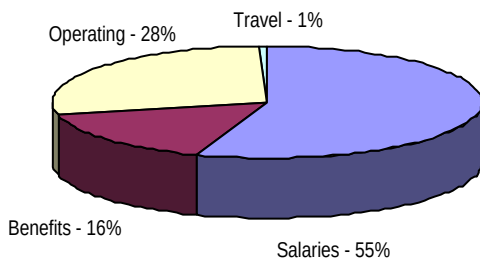
Revenue by Source Type



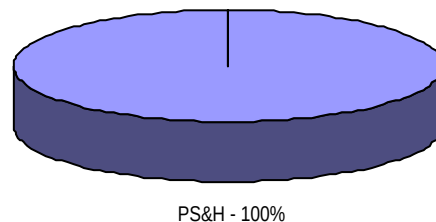
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



JUSTICE SYSTEM

County Attorney

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Federal Grant	\$ 80,499	\$ 85,000	\$ 55,602	\$ 82,578
State Grant	437,428	466,292	438,811	445,070
Charges for Services	68,970	74,700	76,835	62,600
Fines, Fees, & Forfeits	975,933	500,000	1,389,216	565,000
Investment Income	40,593	12,900	(40,310)	20,875
Miscellaneous	4,073	-	-	-
Transfers from Other Funds	58,855	62,000	55,833	60,000
Use of Fund Balance**	(442,371)	364,729	(736,813)	384,504
Direct General Fund Support	2,923,812	2,877,521	2,754,348	2,816,010
Total Funding Sources	<u>\$ 4,147,791</u>	<u>\$ 4,443,142</u>	<u>\$ 3,993,522</u>	<u>\$ 4,436,637</u>

**A negative use of fund balance indicates an overall fund balance increase.

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 2,403,224	\$ 2,515,917	\$ 2,396,011	\$ 2,443,856
ERE - Benefits	695,317	750,334	696,446	714,456
Operating	1,019,308	1,153,280	864,099	1,241,410
Travel	29,941	23,600	30,120	27,000
Transfers to Other Funds	-	11	6,847	9,915
Total Direct Expenditures	<u>\$ 4,147,791</u>	<u>\$ 4,443,142</u>	<u>\$ 3,993,522</u>	<u>\$ 4,436,637</u>
Net Indirect Support	<u>997,764</u>	<u>407,390</u>	<u>407,390</u>	<u>530,781</u>
Total Expenditures, Including Indirect Costs	<u>\$ 5,145,555</u>	<u>\$ 4,850,532</u>	<u>\$ 4,400,912</u>	<u>\$ 4,967,418</u>

JUSTICE SYSTEM

County Attorney

Financial Statements

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 38,177	\$ 20,000	\$ 34,445	\$ 25,000
Program Expenditures	(2,911,518)	(2,848,308)	(2,739,839)	(2,840,160)
Transfers	(50,471)	(49,213)	(48,955)	(850)
Total Direct General Fund Support	\$ (2,923,812)	\$ (2,877,521)	\$ (2,754,348)	\$ (2,816,010)
Net Indirect Support	(997,764)	(407,390)	(407,390)	(530,781)
Total General Fund Support	<u>\$ (3,921,576)</u>	<u>\$ (3,284,911)</u>	<u>\$ (3,161,738)</u>	<u>\$ (3,346,791)</u>

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Administrative Services	PS&H	\$ 700,473
Civil Legal Services	PS&H	607,538
Community Service	PS&H	304,560
Felony Prosecution	PS&H	1,864,806
Juvenile Justice	PS&H	213,358
Misdemeanor Prosecution	PS&H	249,544
Pre-Trial Investigation	PS&H	496,358
Total FY10 Budget		<u>\$ 4,436,637</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Administrative Services	PS&H	\$ 700,473	\$ 103,786	\$ 804,259
Civil Legal Services	PS&H	607,538	8,588	616,126
Community Service	PS&H	113,761	175,256	289,017
Felony Prosecution	PS&H	795,479	35,191	830,670
Juvenile Justice	PS&H	-	41,497	41,497
Misdemeanor Prosecution	PS&H	249,544	78,863	328,407
Pre-Trial Investigation	PS&H	349,215	87,600	436,815
Total FY10 Budget		<u>\$ 2,816,010</u>	<u>\$ 530,781</u>	<u>\$ 3,346,791</u>

JUSTICE SYSTEM

County Attorney

Public Safety & Health

Program: Administrative Services

Description: The Administrative Services Program includes the County Attorney and senior level management of the Civil Legal Services Program, Community Service Program, Pre-trial Investigation Program, and Juvenile, Misdemeanor, and Felony Prosecution Programs through leadership, policy direction, long and short range strategic planning and daily operational oversight of the criminal and civil divisions.

Activity: The program provides logistical, clerical, financial, Human Resource, technical expertise and/or general support to all direct service operations that contribute to the County's Public Safety and Health, Vital Communities, and Organizational and Fiscal Health Priority Areas.

Impact/Outcome: Statutory duties of the County Attorney are fulfilled in an efficient and effective manner. Accurate information is disseminated appropriately to the public and/or other criminal justice agencies. Financial obligations are met with a high standard of fiscal responsibility. Revenue generation along with system and program efficiencies are explored, pursued and implemented.

Activity: Administrative Support of Prosecutor Office	FY08 Actual	FY09 Actual	FY10 Estimate
Employee Retention/Job Satisfaction	N/A	N/A	N/A

Program: Civil Legal Services

Description: The Civil Legal Services Program provides legal services in adoptions, bankruptcies, claims and litigation, contracts, County departmental advice, eminent domain issues, legal counsel, Board of Supervisor agenda item review and attendance at Board meetings, special districts, guardianship/conservatorship, mental health school districts, and sexually violent predator cases. This program also aligns with the Strategic Priority areas of Organizational and Fiscal Health.

Activity: The Civil Legal Services Program provides timely, capable, responsive legal advice and counsel to County departments and special districts. Adoption representation.

Impact/Outcome: The program provides cost effective representation in and management of litigation. Responsible legal advice given departmentally to insure legal and binding contracts with agencies and the County. Insurance of adherence to federal and state requirements for governmental entities.

Activity: Civil Recurring Court Cases	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Adoption Hearings; Involuntary Commitments; Guardianship, Conservatorship, and Probate Proceedings; Bankruptcy, Excess Proceeds, and Condemnation Actions	221	266	260

Activity: Civil Claims and Litigation	FY08 Actual	FY09 Actual	FY10 Estimate
Administrative Claims, Lawsuits, Appeals, Civil Commitments of Sexually Violent Persons, Interpleader Actions, Code Enforcement Litigation, Personnel Appeals, Election Law Cases, Inmate Civil Rights Actions, and EEOC Complaints	148	194	190

JUSTICE SYSTEM

County Attorney

Public Safety & Health

Activity: Civil Legal Counsel	FY08 Actual	FY09 Actual	FY10 Estimate
Provisions of Legal Advice Including Review Drafting, or Negotiating of Contracts and Intergovernmental Agreements for County and Other Taxing District Clients	1,349	1,780	1,800

* Figures include numbers of client questions lumped together by project.

Activity: Agenda Item Review and Meetings	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Agenda Items Reviewed and Meetings Attended for the Board of Supervisors, Board of Health, Planning and Zoning Commission, Fire and School Districts, Executive Safety Committee, Special Districts, Pandemic Influenza Coordinating Council, Threat Management	837	1,250	1,200

Activity: Cost Effective Representation	FY08 Actual	FY09 Actual	FY10 Estimate
Measure to be Developed	N/A	N/A	N/A

Program: Community Service

Description: 1. Victim Advocacy/Victim Compensation (sub-contract with VWS to provide these services for the County Attorney's Office). 2. Victim Notification. 3. Bad Check Program. 4. Community Outreach.

Activity: The Victim Notification service provides legally mandated notification to victims of crime of the various hearings in the criminal justice process in which they have the opportunity to exercise their constitutional rights as a crime victim. The Victim Compensation Fund as administered for the County Attorney's Office by Victim/Witness Services provides compensation to crime victims for eligible expenses directly related to the victimization. Victim Advocacy assists crime victims in exercising their constitutional rights as crime victims. The Bad Check Program provides business with a mechanism to recover losses through restitution and victim fees while diverting the bad check writer from criminal prosecution. Community Outreach provides collaboration and education of the public and the partners of the criminal justice system throughout all of Coconino County. Activities include participation at various community meetings, Neighborhood Block Watches, Chapter House meetings, Civic meetings, Education groups, Citizen Initiatives, Academy, Western Navajo Meth Task Force, Coconino Alliance Against Drugs, etc.

Impact/Outcome: Outcomes for the Victim Advocacy and Victim Compensation programs include compliance with Victim Rights and providing for the opportunity for every crime victim to exercise their rights throughout the criminal case process. The Victim Compensation Program provides for administration of funds to compensate victims for losses specific to wage loss, funeral costs and medical and mental health expenses. (We achieve these outcomes through our sub-contract with Victim/Witness Services to provide these services for the County Attorney's Office.) The outcome of the Victim Notification program provides adherence to the statutory mandates and requirements of notification and provides for victim satisfaction of notification services as well as services provided by the prosecutor. The outcome of Community Education provides for a better understanding of the role of the County Attorney's Office in contributing to overall public safety and welfare and the vitality of the community.

JUSTICE SYSTEM

County Attorney

Public Safety & Health

Activity: Victim Satisfaction w/Notification and Prosecutor Office Services	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Surveys Sent to Victims	1,254	1,259	1,500
Percent of Surveys Returned	16%	16%	17%
Percent of Victims Satisfied With Services of Office	93%	91%	93%
Activity: Bad Check Program	FY08 Actual	FY09 Actual	FY10 Estimate
Number of New Bad Check Cases Received	450	387	375
Victim Restitution Collected	\$49,833	\$35,028	\$30,000
Victim Fees Collected	\$3,267	\$4,215	\$4,000
County Attorney Fees Collected	\$20,458	\$13,710	\$13,000
Number of New Complaints (Cases) Filed	164	104	95
Justice Court Fees	\$5,068	\$7,207	\$6,750
Bad Check Writers Class Fee	N/A	\$7,474	\$7,200
Number of Bad Check Writers Who Complete Class	N/A	131	125
Activity: Community Outreach	FY08 Actual	FY09 Actual	FY10 Estimate
Community Meetings: Neighborhood Block Watches, Chapter House Meetings, Board Meetings, Civic Meetings, Education Groups, Citizen Initiatives/Training, Academy, Task Forces, etc.	N/A	N/A	200
Percent of Citizens Reporting Increased Understanding of Role of County Attorney's Office	N/A	N/A	50%

JUSTICE SYSTEM

County Attorney

Public Safety & Health

Program: Felony Prosecution

Description: The Felony Prosecution Program processes cases once they have been charged and processed through the Pre-trial investigation program. Successful prosecution can include trial, a negotiated plea agreement with adherence to strict guidelines or participation in a Diversion or Drug Court Program.

Activity: The Felony Prosecution Program provides successful prosecution of felony crime to provide for the safety and welfare of Coconino County. The timely prosecution of cases assists in eliminating jail overpopulation and provides for offenders accountability. The effective administration of justice often can be accomplished with resolution of criminal matters without trial, through the voluntary acceptance of a plea agreement by a defendant or through diversion programs.

Impact/Outcome: A safer community. Reduction of the number of days from arrest to disposition eliminating court, jail, and prosecution costs to citizens. Efficiencies in the criminal justice system. Decrease in recidivism. Conviction rate of 75% or more of cases charged by County Attorney's Office.

Activity: Felony Prosecution	FY08 Actual	FY09 Actual	FY10 Estimate
Adult Felony Cases Submitted for Review	5,217	4,954	5,052
Cases Charged	1,441	1,446	1,460
Adult Appeal	6	6	6
Mental Health	180	210	192
Post Conviction Relief Petitions Received & Restoration of Civil Rights	127	189	202
Revocation (Felony & Misdemeanor)	349	244	258
Forfeitures Filed	35	37	20
Fugitive Warrants	108	63	N/A

Activity: Drug Court/Deferred Prosecution/Diversion	FY08 Actual	FY09 Actual	FY10 Estimate
Drug Court Cases	N/A	N/A	N/A
Deferred Prosecution/Diversion	N/A	N/A	N/A

JUSTICE SYSTEM

County Attorney

Public Safety & Health

Program: Juvenile Justice

Description: The Juvenile Justice Program reviews referrals from Juvenile Probation on crimes committed by juveniles. Decisions are made based upon severity of crime, recidivism and other factors as to whether to file a petition, defer prosecution or not file on the juvenile. The Juvenile Justice Program also includes the truancy and status offense diversion program in collaboration with FUSD, Public Defender's Office, Flagstaff Police Department, Sheriff's Department, Juvenile Court and Probation, Child Protective Services, Social Service agencies, Behavioral health and the Coconino County Health Department.

Activity: To provide successful prosecution of juvenile offenders in making recommendations to Juvenile Court regarding consequences relative to the nature of the crime committed by the minor. Recommendations include filing petitions and progression through the formal juvenile court system, deferred prosecution, and/or community service. Rehabilitation is paramount in prosecution related decisions. The Review Process is a system implemented by the juvenile court judges to monitor the progress of individual probationers. Juveniles who are deemed to be a higher risk or who owe restitution are scheduled for review hearings before the court between 30 and 120 days. Prosecutors make recommendations and decisions based on the performance of the juvenile while on probation.

Impact/Outcome: The primary goal of the juvenile system is rehabilitation. This concept encompasses not only a desire to decrease recidivism, but to encourage the youth of our community to avoid criminal or delinquent behavior and become productive members of society. Implicit in all decisions is the ethical and professional consideration for public safety, upholding community values and standards and protecting the interests of victims. Additionally the prosecutors who administer the program have the responsibility of considering the best interests of the child/offender. Swift consequences are more likely to change the behavior and reinforce a child's sense of fairness. Overall outcome is to decrease recidivism and to nurture a healthier youth population in Coconino County.

Activity: Juvenile Delinquency - Pre-charging	FY08 Actual	FY09 Actual	FY10 Estimate
Referrals Reviewed	1,767	1,568	1,502
Final Decision Made	619	528	500
Percent of Petitions Filed Within 1 Week of Referral	N/A	79%	80%

Activity: Juvenile Delinquency - Post-charging	FY08 Actual	FY09 Actual	FY10 Estimate
Review Hearings (In Lieu of New Petitions)	N/A	854	860
Delinquency Petitions Filed	795	803	800

Activity: Juvenile Status Offenses and Truancy	FY08 Actual	FY09 Actual	FY10 Estimate
Reduction in Truancy and Status Offenses Through Early, Aggressive Intervention	N/A	N/A	N/A

JUSTICE SYSTEM

County Attorney

Public Safety & Health

Program: Misdemeanor Prosecution

Description: The Misdemeanor Prosecution Program processes every misdemeanor citation issued by: Coconino Sheriff's Department, Game and Fish, Fredonia Marshalls Office, NAU Police Dept, Sedona PD, Arizona Parks Service, National Park Service, Coconino National Forest Service, Page Police Department, Williams Police Department, Department of Public Safety, Animal Control, Registrar of Contractors, and AZ Liquor License and Control.

Activity: The Misdemeanor Prosecution Program manages on average 2600 cases each year by moving these cases through the court system by offering a plea, going to trial or offering deferred prosecution programs. Prosecutors appear in Flagstaff Justice Court, Page Justice Court, Fredonia Justice Court, and Williams Justice Court.

Impact/Outcome: To effectively prosecute cases, identify repeat offenders and make recommendations regarding defendant dispositions accordingly to limit the number of repeat domestic violence, assaults and DUI offenses to assist in creating a safe community. Provide alternative consequences for first time non violent offenders who are remorseful and show a desire to succeed. The Misdemeanor Program identifies and punishes repeat offenders with stiffer fines and jail. Victims' rights are recognized and upheld at all times, with notification, meaningful input, and treating victims with respect, dignity and consideration. Collaboration and communication with Law Enforcement, Courts and Probation creates efficiencies in the system.

Activity: Flagstaff Justice Court, Page Justice Court, Fredonia Justice Court and Williams Justice Court	FY08 Actual	FY09 Actual	FY10 Estimate
Adult Misdemeanor Cases Processed	2,688	2,564	2,300
Percent of Total Cases Referred to a Deferred Prosecution Program	N/A	N/A	N/A

Program: Pre-Trial Investigation

Description: The Pre-Trial Investigation Program reviews and makes charging decisions on charging requests received from law enforcement, conducts grand jury proceedings, preliminary hearings in Justice Courts and provides dispositional reporting to the DPS State Repository for charges that are not filed in court. The Charging Team determines whether to set cases for preliminary hearings or for grand jury.

Activity: The program provides timely charging of cases and decision making to prepare the case for successful prosecution. In-service training is provided to law enforcement agencies to assist with accurate, effective and thorough investigation of cases. Cases are presented to the Grand Jury and in Preliminary Hearings in the Justice Court.

Impact/Outcome: Timely charging decisions contribute to a more efficient system and assist in fulfilling State requirements for case processing time. Offenders are held accountable and the community is made safer.

JUSTICE SYSTEM

County Attorney

Public Safety & Health

Activity: Adult Felony - Pre-charging	FY08 Actual	FY09 Actual	FY10 Estimate
Charging Requests Received	2,334	2,274	2,300
Final Decision Made	701	706	700
RFPA's Resubmitted for Review	443	374	375
Conflict Cases	6	28	15
Grand Jury Subpoenas	149	126	125
Percent of Cases Charging Decision Made Within 30 Days of Submittal	NA	74%	75%
Conviction Rate: Percent of Cases Charged Resulting in Guilty Plea, Guilty Verdict, or Deferral Program/Drug Court	93%	88%	90%

Program: Victim/Witness Services for Coconino County

Description: Victim/Witness Services (VWS) for Coconino County is a non-profit social service agency that provides crisis intervention, victim assistance, crime prevention education and victim compensation to assist in alleviating emotional, physical and financial needs of victims while promoting their constitutional rights.

Activity: VWS responds 24/7 to the emotional and physical needs of crime victims and provides them with the comprehensive resources they need to be safe, to heal, and to navigate the criminal justice system. As the only agency of its kind in Coconino County, VWS provides wraparound services to its clients. Crisis intervention and emergency services include emergency safe housing, emergency transportation, emergency food and/or clothing, Orders of Protection, court escort and transportation for victims and their families, and referrals to physicians, mental health counselors, and other community agencies. Among other programs, Victim-Witness staff provide cell phones to victims of domestic violence, travel county-wide with outreach programs, speak to community groups, and provide temporary boarding for pets of domestic violence victims. Victim-Witness' community education and public awareness campaign seeks to inform the community about interpersonal violence and options available to victims in an effort to 1) identify potential problems before they escalate to violence, and 2) educate the community about services available to victims and potential victims – letting them know they do indeed have options to protect themselves, their children, and their pets before lives are endangered.

Impact/Outcome: The overarching goal of Victim/Witness Services for Coconino County is to provide victims of crisis and crime the comprehensive resources they need to be safe, to heal, and to navigate the criminal justice system. Last year, Victim/Witness Services (VWS) opened close to 1,000 cases, and served some 2,000 people; almost 50 percent of VWS clients are victims of domestic violence. While Victim/Witness Services is able to respond to all crisis calls, staff cannot currently respond to all referrals. Simply put, need is growing. VWS sets a number of quantitative and qualitative goals related to services and surveys all clients. VWS also tracks quarterly every service provided, including crisis counseling, referrals, transportation, assistance with shelter, and assistance in obtaining Temporary Assistance for Needy Families (TANF), among others. VWS seeks to: 1. Increase the number of people served by five percent. 2. Increase the number of outreach presentations by 50 percent. 3. Respond to the emotional and physical (healing) needs of victims. 4. Provide victims of crisis and crime with a measure of safety and security.

JUSTICE SYSTEM

County Attorney

Public Safety & Health

Activity: Victim/Witness Services	FY08 Actual	FY09 Actual	FY10 Estimate
Number of New Victims Receiving Services	960	950	950
Number of New and On-Going Victims Receiving CJA (Criminal Justice Advocacy) Services	1,587	1,590	1,500
Number of Referrals Provided to Victims	2,361	2,150	2,200
Number of CJA Services Provided	10,233	10,440	10,600
Percent of Victims Who Reported that Advocacy Services Provided Were Helpful	97%	96%	96%
Total Number of Volunteer Hours	2,139	1,925	2,000
Number of Advocates Providing Direct Client Services	6	6	6
Number of Victims of Crime Received Referrals For - Unable to Provide Advocacy Services	9,757	12,500	12,500

JUSTICE SYSTEM

County Attorney

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Administrative Manager	1.00	1.00	1.00
Administrative Specialist I	2.00	2.00	2.00
Administrative Specialist II	11.00	12.00	11.00
Administrative Specialist III	4.00	4.00	4.00
Administrative Senior Manager	1.00	1.00	1.00
Administrative Support II	1.00	1.00	1.00
Attorney	18.75	18.00	18.00
Chief Deputy County Attorney	1.00	1.00	1.00
Elected Official	1.00	1.00	1.00
Investigator	1.00	1.00	1.00
Technical Specialist	1.00	1.00	1.00
Department Total	42.75	43.00	42.00

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Administrative Services	7.50
Civil Legal Services	6.00
Community Service	1.25
Felony Prosecution	13.25
Juvenile Justice	3.00
Misdemeanor Prosecution	3.75
Pre-Trial Investigations	7.25
Department Total	42.00

JUSTICE SYSTEM

Justice Court—Flagstaff

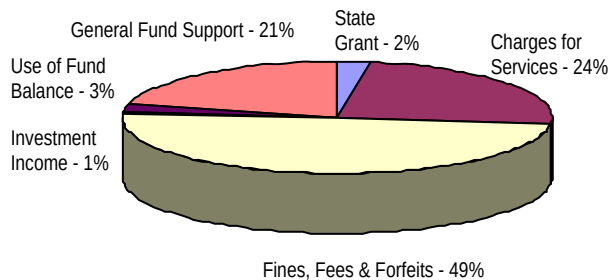
Overview

The Flagstaff Justice Court is a limited jurisdiction court responsible for adjudicating traffic, misdemeanor and felony offenses, resolving civil disputes not exceeding \$5,000, small claims, and landlord/tenant matters, and preserving public safety through the issuance of orders of protection, injunctions against harassment and search warrants.

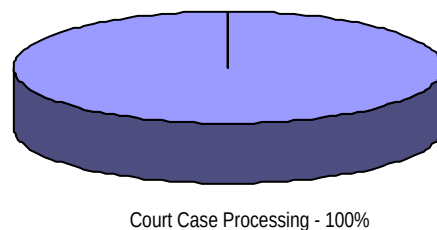
For FY09 the Flagstaff Justice Court is estimated to be 8% under their revised budget of \$1,460,855. This variance is due to salary savings. Their FY10 Adopted Budget of \$1,516,359 is 4% over their FY09 budget. This variance is due to an increase in operations using the Court Enhancement fund.

The following charts illustrate Flagstaff Justice Court's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

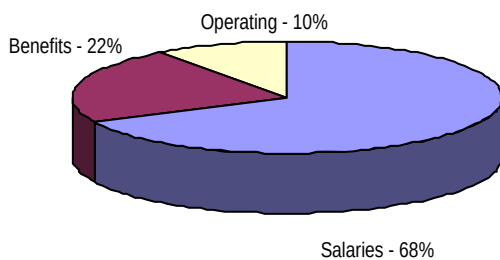
Revenue by Source Type



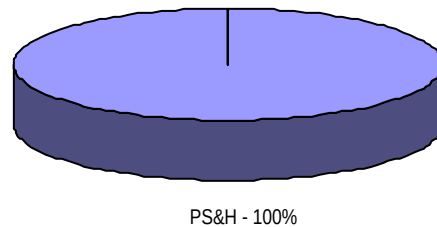
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



JUSTICE SYSTEM

Justice Court—Flagstaff

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
State Grant	\$ 39,485	\$ 37,000	\$ 40,680	\$ 37,000
Charges for Services	430,706	430,000	394,005	370,000
Fines, Fees, & Forfeits	829,558	940,832	804,957	746,000
Investment Income	12,794	7,064	11,102	9,000
Miscellaneous	9	-	-	-
Use of Fund Balance**	(166,885)	(30,491)	(113,607)	38,113
Direct General Fund Support	171,030	76,450	203,945	316,246
Total Funding Sources	\$ 1,316,697	\$ 1,460,855	\$ 1,341,081	\$ 1,516,359

**A negative use of fund balance indicates an overall fund balance increase

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 922,127	\$ 1,020,031	\$ 925,581	\$ 1,022,863
ERE - Benefits	293,574	334,864	299,863	330,810
Operating	95,187	96,960	111,619	155,686
Travel	5,360	9,000	4,018	7,000
Capital	450	-	-	-
Total Direct Expenditures	\$ 1,316,697	\$ 1,460,855	\$ 1,341,081	\$ 1,516,359
Net Indirect Support	278,910	200,662	200,662	303,003
Total Expenditures, Including Indirect Costs	\$ 1,595,607	\$ 1,661,517	\$ 1,541,743	\$ 1,819,362

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 1,035,584	\$ 1,152,000	\$ 977,952	\$ 917,000
Program Expenditures	(1,206,614)	(1,228,450)	(1,181,897)	(1,233,246)
Transfers	-	-	-	-
Total Direct General Fund Support	\$ (171,030)	\$ (76,450)	\$ (203,945)	\$ (316,246)
Net Indirect Support	(278,910)	(200,662)	(200,662)	(303,003)
Total General Fund Support	\$ (449,940)	\$ (277,112)	\$ (404,607)	\$ (619,249)

JUSTICE SYSTEM

Justice Court—Flagstaff

Financial Statements

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Flagstaff Justice Court Case Processing	PS&H	\$ 316,246	\$ 303,003	\$ 619,249
Total FY10 Budget		\$ 316,246	\$ 303,003	\$ 619,249

Financial information presented in this department's financial section includes revenues of \$130,000 and expenditures of \$43,574 for Agency Funds. Agency funds are not part of the legally adopted budget, but budget information is presented at the department level because it is material to County budget document users. These revenues and expenditures are excluded from the financial information presented in the budget Summary and State Budget Document sections of this document.

JUSTICE SYSTEM

Justice Court—Flagstaff

Public Safety & Health

Program: Flagstaff Justice Court Case Processing

Description: Process all cases filed in Flagstaff Justice Court in a fair and timely manner.

Activity: The court processes all traffic, criminal and civil cases within its jurisdiction. This also includes initial appearances, search warrants and protective orders that may be presented at times other than normal working office hours. Felony cases initiated at this court may be preliminary matters prior to transfer to Superior Court, or they may be completed in justice court with certain types of reduced charges. Post-adjudication activities include monitoring compliance with court-ordered sanctions, plus the issuance of subsequent warrants due to non-compliance. All fines and fees imposed pursuant to law are processed and timely disbursed to the County and other state agencies as revenue.

Impact/Outcome: Parties to all justice court cases receive consideration under the rules and laws governing limited jurisdiction courts and may often receive more expedited and less costly adjudication than general jurisdiction courts offer. The volume of the number of cases filed and terminated in justice court attest to the ability to achieve this without infringing upon constitutional rights of due process. Fiscal accountability is a standard requirement of the court that benefits citizens and other agencies that provide public service.

Activity: Flagstaff Justice Court Case Processing	FY08 Actual	FY09 Actual	FY10 Estimate
Traffic Cases Filed	12,321	13,379	12,712
Traffic Cases Terminated	18,325	15,339	N/A
Criminal Cases Filed	2,634	2,524	2,492
Criminal Cases Terminated	4,456	4,492	N/A
Civil Cases Filed	2,033	1,907	2,032
Civil Cases Terminated	1,722	2,092	N/A
OP/IH Cases Filed and Terminated	394	415	406
Total Filed	17,382	18,225	17,642
Total Terminated	24,897	22,338	N/A
Clearance Rate	143%	123%	N/A

JUSTICE SYSTEM

Justice Court—Flagstaff

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Accounting Technician II	1.00	1.00	1.00
Administrative Manager	1.00	1.00	1.00
Administrative Specialist I	8.00	8.00	7.00
Administrative Specialist II	2.00	2.00	2.00
Administrative Specialist III	1.00	1.00	1.00
Administrative Supervisor	1.00	1.00	1.00
Elected Official	1.00	1.00	1.00
Justice of the Peace Pro Tem	1.50	1.75	1.75
Justice Court Specialist	7.75	7.75	7.75
Department Total	24.25	24.50	23.50

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Flagstaff Justice Court Case Processing	23.50
Department Total	23.50

JUSTICE SYSTEM

Justice Court—Fredonia

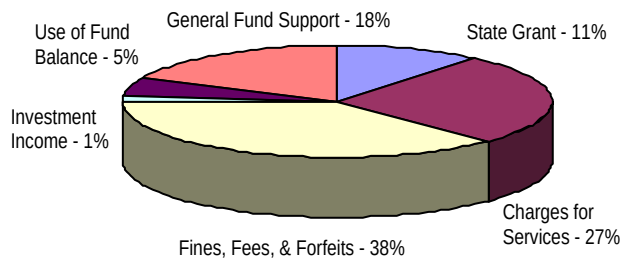
Overview

The Fredonia Justice Court hears cases of civil, felony, misdemeanor and traffic matters. It also deals with order of protection, injunctions against harassment, and search warrants. Because of its distance from Flagstaff, the Fredonia Justice Court clerk serves as a Deputy Clerk in issuing marriage licenses. Clerical duties are handled with the public via telephone, mail and in person. Monies are collected from fines imposed and reports are generated with the monies being forwarded to the appropriate agency.

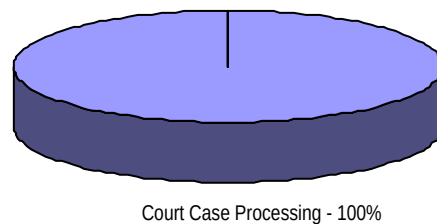
For FY09 Fredonia Justice Court is estimated to be 15% under their revised budget of \$180,978. This variance is due to unexpended capital and salary savings. Their FY10 Adopted Budget of \$188,962 is 4% over their FY09 budget. This variance is due to an increase in the use of Court Enhancement funds for discretionary expenditures.

The following charts illustrate Fredonia Justice Court's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

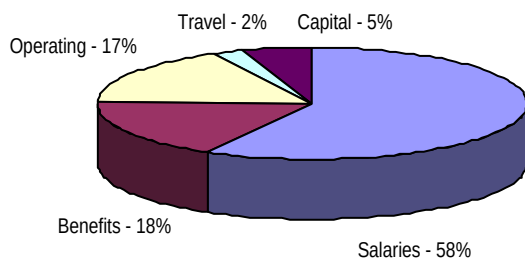
Revenue by Source Type



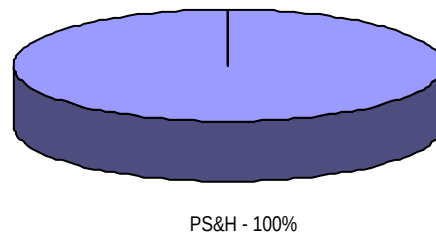
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



JUSTICE SYSTEM

Justice Court—Fredonia

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
State Grant	\$ 25,363	\$ 20,920	\$ 26,132	\$ 20,920
Charges for Services	42,620	58,000	42,980	50,000
Fines, Fees, & Forfeits	65,410	74,300	65,465	71,000
Investment Income	2,817	1,300	2,826	2,630
Use of Fund Balance**	(22,607)	(15,592)	(26,996)	10,070
Direct General Fund Support	56,488	42,050	44,147	34,342
Total Funding Sources	\$ 170,092	\$ 180,978	\$ 154,554	\$ 188,962

**A negative use of fund balance indicates an overall fund balance increase

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 118,245	\$ 115,023	\$ 105,510	\$ 109,591
ERE - Benefits	33,095	33,805	33,379	33,224
Operating	15,117	16,100	11,541	32,092
Travel	3,636	6,050	4,124	4,055
Capital	-	10,000	-	10,000
Total Direct Expenditures	\$ 170,092	\$ 180,978	\$ 154,554	\$ 188,962
Net Indirect Support	40,769	44,524	44,524	30,860
Total Expenditures, Including Indirect Costs	\$ 210,861	\$ 225,502	\$ 199,078	\$ 219,822

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 104,519	\$ 114,420	\$ 106,370	\$ 114,120
Program Expenditures	(161,007)	(156,470)	(150,517)	(148,462)
Total Direct General Fund Support	\$ (56,488)	\$ (42,050)	\$ (44,147)	\$ (34,342)
Net Indirect Support	(40,769)	(44,524)	(44,524)	(30,860)
Total General Fund Support	\$ (97,257)	\$ (86,574)	\$ (88,671)	\$ (65,202)

JUSTICE SYSTEM

Justice Court—Fredonia

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Fredonia Justice Court Case Processing	PS&H	\$ 188,962
Total FY10 Budget		<u>\$ 188,962</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Fredonia Justice Court Case Processing	PS&H	\$ 34,342	\$ 30,860	\$ 65,202
Total FY10 Budget		<u>\$ 34,342</u>	<u>\$ 30,860</u>	<u>\$ 65,202</u>

Financial information presented in this department's financial section includes revenues of \$13,700 and expenditures of \$1,000 for Agency Funds. Agency funds are not part of the legally adopted budget, but budget information is presented at the department level because it is material to County budget document users. These revenues and expenditures are excluded from the financial information presented in the Budget Summary and State Budget Document sections of this department.

JUSTICE SYSTEM

Justice Court—Fredonia

Public Safety & Health

Program: Fredonia Justice Court Case Processing

Description: Process all cases filed in Fredonia Justice Court in a fair and timely manner.

Activity: The Court processes all traffic, criminal and civil cases within its jurisdiction. This includes initial appearances, search warrants and protective orders that may also be presented at times other than normal working office hours. Felony cases initiated at this court may be preliminary matters prior to transfer to Superior Court, or they may be completed in justice court with certain types of reduced charges. Post-adjudication activities include monitoring compliance with court-ordered sanctions, plus the issuance of subsequent warrants due to non-compliance. All fines and fees imposed pursuant to law are processed and timely disbursed to the County and other state agencies as revenue.

Impact/Outcome: Parties to all justice court cases receive consideration under the rules and laws governing limited jurisdiction courts and may often receive more expedited and less costly adjudication than general jurisdiction courts offer. The volume of the number of cases filed and terminated in justice court attest to the ability to achieve this without infringing upon constitutional rights of due process. Fiscal accountability is a standard requirement of the court that benefits citizens and other agencies that provide public service.

Activity: Fredonia Justice Court Case Processing	FY08 Actual	FY09 Actual	FY10 Estimate
Traffic Cases Filed	1,424	1,393	1,654
Traffic Cases Terminated	1,446	1,459	N/A
Criminal Cases Filed	37	57	52
Criminal Cases Terminated	57	73	N/A
Civil Cases Filed	18	17	50
Civil Cases Terminated	9	10	N/A
OP/IH Cases Filed and Terminated	21	15	5
Total Filed	1,500	1,482	1,761
Total Terminated	1,533	1,557	N/A
Clearance Rate	102%	105%	N/A

JUSTICE SYSTEM

Justice Court—Fredonia

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Accounting Technician II	1.00	1.00	1.00
Administrative Support II	0.50	0.50	0.50
Elected Official	1.00	1.00	1.00
Department Total	2.50	2.50	2.50

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Fredonia Justice Court Case Processing	2.50
Department Total	2.50

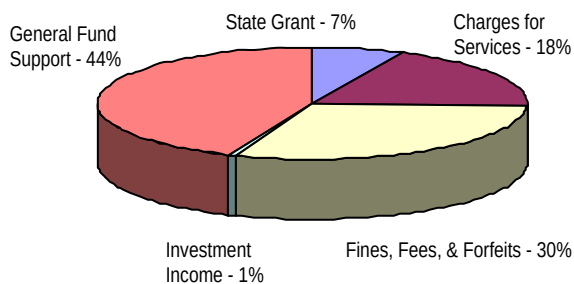
Overview

The Page Justice Court services include responsibilities in both civil and criminal matters: small claims, civil claims, misdemeanor complaints, felony preliminary hearings, and traffic complaints. Infractions and related complaints filed against juveniles are also processed for minor misdemeanor and/or civil traffic offenses. This court utilizes the same building space as the City of Page Magistrate Court, therefore it coordinates the use of workspace, courtroom ancillary facilities, equipment, and personnel between courts to accommodate scheduling and service.

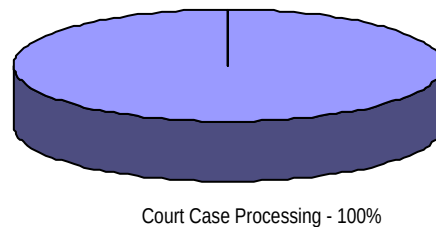
For FY09 the Page Justice Court is estimated to be 2% under their revised budget of \$347,168. This variance is due to operational and travel savings. Their FY10 Adopted Budget of \$362,843 is 5% over their FY09 budget. This variance is due to an increase in Court Enhancement funds for discretionary expenditures.

The following charts illustrate the Page Justice Court's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

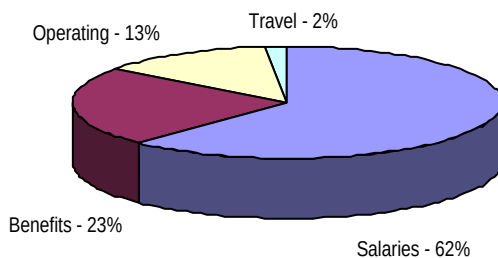
Revenue by Source Type



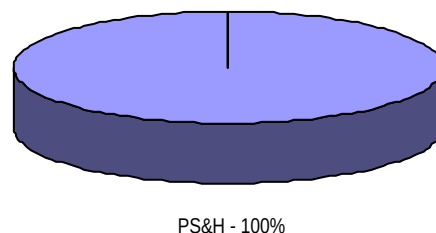
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



JUSTICE SYSTEM

Justice Court—Page

Financial Statements

FUNDING SOURCES

	FY 2008	FY 2009	FY2009	FY2010
	Actuals	Budget	Estimated Actuals	Budget
State Grant	\$ 28,204	\$ 25,569	\$ 30,412	\$ 25,569
Charges for Services	83,233	81,300	68,419	67,800
Fines, Fees, & Forfeits	159,886	163,300	124,007	111,500
Investment Income	1,965	700	1,997	2,000
Miscellaneous	448	-	375	-
Use of Fund Balance**	(31,542)	(15,720)	(24,906)	(3,791)
Direct General Fund Support	90,533	92,019	140,650	159,765
Total Funding Sources	<u>\$ 332,727</u>	<u>\$ 347,168</u>	<u>\$ 340,954</u>	<u>\$ 362,843</u>

**A negative fund balance indicates an overall fund balance increase

EXPENDITURES BY CATEGORY

	FY 2008	FY 2009	FY2009	FY2010
	Actuals	Budget	Estimated Actuals	Budget
Salaries	\$ 212,793	\$ 223,666	\$ 221,941	\$ 225,798
ERE - Benefits	78,331	77,246	82,166	83,694
Operating	35,653	39,745	34,865	46,840
Travel	5,950	6,511	1,983	6,511
Total Direct Expenditures	<u>\$ 332,727</u>	<u>\$ 347,168</u>	<u>\$ 340,954</u>	<u>\$ 362,843</u>
Net Indirect Support	<u>35,983</u>	<u>37,355</u>	<u>37,355</u>	<u>86,562</u>
Total Expenditures, Including Indirect Costs	<u>\$ 368,710</u>	<u>\$ 384,523</u>	<u>\$ 378,309</u>	<u>\$ 449,405</u>

GENERAL FUND SUPPORT

	FY 2008	FY 2009	FY2009	FY2010
	Actuals	Budget	Estimated Actuals	Budget
Direct Program Revenue	\$ 231,761	\$ 233,569	\$ 190,224	\$ 170,269
Program Expenditures	(322,294)	(325,588)	(330,874)	(330,034)
Total Direct General Fund Support	<u>\$ (90,533)</u>	<u>\$ (92,019)</u>	<u>\$ (140,650)</u>	<u>\$ (159,765)</u>
Net Indirect Support	<u>(35,983)</u>	<u>(37,355)</u>	<u>(37,355)</u>	<u>(86,562)</u>
Total General Fund Support	<u>\$ (126,516)</u>	<u>\$ (129,374)</u>	<u>\$ (178,005)</u>	<u>\$ (246,327)</u>

JUSTICE SYSTEM

Justice Court—Page

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Page Justice Court Case Processing	PS&H	\$ 362,843
Total FY10 Budget		<u>\$ 362,843</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Page Justice Court Case Processing	PS&H	\$ 159,765	\$ 86,562	\$ 246,327
Total FY10 Budget		<u>\$ 159,765</u>	<u>\$ 86,562</u>	<u>\$ 246,327</u>

Financial information presented in this department's financial section includes revenues of \$21,400 and expenditures of \$12,809 for Agency Funds. Agency funds are not part of the legally adopted budget, but budget information is presented at the department level because it is material to County budget document users. These revenues and expenditures are excluded from the financial information presented in the Budget Summary and State Budget Document sections of this department.

JUSTICE SYSTEM

Justice Court—Page

Public Safety & Health

Program: Page Justice Court Case Processing

Description: Process all cases filed in Page Justice Court in a fair and timely manner.

Activity: The Court processes all traffic, criminal and civil cases within its jurisdiction. This includes initial appearances, search warrants and protective orders that may also be presented at times other than normal working office hours. Felony cases initiated at this court may be preliminary matters prior to transfer to Superior Court, or they may be completed in justice court with certain types of reduced charges. Post-adjudication activities include monitoring compliance with court-ordered sanctions, plus the issuance of subsequent warrants due to non-compliance. All fines and fees imposed pursuant to law are processed and timely disbursed to the County and other state agencies as revenue.

Impact/Outcome: Parties to all justice court cases receive consideration under the rules and laws governing limited jurisdiction courts and may often receive more expedited and less costly adjudication than general jurisdiction courts offer. The volume of the number of cases filed and terminated in justice court attest to the ability to achieve this without infringing upon constitutional rights of due process. Fiscal accountability is a standard requirement of the court that benefits citizens and other agencies that provide public service.

Activity: Page Justice Court Case Processing	FY08 Actual	FY09 Actual	FY10 Estimate
Traffic Cases Filed	1,408	1,225	1,217
Traffic Cases Terminated	1,488	1,197	N/A
Criminal Cases Filed	451	420	358
Criminal Cases Terminated	476	494	N/A
Civil Cases Filed	182	224	246
Civil Cases Terminated	194	208	N/A
OP/IH Cases Filed and Terminated	68	67	406
Total Filed	2,109	1,936	2,227
Total Terminated	2,226	1,966	N/A
Clearance Rate	106%	102%	N/A

JUSTICE SYSTEM

Justice Court—Page

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Administrative Specialist I	2.00	2.00	2.00
Administrative Supervisor	1.00	1.00	1.00
Administrative Support II	1.00	1.00	1.00
Elected Official	1.00	1.00	1.00
Department Total	5.00	5.00	5.00

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Page Justice Court Case Processing	5.00
Department Total	5.00

JUSTICE SYSTEM

Justice Court—Williams

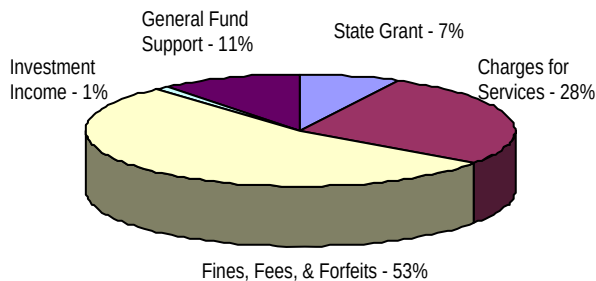
Overview

The Williams Justice Court services include responsibilities in both civil and criminal matters: small claims, civil claims, misdemeanor complaints, felony preliminary hearings, and traffic complaints. Infractions and related complaints filed against juveniles are also processed for minor misdemeanor and/or civil traffic offenses.

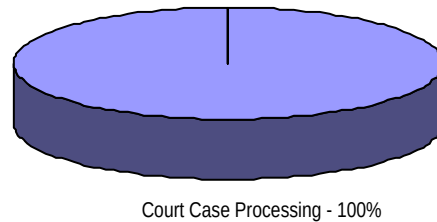
For FY09 the Williams Justice Court is estimated to be 7% under their revised budget of \$364,459. This variance is due to operational and salary savings. Their FY10 Adopted Budget of \$394,414 is 8% over their FY09 budget. This variance is due to an increase in the use of Court Enhancement funds for discretionary expenditures.

The following charts illustrate the Williams Justice Court's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

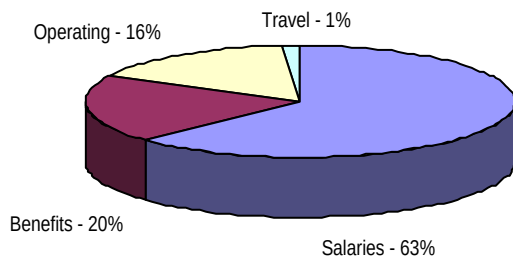
Revenue by Source Type



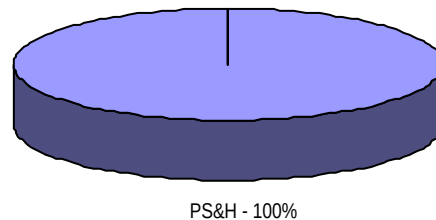
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



JUSTICE SYSTEM

Justice Court—Williams

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
State Grant	\$ 36,431	\$ 30,218	\$ 37,538	\$ 30,218
Charges for Services	104,293	92,500	112,750	110,112
Fines, Fees, & Forfeits	214,462	230,000	222,028	212,888
Investment Income	4,530	1,650	4,950	3,950
Use of Fund Balance**	(49,675)	(32,229)	(60,194)	(5,190)
Direct General Fund Support	23,652	42,320	22,207	42,436
Total Funding Sources	<u>\$ 333,695</u>	<u>\$ 364,459</u>	<u>\$ 339,279</u>	<u>\$ 394,414</u>

**A negative use of fund balance indicates an overall fund balance increase

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 235,426	\$ 247,807	\$ 234,512	\$ 247,799
ERE - Benefits	75,633	79,128	78,427	78,923
Operating	19,673	31,174	19,537	61,842
Travel	2,963	6,350	6,802	5,850
Total Direct Expenditures	<u>\$ 333,695</u>	<u>\$ 364,459</u>	<u>\$ 339,279</u>	<u>\$ 394,414</u>
Net Indirect Support	<u>22,845</u>	<u>21,167</u>	<u>21,167</u>	<u>91,122</u>
Total Expenditures, Including Indirect Costs	<u>\$ 356,540</u>	<u>\$ 385,626</u>	<u>\$ 360,446</u>	<u>\$ 485,536</u>

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 294,152	\$ 287,218	\$ 304,015	\$ 287,218
Program Expenditures	(317,804)	(329,538)	(326,221)	(329,654)
Total Direct General Fund Support	<u>\$ (23,652)</u>	<u>\$ (42,320)</u>	<u>\$ (22,207)</u>	<u>\$ (42,436)</u>
Net Indirect Support	<u>(22,845)</u>	<u>(21,167)</u>	<u>(21,167)</u>	<u>(91,122)</u>
Total General Fund Support	<u>\$ (46,497)</u>	<u>\$ (63,487)</u>	<u>\$ (43,374)</u>	<u>\$ (133,558)</u>

JUSTICE SYSTEM

Justice Court—Williams

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Williams Justice Court Case Processing	PS&H	\$ 394,414
Total FY10 Budget		<u>\$ 394,414</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Williams Justice Court Case Processing	PS&H	\$ 42,436	\$ 91,122	\$ 133,558
Total FY10 Budget		<u>\$ 42,436</u>	<u>\$ 91,122</u>	<u>\$ 133,558</u>

Financial information presented in this department's financial section includes revenues of \$31,450 and expenditures of \$5,000 for Agency Funds. Agency funds are not part of the legally adopted budget, but budget information is presented at the department level because it is material to County budget document users. These revenues and expenditures are excluded from the financial information presented in the Budget Summary and State Budget Document sections of this department.

JUSTICE SYSTEM

Justice Court—Williams

Public Safety & Health

Program: Williams Justice Court Case Processing

Description: Process all cases filed in Williams Justice Court in a fair and timely manner.

Activity: The Court processes all traffic, criminal and civil cases within its jurisdiction. This includes initial appearances, search warrants and protective orders that may also be presented at times other than normal working office hours. Felony cases initiated at this court may be preliminary matters prior to transfer to Superior Court, or they may be completed in justice court with certain types of reduced charges. Post-adjudication activities include monitoring compliance with court-ordered sanctions, plus the issuance of subsequent warrants due to non-compliance. All fines and fees imposed pursuant to law are processed and timely disbursed to the County and other state agencies as revenue.

Impact/Outcome: Parties to all justice court cases receive consideration under the rules and laws governing limited jurisdiction courts and may often receive more expedited and less costly adjudication than general jurisdiction courts offer. The volume of the number of cases filed and terminated in justice court attest to the ability to achieve this without infringing upon constitutional rights of due process. Fiscal accountability is a standard requirement of the court that benefits citizens and other agencies that provide public service.

Activity: Williams Justice Court Case Processing	FY08 Actual	FY09 Actual	FY10 Estimate
Traffic Cases Filed	4,305	4,946	4,432
Traffic Cases Terminated	4,161	4,821	N/A
Criminal Cases Filed	663	639	500
Criminal Cases Terminated	661	639	N/A
Civil Cases Filed	125	123	214
Civil Cases Terminated	99	112	N/A
OP/IH Cases Filed and Terminated	122	105	N/A
Total Filed	5,215	5,813	5,146
Total Terminated	5,043	5,677	N/A
Clearance Rate	97%	98%	N/A

JUSTICE SYSTEM

Justice Court—Williams

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Administrative Specialist I	2.00	2.00	2.00
Administrative Supervisor	1.00	1.00	1.00
Administrative Support II	1.00	1.00	1.00
Elected Official	1.00	1.00	1.00
Department Total	5.00	5.00	5.00

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Williams Justice Court Case Processing	5.00
Department Total	5.00

Overview

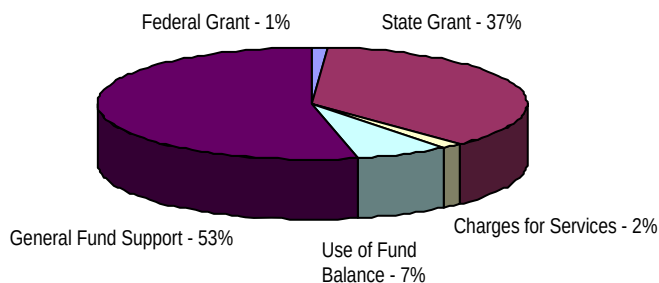
The Juvenile Division of the Superior Court in Coconino County has jurisdiction of minors between the ages of eight and eighteen, when considering incorrigible and delinquent acts. Realizing that juvenile delinquency is a quality of life issue affecting the total community, the Coconino County Juvenile Court, Probation department, and Detention Services seeks the involvement and cooperation of many entities in fulfilling its responsibilities.

For FY09 the Juvenile department is estimated to be 15% under their revised budget of \$5,218,297. This variance is due to a decrease in salaries, benefits, and operations in the Probation program. This decrease is due lower than anticipated grant revenue. Their FY10 Adopted Budget of \$4,953,528 is 5% under their FY09 budget. This variance is due to a decrease in state grant funding.

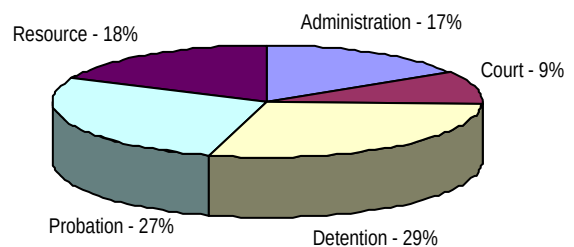
Juvenile Court Services relies heavily on grant revenue that is subject to appropriation each fiscal year. If Juvenile Court were to lose their grant funding the General Fund would have to increase support for this department to maintain the same level of service that is currently provided.

The following charts illustrate the Juvenile department's revenues by source type, expenditures by program,

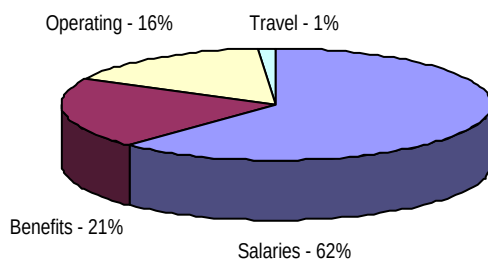
Revenue by Source Type



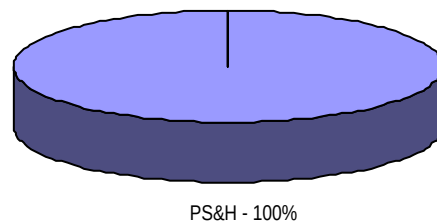
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



JUSTICE SYSTEM

Juvenile

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Federal Grant	\$ 41,622	\$ 68,100	\$ 62,129	\$ 59,309
State Grant	2,029,507	1,943,894	1,849,944	1,829,437
Charges for Services	98,741	64,935	141,273	65,450
Investment Income	29,438	16,750	27,311	4,000
Miscellaneous	2,759	-	1,329	-
Use of Fund Balance**	(21,102)	327,638	(60,174)	356,392
Direct General Fund Support	2,334,168	2,796,980	2,412,798	2,638,940
Total Funding Sources	<u>\$ 4,515,131</u>	<u>\$ 5,218,297</u>	<u>\$ 4,434,610</u>	<u>\$ 4,953,528</u>

**A negative use of fund balance indicates an overall fund balance increase

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 2,940,501	\$ 3,167,205	\$ 2,890,234	\$ 3,071,605
ERE - Benefits	966,239	1,123,307	971,161	1,024,016
Operating	536,405	819,201	493,568	783,629
Travel	71,986	108,584	52,816	74,278
Capital	-	-	26,831	-
Total Direct Expenditures	<u>\$ 4,515,131</u>	<u>\$ 5,218,297</u>	<u>\$ 4,434,610</u>	<u>\$ 4,953,528</u>
Net Indirect Support	<u>541,165</u>	<u>686,835</u>	<u>686,835</u>	<u>603,402</u>
Total Expenditures, Including Indirect Costs	<u>\$ 5,056,296</u>	<u>\$ 5,905,132</u>	<u>\$ 5,121,445</u>	<u>\$ 5,556,930</u>

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 20,550	\$ 6,085	\$ 18,051	\$ 6,500
Program Expenditures	(2,349,662)	(2,537,404)	(2,426,283)	(2,508,346)
Transfers	(5,055)	(265,661)	(4,567)	(137,094)
Total Direct General Fund Support	<u>\$ (2,334,168)</u>	<u>\$ (2,796,980)</u>	<u>\$ (2,412,798)</u>	<u>\$ (2,638,940)</u>
Net Indirect Support	<u>(541,165)</u>	<u>(686,835)</u>	<u>(686,835)</u>	<u>(603,402)</u>
Total General Fund Support	<u>\$ (2,875,333)</u>	<u>\$ (3,483,815)</u>	<u>\$ (3,099,633)</u>	<u>\$ (3,242,342)</u>

JUSTICE SYSTEM

Juvenile

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Administration	PS&H	\$ 814,924
Court Services	PS&H	451,233
Detention	PS&H	1,427,799
Probation	PS&H	1,350,263
Resource	PS&H	909,309
Total FY10 Budget		<u>\$ 4,953,528</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Administration	PS&H	\$ 446,445	\$ 97,144	\$ 543,589
Court Services	PS&H	350,721	56,789	407,510
Detention	PS&H	1,379,570	187,030	1,566,600
Probation	PS&H	230,283	178,808	409,091
Resource	PS&H	231,921	83,631	315,552
Total FY10 Budget		<u>\$ 2,638,940</u>	<u>\$ 603,402</u>	<u>\$ 3,242,342</u>

JUSTICE SYSTEM

Juvenile

Public Safety & Health

Program: Administration

Description: The Administration Program for Juvenile Court provides leadership, strategic direction, and administrative support to the employees of the department. Administers all managerial, budgeting, records retention, accounting, financial, technology, clerical support, data entry and customer service functions for the Juvenile Court, Probation and Detention Divisions.

Activity: 1. Establish the mission and goals for the department. 2. Development and management of departmental budget. 3. Ensures the timeliness of departments' financial reports being submitted to their grantors. 4. Manage fiscal, human and material resources. 5. Contract Management. 6. Procurement Services. 7. Information Technology Support. 8. Clerical and Data Entry Support. 9. Completes all financial duties including payroll, accounts payable, accounts receivable, and inventory for department. 10. Maintains all accounts for Fees, Fines, and Restitution and implements collection efforts in these areas. 11. Program provides internal operations and clerical support for all other program areas. 12. Provides IT liaison for both County and state systems. 13. Responsible for all records filing and retention. 14. Develops plans and operational guidelines for department operations. 15. Record maintenance and retention in regards to personnel file recordkeeping and security. 16. Hiring and payroll changes by maintaining employee information by processing employee payroll changes with accuracy and timeliness. 17. Maintain position control and ensure retention and recruitment of staff. 18. Administration and enforcement of policies and procedures of state and County vehicles. 19. Require that all operators adhere to County and ADOA fleet management guidelines for maintenance and repairs of state vehicles. 20. Require that all vehicle damage or loss is reported within the next business day. 21. Coordination and facilitation of Community Advisory Board.

Impact/Outcome: Expenditures will be kept within the approved budget. Fiscal Accountability will be maintained through the assurance that funds are managed and used for specific purposes as defined by the granting agencies. Ensure that contract and procurement management is within guidelines and policies. Provide IT service and support to staff so staff have tools necessary. Ensurance that guidelines and policies for state and County IT departments are maintained. Development and design of all statistical information including performance measures to allow for proper analysis and review of programs and allow for decisions in all areas within the department. Data entry is timely and accurate to reduce errors. Fees, Fines, and Restitution is collected through various methods. Provide a user friendly environment for all employees while providing for training, safety training, mentoring, coaching, and job related training.

Activity: Administration	FY08 Actual	FY09 Actual	FY10 Estimate
Amount of Money Collected through Tax Intercept Programs	N/A	\$45,766	\$45,000
Percentage of Referrals Entered within 3 Days from Time of Receipt	N/A	99%	99%
Percentage of Petitions Entered within 5 Days from Time of Receipt	N/A	95%	99%
Defensive Driving Training Provided by All Staff Driving Department Vehicles	N/A	100%	100%
Court Services are 100% Within Budget	100%	100%	100%
Turnover Rate is Below National Turnover Rate for Similar Organizations	N/A	12%	12%

JUSTICE SYSTEM

Juvenile

Public Safety & Health

Activity: Administration	FY08 Actual	FY09 Actual	FY10 Estimate
Vacancy Factors	N/A	11%	15%
Required Training Hours are 100% Completed	100%	100%	100%
Percentage of Service Users Reporting Satisfaction of Their Experience in Diversion	N/A	N/A	90%
Percentage of Service Users Reporting Satisfaction of Their Experiences with Probation	N/A	N/A	80%
Percentage of Service Users Reporting Satisfaction of Their Experiences with Detention	N/A	N/A	70%
Percentage of Service Users Reporting Satisfaction of Their Experiences with the Day Night Programs	N/A	N/A	95%

Program: Court Services

Description: To provide a just, timely, and impartial court setting for all juvenile matters involving delinquency, incorrigibility, dependency and adoptions.

Activity: 1. Ensure due process for juveniles in delinquency and incorrigibility matters. 2. Ensures youth rehabilitation and public safety through case dispositions and review. 3. Ensure that the constitutional rights of minors involved with Juvenile Court has been maintained. 4. Conduct court proceedings for juveniles and families in dependency and adoption matters. 5. Recruit, train and assign volunteers to advocate for dependent children and reports directly to the Judge in the child's best interest. 6. Record all court actions in minute entry format. 7. Maintain all juvenile court records and files.

Impact/Outcome: Court dispositions will facilitate youth rehabilitation balanced with the need for the assurance of public safety. Juveniles will be given a speedy trial as guaranteed through the Arizona Constitution. Children who are neglected, abused, or abandoned will achieve permanent status i.e. reunification with parents, long term foster care, guardianship, adoption, or independent living in a timely matter consistent with the laws of Arizona. Advocates for dependent children give the Court an objective view in the best interest of the child. Youth and families involved in Juvenile Court will be afforded rights of due process and justice.

Activity: Court Services	FY08 Actual	FY09 Actual	FY10 Estimate
Delinquency: Number of Delinquents and Incorrigible Petitions Filed	786	817	850
Delinquency: Average Number of Days from Filing of Petition to Adjudication Excluding Warrants	25.85 days	28.14 days	26 days
Delinquency: Average Number of Days from Filing of Petition to Disposition Excluding Warrants	62.29 days	69.33 days	65 days
Delinquency: Percentage of Court Proceedings that Result in Bench Warrants Being Issued	3%	3%	3%

JUSTICE SYSTEM

Juvenile

Public Safety & Health

Activity: Court Services	FY08 Actual	FY09 Actual	FY10 Estimate
Delinquency: Percentage of Court Proceedings that End in Continuances	21%	21%	20%
Dependency: Percentage of Dependency Cases Where a Permanency Hearing is Conducted within the Time Frames of the Law	N/A	61%	100%
Dependency: Percent of Dependency Petitions Meeting Preliminary Protective Hearing within 5-7 Days of Removal from Home	100%	61%	100%
Dependency: Number of Dependency Petitions Filed	38	32	35
Dependency: Number of Children Involved in Dependency Cases	57	49	54
Dependency: Court Appointed Special Advocates will Meet with Their Assigned Children No Less than Monthly	100%	100%	100%
Number of Adoptions Granted	13	18	15
Percentage of Children and Families that Leave Court with a Fully Executed Minute Entry	N/A	1%	10%
Number of Children Assigned Attorney's and/or Guardian Ad Litem	478	482	450
Number of Interpreters Assigned	N/A	29	30
Number of Youth and Families Served and Participating through Teen Court	59	49	50

Program: Detention Services

Description: Detention Services provide temporary care for youth who are at risk of committing serious delinquent acts, who are a danger to themselves or others, or who may not appear for future hearings. Detention Services provide a safe, secure, and teaching environment for detained youth that ensures short-term community protection and positive youth development.

Activity: 1. Intake/Admission 2. Physical, Mental and Emotional Health Services 3. Educational Services 4. Safety and Security Operations 5. Family and Support System Engagement and Facilitation 6. Pro-Social skill development and re-integration into the community services

Impact/Outcome: Detained youth who present an immediate high risk of offending against the community/victim will be removed from the community setting and placed in a restricted but safe, caring, and teaching environment until youth have demonstrated steps of change and reduced risk have occurred. Youth are released from detention to an appropriate alternative setting with community protection assurances such as Electronic Monitoring, 24 hours Adult Supervision, House Arrest and probation supervision as needed. Detention services are connected and integrated with community-based programs especially probation supervision that build youth pro-social skill and family support.

JUSTICE SYSTEM

Juvenile

Public Safety & Health

Activity: Detention	FY08 Actual	FY09 Actual	FY10 Estimate
All Youth Brought to Detention will be Screened for Possible Detainment.	100%	100%	100%
No Youth who has Committed a Status Offense will be Detained	N/A	99%	90%
Suicidal Screenings will be Completed for all Youth Brought to Detention within 1 Hour	N/A	95%	100%
Youth are Presenting Suicidal Ideations will be Evaluated by the Community Crisis Intervention Team and Recommendations will be Implemented	100%	100%	100%
All Youth Detained More than 3 Days will Receive a Medical Evaluation	N/A	25%	100%
Youth Will Receive Three Well Balanced and Nutritional Meals as Defined by the National Schools Breakfast/Lunch Program	100%	100%	100%
Youth will not Escape from Facility	0	0	0
Youth will have In-Person or Telephonic Contact with Their Parents/Guardians Weekly	N/A	86%	80%
Parents/Guardians Will Participate in Their Child's Skill Development Promotional Interviews	N/A	N/A	60%
Youth Detained over Seven Days have Stabilized and Recognized their Delinquent Behaviors	N/A	21%	75%
Youth Detained over Fourteen Days have Developed their Five Pro-Social Skill Plans which will Reduce Delinquent Behaviors and Promote Individual Success for Increased Community Protection	N/A	4%	75%
Youth Will Not Return to Detention after Release within One Year	67%	72%	70%
Youth Will Not Return to Detention after Release within Six Months	73%	74%	80%

Program: Probation Services

Description: The mission for probation services is to develop youth committing delinquent acts pro-social skills, beliefs, and motivations that create long and short term successes that create community protection.

Activity: The Step Up Juvenile Justice Probation Services program is utilized. This approach reinforces and develops the pro-social attitudes and skills of youth committing delinquent acts. The family is included in the development and the achievement of the child's pro-social skill development plan. Each youth will participate in the development of their individualized plan. The parents/guardians are an integral part of the plan also. To encourage parents/guardians to have ownership and commitment to the plan they are listened to and heard at all junctures of the process. The Step Up probation model is a cognitive behavioral approach with evidence based practices to juvenile probation. Youth are moved through steps of change and skill development as their skills and protective factors increase and their criminogenic needs are reduced. The seven steps are: 1. Stabilizing and Recognizing 2. Preparing (Assessing & Planning) 3. Launching (Initiating) 4. Practicing (Adjusting and Application) 5. Owning (Internalizing) 6. Living (Integrating of Skills into Daily life) 7. Graduating

JUSTICE SYSTEM

Juvenile

Public Safety & Health

All services offered will be directly connected to the outcomes for the Step Up probation model. These outcomes include: 1. Positive Daily Living (Structured Law Abiding Living) 2. Making Things Right (Restorative Accountability) 3. Staying Out of Trouble (Relapse Prevention) 4. Education, Employment, and Special Strength Building (Self Sufficiency and Competency Development) 5. Positive Support System Development

Probation Services will be provided through four distinct activities. 1. Intake and Assessment 2. Non formal court actions – Diversion consequences and/or adjustments 3. Standard Probation Supervision 4. Juvenile Intensive Probation Supervision

Impact/Outcome: 1. Intakes will be conducted to obtain and document social information on the youth prior to assignment of diversion consequences or submitting for additional prosecution. Social information is important for appropriately determining level of service that is age, offense, and treatment appropriate. Early detection of problems has a positive bearing on competency building and may reduce recidivism. 2. For effective utilization of funding resources, increased public protection, and positive youth development, youths will be assessed for 1) Risk factors of committing future delinquent acts; 2) criminogenic needs and protective factors that produce or reduce delinquent behaviors. These assessments will assist probation in correctly identifying appropriate resources and supervision levels which will reduce delinquent behaviors. Through the gathering of social information and assessments youth are identified effective and efficient identification of youth who are referred 3. Effective and efficient identification of youth who are referred for delinquent behaviors who do not pose a serious risk of re-offending will be diverted from the formal Court processes (Diversion). Appropriate counseling will be conducted and consequences will be assigned and completed to teach accountability and reduce future delinquent behaviors. 4. Step Up Juvenile Justice develops pro social skills and motivations through steps of change and effective supervision of youths placed on probation that reduces the number of new offenses committed by probationers. 5. Evidence is that the more a family is involved in their youth's treatment, the more success the youth can have. Family probation conferences will be held to engage, support and facilitate family involvement with the youth's treatment and future success.

Activity: Probation Services	FY08 Actual	FY09 Actual	FY10 Estimate
Risk Assessment will be Completed on all Referrals	100%	91%	90%
A Criminogenic Needs Assessment will be Completed on all Adjudicated Youth	97%	65%	90%
Youth who have Successfully Completed Diversion Consequences will not Re-offend within One Year	76%	79%	85%
Youth will Successful Complete Diversion Consequences within 90 Days of Consequence Assignment	77%	83%	90%
Probationers will have a Significant Reduction of Referrals while on Probation	50%	70%	70%
Probations will have a Significant Reduction of Felony Adjudications while on Probation	88%	93%	90%
Probationers will have a Significant Reduction of Misdemeanor Adjudications while on Probation	84%	88%	80%

JUSTICE SYSTEM

Juvenile

Public Safety & Health

Activity: Probation Services	FY08 Actual	FY09 Actual	FY10 Estimate
Probationers will have a Significant Reduction of Misdemeanor Adjudications while on Probation	84%	88%	80%
Parents/Guardians will Participate in Team/Child Family Team Prior to Disposition	N/A	14%	60%
Parents/Guardians will Attend the Probation Parent Orientation	75%	90%	80%
Parents/Guardians will Participate in Youth's Probation Promotional Interviews	90%	93%	80%
Parents/Guardians will Participate in Family Probation Conferences as Prescribed by their Steps of Change and Supervision	N/A	21%	70%
Parents/Guardians will Provide Step Up Probation Program Feedback and Evaluations At Termination of Youth's Probation	N/A	N/A	N/A
Youth Owing Restitution will be Making Payments	46%	49%	80%
Victims will Receive a Civil Judgment on their Behalf for Youth Turning 18 Years Old still Owing Restitution	90%	100%	100%

Program: Resource Services

Description: Resource Services are programs, services, and therapeutic services that build youth beliefs, motivations, and skills for pro-social behaviors.

Activity: 1. Intake/Admission 2. Physical, Mental and Emotional Health Services 3. Educational Services 4. Safety and Security Operations 5. Family and Support System Engagement and Facilitation 6. Pro-Social skill development and re-integration into the community services

Impact/Outcome: Evidence is that a youth who is involved in mentoring for 24months has their chance of recidivating significantly reduced. Research shows that youth who are asset rich are less likely to engage in high risk behaviors and are more likely to have positive behaviors. Research show that children of incarcerated Parents are 500% more likely to be incarcerated themselves than children whose parents are not incarcerated. A community assessment and plan will address this and reduce the high percent of incarceration. Involvement in skill develop classes will result in increased youth competencies which develops increased short and long term community protection. Victim notification is completed as defined by the statutory requirements. Additionally victims are given a point of contact for assistance in their understanding of the juvenile court process.

Activity: Resource Services	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Probation Youth will Participate in the Step Up Mentoring Program in Conjunction with Big Brothers Big Sisters of Flagstaff for the Year	N/A	25	25

JUSTICE SYSTEM

Juvenile

Public Safety & Health

Activity: Resource Services	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Presentations will be Given to Educate Community Groups and Organizations about the Value of Development 40 Development Assets in our Community Youth	N/A	25	25
Number of Visual Educational Sculptures Teaching a Development Asset will be Developed in the City of Flagstaff (PAWS)	N/A	10	10
Community and Resource Assessment for Children of Incarcerated Youth will be Developed	N/A	50% Complete	100% Complete
Victims will have an Overall High Satisfaction Level	N/A	80%	80%
Probation Youth Will Participate in Step Up Pro-Social Skill Development Classes	N/A	N/A	75%
Post Testing Scores will Demonstrate Improvement over Pre Testing Scores	N/A	N/A	80%
Youth Self Report Scores will Indicate a High Level of Increased Skills and Competencies	N/A	N/A	80%
Youth will Perform Community Restitution Hours	76%	62%	80%
80% of Minors Ordered Community Restitution Hours will Complete Hours in Full	76%	62%	80%
Youth will Contribute to the Community Through Performance of Community Restitution Hours	\$55,898	\$55,000	\$55,000

JUSTICE SYSTEM

Juvenile

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Accounting Technician II	1.00	1.00	1.00
Administrative Operations Manager	1.00	1.00	1.00
Administrative Senior Manager	1.00	1.00	1.00
Administrative Specialist I	7.28	7.28	7.28
Administrative Specialist II	1.00	1.00	1.00
Administrative Specialist III	1.00	1.00	1.00
Commissioner/Judge	0.50	0.50	0.50
Community Services Coordinator	1.00	1.00	0.80
Court Technician I	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00
Director—Juvenile Services	1.00	1.00	1.00
Judicial Assistant	1.00	1.00	1.00
Juvenile Program Coordinator	2.00	2.00	2.00
Nurse Practitioner	0.15	0.00	0.00
Probation Division Manager	1.00	1.00	1.00
Probation Officer II	16.00	16.00	16.00
Probation Officer III	4.00	4.00	4.00
Probation Work Crew Supervisor	0.80	0.80	0.80
Registered Nurse	0.05	0.00	0.00
Security Officer/Bailiff	1.00	1.00	1.00
Surveillance Officer	2.00	2.00	1.00
Technical Specialist	1.00	1.00	1.00
Youth Care Worker I	0.50	0.50	0.50
Youth Care Worker II	19.20	19.20	18.20
Youth Care Worker III	7.00	7.00	6.00
Youth Care Worker V	2.00	2.00	2.00
Youth Care Worker VI	1.00	1.00	1.00
Department Total	75.48	75.28	72.08

JUSTICE SYSTEM

Juvenile

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Administration	11.13
Court Services	6.65
Detention Services	28.20
Probation Services	19.00
Resource Services	7.10
Department Total	72.08

JUSTICE SYSTEM

Legal Defender

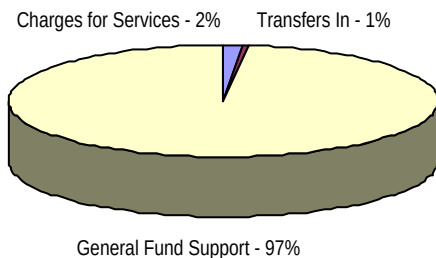
Overview

The Legal Defender's office fulfills the State's constitutional obligation to provide legal services to persons who are indigent and face a loss of liberty or family. The Legal Defender comes under the same statutory authority as the Public Defender. The County founded the Legal Defender's Office in FY99 to supplement the role of the Public Defender's office.

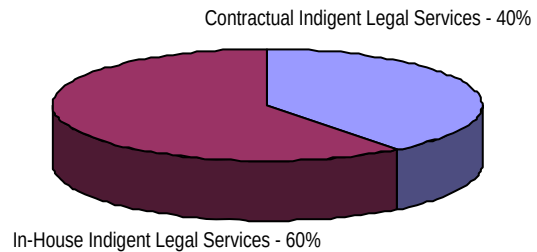
For FY09 the Legal Defender is estimated to be 5% under their revised budget of \$912,567. This variance is due to a procedural change in how Fill the Gap revenue is posted to the Public Defender's Office. The Legal Defender no longer transfers the revenue out because the Public Defender receipts it directly. Their FY10 Adopted Budget of \$794,944 is 13% under their FY09 budget. This variance is due to removal of funding for a one-time increment approved in FY09 to support increased case costs.

The following charts illustrate the Legal Defender's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

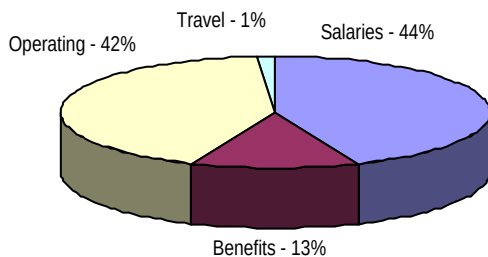
Revenue by Source Type



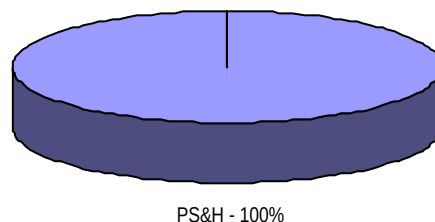
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



JUSTICE SYSTEM

Legal Defender

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
State Grant	\$ 35,752	\$ 38,381	\$ 5,587	\$ 2,400
Charges for Services	13,903	11,575	14,524	11,000
Investment Income	3,490	1,848	3,134	910
Miscellaneous	3	-	-	-
Transfers from Other Funds	5,591	5,145	5,304	5,000
Use of Fund Balance**	(10,656)	(2,154)	(18,867)	740
Direct General Fund Support	836,375	857,772	858,746	774,894
Total Funding Sources	<u>\$ 884,458</u>	<u>\$ 912,567</u>	<u>\$ 868,427</u>	<u>\$ 794,944</u>

**A negative use of fund balance indicates an overall fund balance increase.

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 330,877	\$ 348,233	\$ 346,096	\$ 347,649
ERE - Benefits	96,108	99,421	99,513	100,238
Operating	419,360	421,419	417,741	336,631
Travel	9,371	11,594	5,076	10,426
Transfers to Other Funds	28,742	31,900	-	-
Total Direct Expenditures	<u>\$ 884,458</u>	<u>\$ 912,567</u>	<u>\$ 868,427</u>	<u>\$ 794,944</u>
Net Indirect Support	<u>34,473</u>	<u>29,606</u>	<u>29,606</u>	<u>54,144</u>
Total Expenditures, Including Indirect Costs	<u>\$ 918,931</u>	<u>\$ 942,173</u>	<u>\$ 898,033</u>	<u>\$ 849,088</u>

JUSTICE SYSTEM

Legal Defender

Financial Statements

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ -	\$ -	\$ -	\$ -
Program Expenditures	(836,375)	(857,772)	(858,746)	(774,894)
Total Direct General Fund Support	\$ (836,375)	\$ (857,772)	\$ (858,746)	\$ (774,894)
Net Indirect Support	(34,473)	(29,606)	(29,606)	(54,144)
Total General Fund Support	<u>\$ (870,848)</u>	<u>\$ (887,378)</u>	<u>\$ (888,352)</u>	<u>\$ (829,038)</u>

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Contractual Indigent Legal Services	PS&H	\$ 316,590
In-House Indigent Legal Services	PS&H	478,354
Total FY10 Budget		<u>\$ 794,944</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Contractual Indigent Legal Services	PS&H	\$ 314,290	\$ 47,662	\$ 361,952
In-House Indigent Legal Services	PS&H	460,604	6,482	467,086
Total FY10 Budget		<u>\$ 774,894</u>	<u>\$ 54,144</u>	<u>\$ 829,038</u>

JUSTICE SYSTEM

Legal Defender

Public Safety & Health

Program: Contractual Indigent Legal Services

Description: Provide effective legal services to indigent criminal defendants, parents, children and witnesses in criminal, delinquency and dependency matters.

Activity: Legal representation of criminal defendants, juveniles, parents, children and witnesses.

Impact/Outcome: The Legal Defender's Office fulfills the State's constitutional obligation to provide legal services to persons who are indigent and face a loss of their liberty or family. The U.S. Supreme Court decisions in *Gideon vs. Wainwright* and *In Re: Gault* during the 1960s, require states to provide lawyers to represent criminal defendants and minors who are unable to pay for their own attorney. These cases sought to ensure that all persons are treated equally and fairly in the eyes of the law. That is, these cases sought to guarantee that all persons have an attorney who can present their story and seek a just resolution of their cases. They also sought to bring parity between the resources brought to bear to prosecute a person and the ability to defend oneself. The Legal Defender's Office thus ensures that indigent persons facing a loss of liberty or family have a voice in the court system. Without a voice, they would suffer increased injustice, which could range from a wrongful conviction to an unfair or excessive sentence. Given this obligation, the mission of the office is to provide quality legal services to indigent clients in a respectful, caring and efficient manner. The office will determine whether it has met this mission by tracking the number of client complaints of ineffective assistance to the State Bar or courts and whether they actually find an attorney provided ineffective assistance. The office may also seek feedback from the judges and clients, possibly using written surveys.

Activity: Contractual Indigent Legal Services	FY08 Actual	FY09 Actual	FY10 Estimate
Total Cases	254	178	215
Adult Felony	87	51	70
Juvenile Delinquency	33	45	40
Juvenile Delinquency GAL	16	4	5
Adult Misdemeanor	0	0	0
Dependency	89	55	70
Appeals	2	3	5
Mental Health	0	0	0
Post Conviction Relief	23	16	20
Revocation	2	1	1
Other	2	3	4
Cost per Felony Case	\$1,198	\$1,250	\$1,300

JUSTICE SYSTEM

Legal Defender

Public Safety & Health

Program: In-House Indigent Legal Services

Description: Provide effective legal services to indigent criminal defendants, parents, children and witnesses in criminal, delinquency and dependency matters.

Activity: Legal representation of criminal defendants, juveniles, parents, children and witnesses.

Impact/Outcome: The Legal Defender's Office fulfills the State's constitutional obligation to provide legal services to persons who are indigent and face a loss of their liberty or family. The U.S. Supreme Court decisions in Gideon vs. Wainwright and In Re: Gault during the 1960s, require states to provide lawyers to represent criminal defendants and minors who are unable to pay for their own attorney. These cases sought to ensure that all persons are treated equally and fairly in the eyes of the law. That is, these cases sought to guarantee that all persons have an attorney who can present their story and seek a just resolution of their cases. They also sought to bring parity between the resources brought to bear to prosecute a person and the ability to defend oneself. The Legal Defender's Office thus ensures that indigent persons facing a loss of liberty or family have a voice in the court system. Without a voice, they would suffer increased injustice, which could range from a wrongful conviction to an unfair or excessive sentence. Given this obligation, the mission of the office is to provide quality legal services to indigent clients in a respectful, caring and efficient manner. The office will determine whether it has met this mission by tracking the number of client complaints of ineffective assistance to the State Bar or courts and whether they actually find an attorney provided ineffective assistance. The office may also seek feedback from the judges and clients, possibly using written surveys.

Activity: In-House Indigent Legal Services	FY08 Actual	FY09 Actual	FY10 Estimate
Total Cases	260	289	319
Adult Felony	159	172	180
Juvenile Delinquency	61	78	95
Juvenile Delinquency GAL	17	17	20
Adult Misdemeanor	1	1	3
Dependency	22	20	20
Appeals	0	0	0
Mental Health	0	1	0
Post Conviction Relief	0	0	0
Revocation	0	1	1
Other	0	0	0
Cost per Felony Case	\$1,007	\$1,050	\$1,100

JUSTICE SYSTEM

Legal Defender

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Administrative Specialist I	1.00	1.00	1.00
Attorney	2.00	2.00	2.00
Business Manager	1.00	1.00	1.00
Legal Defender	1.00	1.00	1.00
Department Total	5.00	5.00	5.00

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
In-House Indigent Legal Services	4.45
Contractual Indigent Legal Services	0.55
Department Total	5.00

JUSTICE SYSTEM

Public Defender

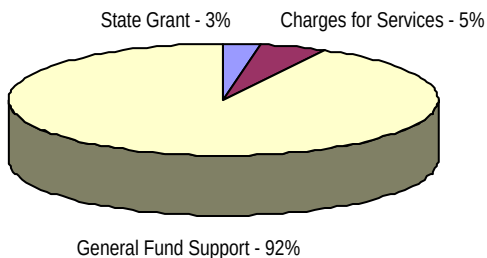
Overview

Following appointments by the courts of Coconino County the Public Defender provides, pursuant to ethical and constitutional obligations, representation to indigent persons who are: criminal defendants, minors accused of delinquency, the subjects of mental health commitment proceedings, parties to child dependency actions, or parties involved in termination of parental rights litigation. The Public Defender's office is a law firm providing legal representation to indigent persons in all areas of criminal, juvenile and mental health cases.

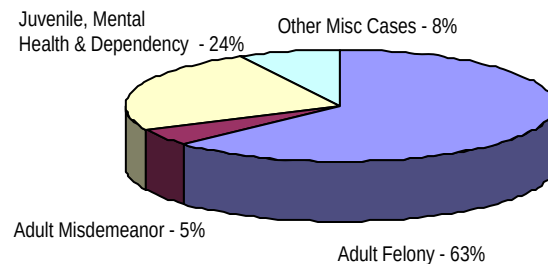
For FY09 the Public Defender is estimated to be 5% under their revised budget of \$2,391,828. This variance is due to a voluntary reduction in FTEs and reduced case preparation costs. Their FY10 Adopted Budget of \$2,331,433 is 3% under their FY09 budget. This variance is due to reduced grant funding in the Adult Felony program.

The following charts illustrate the Public Defender's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

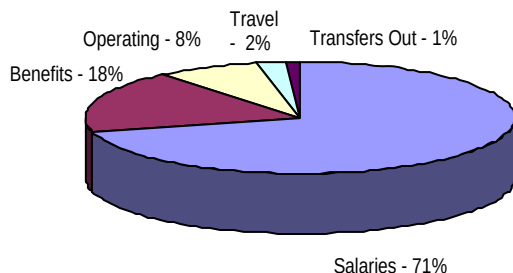
Revenue by Source Type



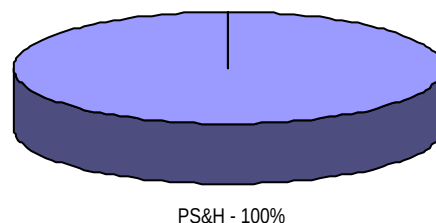
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



JUSTICE SYSTEM

Public Defender

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
State Grant	\$ 28,234	\$ 37,900	\$ 46,884	\$ 66,725
Charges for Services	129,086	112,400	130,715	112,400
Investment Income	15,302	8,669	15,991	9,100
Miscellaneous	9	-	-	-
Transfers from Other Funds	79,064	65,900	47,739	-
Use of Fund Balance**	(69,451)	(8,969)	(54,907)	(9,400)
Direct General Fund Support	2,055,483	2,175,928	2,095,005	2,152,608
Total Funding Sources	<u>\$ 2,237,727</u>	<u>\$ 2,391,828</u>	<u>\$ 2,281,427</u>	<u>\$ 2,331,433</u>

**A negative use of fund balance indicates an overall fund balance increase.

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 1,576,907	\$ 1,637,505	\$ 1,614,447	\$ 1,651,363
ERE - Benefits	411,725	429,144	411,027	418,666
Operating	136,216	211,260	151,968	185,260
Travel	30,734	48,019	30,224	47,319
Transfers to Other Funds	82,145	65,900	73,762	28,825
Total Direct Expenditures	<u>\$ 2,237,727</u>	<u>\$ 2,391,828</u>	<u>\$ 2,281,427</u>	<u>\$ 2,331,433</u>
Net Indirect Support	<u>178,265</u>	<u>221,054</u>	<u>221,054</u>	<u>305,590</u>
Total Expenditures, Including Indirect Costs	<u>\$ 2,415,992</u>	<u>\$ 2,612,882</u>	<u>\$ 2,502,481</u>	<u>\$ 2,637,023</u>

JUSTICE SYSTEM

Public Defender

Financial Statements

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ -	\$ -	\$ -	\$ -
Program Expenditures	(2,055,483)	(2,175,928)	(2,095,005)	(2,152,608)
Total Direct General Fund Support	\$ (2,055,483)	\$ (2,175,928)	\$ (2,095,005)	\$ (2,152,608)
Net Indirect Support	(178,265)	(221,054)	(221,054)	(305,590)
Total General Fund Support	<u>\$ (2,233,748)</u>	<u>\$ (2,396,982)</u>	<u>\$ (2,316,059)</u>	<u>\$ (2,458,198)</u>

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Adult Felony	PS&H	\$ 1,472,595
Adult Misdemeanor	PS&H	111,858
Juvenile, Mental Health & Dependency	PS&H	566,974
Other Miscellaneous Cases	PS&H	180,006
Total FY10 Budget		<u>\$ 2,331,433</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Adult Felony	PS&H	\$ 1,353,607	\$ 191,080	\$ 1,544,687
Adult Misdemeanor	PS&H	112,092	15,437	127,529
Juvenile, Mental Health & Dependency	PS&H	567,702	80,846	648,548
Other Miscellaneous Cases	PS&H	119,207	18,227	137,434
Total FY10 Budget		<u>\$ 2,152,608</u>	<u>\$ 305,590</u>	<u>\$ 2,458,198</u>

JUSTICE SYSTEM

Public Defender

Public Safety & Health

Program: Adult Felony

Description: Adult Felony Representation Program is to provide effective legal representation to assigned indigent adults, as determined by the courts, charged with felony offenses so that their rights are protected.

Activity: Legal representation of criminal defendants.

Impact/Outcome: Quality and cost-efficient legal representation. If the Public Defender office didn't exist, the County would still have to provide counsel. Costs of contracting with private attorneys are higher than Public Defender costs and there are not enough private attorneys in Coconino County to do the work, so even greater expenses would occur by having attorneys travel from other counties. Additionally, utilization of attorneys with other caseloads would increase case processing times.

Activity: Public Defense	FY08 Actual	FY09 Actual	FY10 Estimate
Total Cases	4,001	3,889	4,167
Adult Felony	2,113	2,156	2,350
Juvenile Delinquency	821	817	880
Adult Misdemeanor	487	407	400
Dependency	35	29	30
Adult Appeal	7	10	12
Juvenile Appeal	0	0	2
Mental Health	168	213	220
Post Conviction Relief	43	34	38
Revocation	321	221	230
Other	6	2	5
Cost per Felony Case	\$720	\$740	\$800

JUSTICE SYSTEM

Public Defender

Public Safety & Health

Program: Adult Misdemeanor

Description: Adult Misdemeanor Representation Program is to provide effective legal representation to assigned indigent adults, as determined by the courts, charged with felony offenses so that their rights are protected.

Activity: Legal representation of criminal defendants.

Impact/Outcome: Quality and cost-efficient legal representation. If the Public Defender office didn't exist, the County would still have to provide counsel. Costs of contracting with private attorneys are higher than Public Defender costs and there are not enough private attorneys in Coconino County to do the work, so even greater expenses would occur by having attorneys travel from other counties. Additionally, utilization of attorneys with other caseloads would increase case processing times.

Activity: Public Defense	FY08 Actual	FY09 Actual	FY10 Estimate
Total Cases	4,001	3,889	4,167
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Adult Appeal	7	10	12
Juvenile Appeal	0	0	2
Mental Health	168	213	220
Post Conviction Relief	43	34	38
Revocation	321	221	230
Other	6	2	5
Cost per Felony Case	\$720	\$740	\$800

JUSTICE SYSTEM

Public Defender

Public Safety & Health

Program: Juvenile, Mental Health and Dependency

Description: Juvenile, Mental Health and Dependency Representation Program is to provide effective legal representation to assigned indigent juveniles and adults as determined by the courts so that their rights are protected.

Activity: Legal representation of minors accused of delinquency; the subjects of mental health commitment proceedings; parties to child dependency actions or parties involved in termination of parental rights litigation.

Impact/Outcome: Quality and cost-efficient legal representation. If the Public Defender office didn't exist, the County would still have to provide counsel. Costs of contracting with private attorneys are higher than Public Defender costs and there are not enough private attorneys in Coconino County to do the work, so even greater expenses would occur by having attorneys travel from other counties. Additionally, utilization of attorneys with other caseloads would increase case processing times.

Activity: Public Defense	FY08 Actual	FY09 Actual	FY10 Estimate
Total Cases	4,001	3,889	4,167
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Juvenile Delinquency	821	817	880
Adult Misdemeanor	487	407	400
Dependency	35	29	30
Adult Appeal	7	10	12
Juvenile Appeal	0	0	2
Mental Health	168	213	220
Post Conviction Relief	43	34	38
Revocation	321	221	230
Other	6	2	5
Cost per Felony Case	\$720	\$740	\$800

JUSTICE SYSTEM

Public Defender

Public Safety & Health

Program: Other Miscellaneous Cases

Description: Adult Appeal, Post Conviction relief and other miscellaneous case representation program is to provide effective legal representation to assigned indigent adults as assigned by the courts so that their rights are protected.

Activity: Legal representation of criminal defendants.

Impact/Outcome: Quality and cost-efficient legal representation.

Activity: Public Defense	FY08 Actual	FY09 Actual	FY10 Estimate
Total Cases	4,001	3,889	4,167
Adult Felony	2,113	2,156	2,350
Juvenile Delinquency	821	817	880
Adult Misdemeanor	487	407	400
Dependency	35	29	30
Adult Appeal	7	10	12
Juvenile Appeal	0	0	2
Mental Health	168	213	220
Post Conviction Relief	43	34	38
Revocation	321	221	230
Other	6	2	5
Cost per Felony Case	\$720	\$740	\$800

JUSTICE SYSTEM

Public Defender

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Administrative Senior Manager	1.00	1.00	1.00
Administrative Specialist I	2.00	2.00	2.00
Administrative Specialist II	3.00	3.00	3.00
Attorney	14.00	14.00	13.00
Chief Investigator	1.00	1.00	1.00
Public Defender	1.00	1.00	1.00
Department Total	22.00	22.00	21.00

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Adult Felony	13.22
Adult Misdemeanor	1.19
Juvenile, Mental Health and Dependency	5.83
Other Miscellaneous Cases	0.76
Department Total	21.00

JUSTICE SYSTEM

Sheriff/Jail District

Overview

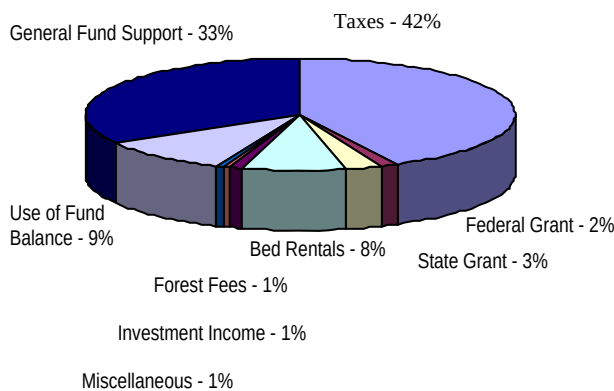
The Sheriff's Office provides law enforcement services to all unincorporated areas of the County, operates the County jail, conducts search and rescue operations, serves civil process, and provides patrol and investigative services to the citizens of Coconino County. The Sheriff's agency works closely with and assists other public safety agencies in cooperative efforts to ensure community safety in both incorporated and unincorporated areas.

The Jail District is a special taxing district that was established for the purpose of raising the necessary funds, through a County sales tax, to pay for the construction and operation for a new jail and Sheriff's administration facility in Flagstaff and a short-term holding facility in the City of Page.

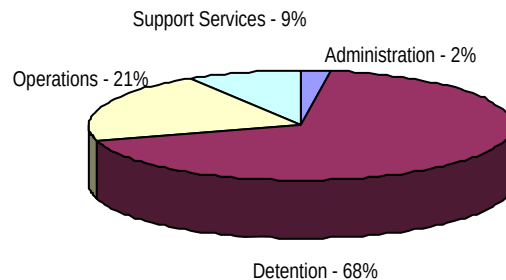
For FY09 the Sheriff's department and Jail District are estimated to be 7% under their revised budget of \$25,946,303. This variance is due to vacancy savings in the Jail District. Their FY10 Adopted Budget of \$29,049,876 is 12% over their FY09 budget. This variance is due to budgeting for possible early debt retirement.

The following charts illustrate the Sheriff department and Jail District revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

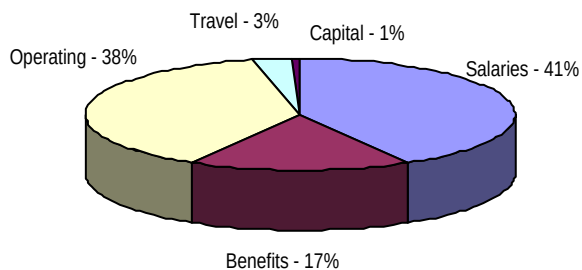
Revenue by Source Type



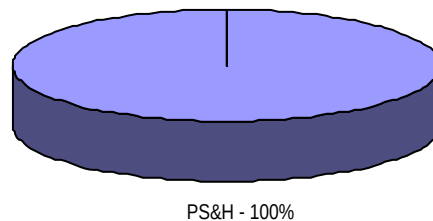
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



JUSTICE SYSTEM

Sheriff/Jail District

Financial Statements

FUNDING SOURCES

	FY 2008	FY 2009	FY2009 Estimated	FY2010
	Actuals	Budget	Actuals	Budget
Taxes	\$ 12,395,931	\$ 12,884,933	\$ 11,486,443	\$ 12,575,250
Federal Grant	245,781	563,907	273,057	449,407
State Grant	783,599	721,820	777,364	779,080
Bed Rentals	1,888,018	1,995,156	2,263,996	2,275,162
Forest Fees	234,234	200,750	225,390	253,486
Licenses & Permits	2,500	2,500	2,500	2,500
Charges for Services	160,595	100,389	131,898	127,176
Fines, Fees, & Forfeits	3,749	3,000	3,914	3,000
Investment Income	186,907	85,678	197,682	175,251
Miscellaneous	185,390	188,600	194,732	172,100
Use of Fund Balance**	(1,674,787)	(1,219,773)	(1,658,413)	2,221,868
Direct General Fund Support	9,525,802	10,419,343	10,114,926	10,015,596
Total Funding Sources	<u>\$ 23,937,718</u>	<u>\$ 25,946,303</u>	<u>\$ 24,013,488</u>	<u>\$ 29,049,876</u>

**A negative use of fund balance indicates an overall fund balance increase

EXPENDITURES BY CATEGORY

	FY 2008	FY 2009	FY2009 Estimated	FY2010
	Actuals	Budget	Actuals	Budget
Salaries	\$ 11,337,075	\$ 11,832,432	\$ 11,279,165	\$ 11,766,285
ERE - Benefits	4,143,651	5,172,328	4,463,723	4,884,901
Operating	7,176,219	7,574,814	7,154,573	11,322,856
Travel	1,084,019	954,977	913,842	895,834
Capital	196,754	411,752	202,185	180,000
Total Direct Expenditures	<u>\$ 23,937,718</u>	<u>\$ 25,946,303</u>	<u>\$ 24,013,488</u>	<u>\$ 29,049,876</u>
Net Indirect Support	<u>682,585</u>	<u>540,841</u>	<u>540,841</u>	<u>1,080,011</u>
Total Expenditures, Including Indirect Costs	<u>\$ 24,620,303</u>	<u>\$ 26,487,144</u>	<u>\$ 24,554,329</u>	<u>\$ 30,129,887</u>

JUSTICE SYSTEM

Sheriff/Jail District

Financial Statements

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 192,916	\$ 85,763	\$ 134,091	\$ 91,050
Program Expenditures	(8,135,033)	(8,269,034)	(8,060,294)	(7,895,481)
Transfers	(1,583,685)	(2,236,072)	(2,188,723)	(2,211,165)
Total Direct General Fund Support	\$ (9,525,802)	\$ (10,419,343)	\$ (10,114,926)	\$ (10,015,596)
Net Indirect Support	(682,585)	(540,841)	(540,841)	(1,080,011)
Total General Fund Support	<u>\$ (10,208,387)</u>	<u>\$ (10,960,184)</u>	<u>\$ (10,655,767)</u>	<u>\$ (11,095,607)</u>

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Administration	PS&H	\$ 634,468
Detention	PS&H	20,366,839
Operations	PS&H	6,197,733
Support Services	PS&H	2,578,774
Total FY10 Budget		<u>\$ 29,777,814</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Administration	PS&H	\$ 660,260	\$ 74,420	\$ 734,680
Detention	PS&H	2,172,794	-	2,172,794
Operations	PS&H	5,349,325	702,132	6,051,457
Support Services	PS&H	1,833,217	303,459	2,136,676
Total FY10 Budget		<u>\$ 10,015,596</u>	<u>\$ 1,080,011</u>	<u>\$ 11,095,607</u>

JUSTICE SYSTEM

Sheriff/Jail District

Public Safety & Health

Program: Administration

Description: The Administration Program provides the leadership and vision of the Sheriff's Office and Detention Facility. The personnel in the program are comprised of the Command staff, and they oversee the other three programs (Detention Services, Operations, and Support Services). They nurture relationships with key stakeholders, providing guidance in the political arena. They are the face of the Sheriff's Office and Detention Facility, holding the public trust.

Activity: 1. Oversee budget. 2. Legislative liaisons. 3. Final authority on departmental decisions and policies 4. Media & Public Information / Relations. 5. Key players in local and County-wide emergencies. 6. Ensure implementation of mandates. 7. Accountable for employee growth and development. 8. Foster agency culture 9. Inter-agency coordination.

Impact/Outcome: Increase community participation. Well managed resources. Fiscal health / Cost containment. Improvement in skills, abilities, and knowledge. Higher level of service through innovation and technology. Improved quality of life. Improved communication – staff, public, etc. Address community concerns. Improved service to community. Increase customer satisfaction. Become preferred employer (e.g., increase tenure). Maintain and preserve significant County capital resource. Intra- and inter-agency communications and interoperability. Facilitate multi-agency operations, both routine and emergency. Improved job satisfaction to other departments, both internal and external.

Activity: Administration	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Customers Rating as Very Satisfied with Sheriff's Office	N/A	N/A	N/A
Percentage of Supervisors Completing Leadership in Police Organizations/Supervisor Academies	N/A	N/A	N/A
Percentage of Employees with Five Plus Years of Service	100%	100%	100%

Program: Detention Services

Description: The purpose of the Detention Services Program is to provide a safe and secure environment to inmates, citizens, and Sheriff's Office staff, ensuring inmates are properly cared for and expeditiously processed through the justice system. This is accomplished by developing well trained staff, providing diverse programs for inmates to make positive changes in their lives, partnering with the community, and maintaining a fiscally healthy Jail District.

Activity: 1. Community within community essential living services 2. Substance abuse recovery services (i.e., EXODUS, AA, etc.) 3. Safety and security of inmates and staff 4. Education services 5. Spiritual / religious services 6. Inmate work programs 7. Medical and Dental services and expenditure recovery 8. Volunteer programs 9. Exercise and well-being opportunities 10. Inmate welfare provisions 11. Commissary 12. Video arraignments 13. Innovative visitation options 14. Security video / audio recordings 15. Staff development and trainings 16. Detention Academy 17. Citizen Advisory Committee 18. Bed rentals 19. Innovative booking and processing procedures 20. Partnerships to address mental health cases 21. Safe and secure transport of inmates 22. Inter-agency coordination 23. 24-7 services 24. Inmate Meal / Food service meeting or exceeding FDA and other requirements 25. Compliance with detention facility, jail, and corrections standards

JUSTICE SYSTEM

Sheriff/Jail District

Public Safety & Health

Impact/Outcome: Reduce recidivism. Increase community participation. Well managed resources. Fiscal health / Cost containment. Improvement in skills, abilities, and knowledge – staff development. Higher level of service through innovation and technology. Improved quality of life (inmates & public). Improved communication – staff, inmates, etc. Address community concerns. Increase customer satisfaction. Appropriate staffing levels. Become preferred employer (e.g., increase tenure). Programs meeting cultural and diverse needs of inmates

Activity: Detention Services	FY08 Actual	FY09 Actual	FY10 Estimate
Cost Containment of Overtime	N/A	N/A	N/A
Number of Volunteers (attending in-house training)	80	36	40
Number/Hours Programs Provided by Detention Volunteers	4,030	3,986	4,000
Percentage of Visitors Reporting Excellent to Good Services	N/A	96%	96%
Percentage of Attorneys Reporting Excellent to Good Services	N/A	100%	100%
Percentage of Bail Bondsmen Reporting Excellent to Good Services	N/A	100%	100%
Percentage of Community Reporting Satisfaction with Detention Facility/Services	N/A	92%	92%
Recidivism of EXODUS Graduates	34%	35%	35%
Percentage of Employees with Five Plus Years of Service	N/A	34%	34%

Program: Operations

Description: The Operations Program is dedicated to preventing and responding to crime and events that disrupt order and threaten public safety across a diverse and expansive geographic area. The program also is dedicated to facilitating crime prevention and problem solving in the community. The program works toward the common good; enhances the quality of life within the community; and establishes alliances among law enforcement, community members, businesses and other government entities.

Activity: 1. Search and Rescue. 2. Community Policing. 3. Diverse enforcement and outreach methods. 4. Civil processing. 5. Task forces with local and state-wide partnerships. 6. Public education. 7. Volunteer programs. 8. Diverse investigative methods. 9. Mandated programs such as Sex Offender Registrations. 10. Partnerships to address Domestic Violence crimes. 11. Evidence and crime scene processing. 12. Innovative technology sharing methods. 13. Inter-agency coordination. 14. Traffic enforcement. 15. 24-7 services. 16. Coordination of investigative and prosecution activities with criminal justice system.

Impact/Outcome: Improved service to community. Increase community participation. Well managed resources. Fiscal health / Cost containment. Improvement in skills, abilities, and knowledge (staff development). Higher level of service through innovation and technology. Improved quality of life. Improved communication – staff, public, etc. Address community concerns. Increase customer satisfaction. Become preferred employer (e.g., increase tenure) Appropriate staffing levels.

JUSTICE SYSTEM

Sheriff/Jail District

Public Safety & Health

Activity: Operations	FY08 Actual	FY09 Actual	FY10 Estimate
Cost Containment of Overtime	13,876 hrs	6,948 hrs	7,000 hrs
Number of Outreach/Information Campaigns, Community Meetings, Neighborhood Watches, etc.	47	50	50
Percentage of Employees with Five Plus Years of Service	N/A	58%	58%
Percentage of Self-Initiated Calls for Service	62%	64%	60%
Cost Savings as Measured by SAR Volunteer Hours	3,156 hrs	3,000 hrs	3,250 hrs
Cost Savings as Measured by Cold Case Volunteer Hours	405	2,000	1,500
Percentage of Citizen Surveys Rating Neighborhood Safe or Very Safe	87%	86%	81%
Percentage of Citizen Surveys Rating Deputy Courtesy Good or Excellent	94%	89%	95%
Percentage of Citizen Surveys Rating Deputy Interest Good or Excellent	87%	79%	90%

Program: Support Services

Description: The Support Services Program is the foundation for all activities throughout the Sheriff's Office. It provides a variety of administrative, fiscal, technological, and professional support for the Sheriff's Office. The program personnel coordinate closely with other County and City departments as well as the public.

Activity: 1. Budget development and management. 2. Grants and contracts management. 3. Short and long term strategic and emergency planning. 4. Criminal justice partnerships through co-location and Criminal Justice Coordinating Council. 5. Accounts payable. 6. Billing. 7. Payroll. 8. Human Resources. 9. Information Technology infrastructure and support, including services to other agencies. 10. Media & Public Information / Relations. 11. Custodial services, including services to other agencies. 12. Maintenance, including services to other agencies. 13. Logistical and facilities support for local and County-wide emergencies. 14. Volunteer programs. 15. Cost analyses. 16. Standardized data processing and analyses. 17. General administrative duties. 18. Warrants and extradition service. 19. Systems security meeting national and statewide criminal justice security standards. 20. Communications infrastructure and support. 21. Inter-agency coordination. 22. Records management. 23. Dispatch and emergency communications services. 24. 24-7 services.

Impact/Outcome: Increase community participation. Well managed resources. Fiscal health / Cost containment. Improvement in skills, abilities, and knowledge. Higher level of service through innovation and technology. Improved quality of life. Improved communication – staff, public, etc. Address community concerns. Improved service to community. Increase customer satisfaction. Become preferred employer (e.g., increase tenure). Maintain and preserve significant County capital resource. Intra- and inter-agency communications and interoperability. Facilitate multi-agency operations, both routine and emergency. Improved job satisfaction to other departments, both internal and external.

JUSTICE SYSTEM

Sheriff/Jail District

Public Safety & Health

Activity: Support Services	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Customers Very Satisfied with Support Services			
Maintenance	N/A	N/A	N/A
Custodial	N/A	N/A	N/A
Finance	N/A	N/A	N/A
I.T.	N/A	N/A	N/A
Communication	N/A	N/A	N/A
Warrants	N/A	N/A	N/A
Human Resources	N/A	N/A	N/A
Volunteers	N/A	N/A	N/A
Amount of Funding Applied for Through Grants	\$1,034,801	\$2,342,035	\$800,000
Amount of Funding Received Through Grants	\$524,739	\$520,489	\$500,000
Number of CERT Classes/Citizen's Academies	15	16	16
Number of Green Projects Maintained	14	16	18
Percentage of Employees with Five Plus Years of Service	N/A	53%	53%

JUSTICE SYSTEM

Sheriff/Jail District

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Accounting Technician II	1.00	1.00	1.00
Administrative Operations Manager	4.00	4.00	4.00
Administrative Specialist I	1.00	1.00	1.00
Administrative Specialist II	6.50	6.50	6.50
Administrative Specialist III	3.00	3.00	3.00
Captain	1.00	1.00	1.00
Caseworker	1.00	1.00	1.00
Chief Deputy Sheriff	1.00	1.00	1.00
Commander—Administrative Services	1.00	1.00	1.00
Commander—Detention Services	1.00	1.00	1.00
Communicable Disease Investigator	0.25	0.25	0.25
Communication/Information Systems Manager	1.00	1.00	1.00
Corporal	4.00	4.00	4.00
Corporal—Civil	1.00	1.00	1.00
Correctional Nurse Practitioner	1.00	1.00	1.00
Correctional Nurse Supervisor	1.00	1.00	1.00
Correctional Registered Nurse	6.00	8.00	8.00
Crime Scene Investigator	1.00	1.00	1.00
Custodian	3.50	3.50	3.50
Dental Assistant	0.38	0.38	0.38
Deputy Sheriff	37.00	41.00	41.00
Detective	7.00	7.00	7.00
Detention Cook	5.50	5.50	5.50
Detention Facility Lieutenant	3.00	3.00	3.00
Detention Maintenance Supervisor	1.00	1.00	1.00
Detention Officer I	32.00	32.00	32.00

JUSTICE SYSTEM

Sheriff/Jail District

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Detention Officer II	51.00	51.00	51.00
Detention Sergeant	16.00	16.00	16.00
Detention Support Specialist	32.00	32.00	32.00
Elected Official	1.00	1.00	1.00
Extradition Warrant Clerk	4.00	4.00	4.00
Food Services Manager	1.00	1.00	1.00
Lead Custodian	1.00	1.00	1.00
Lieutenant	5.00	5.00	5.00
Manager—Trades	1.00	1.00	1.00
Network Systems Manager	1.00	1.00	1.00
Program Coordinator	1.00	1.00	1.00
Public Health Dentist	0.20	0.20	0.20
Sergeant	8.00	8.00	8.00
Skilled Trades Worker	3.00	3.00	3.00
Substance Abuse Counselor	1.00	1.00	1.00
Substance Abuse Technician	0.00	1.00	1.00
Systems Specialist	3.00	3.00	3.00
Technical Specialist	3.00	3.00	3.00
Treatment Supervisor	1.00	1.00	1.00
Department Total	259.33	265.33	265.33

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Administration	4.00
Detention Services	159.83
Operations	67.00
Support Services	34.50
Department Total	265.33

JUSTICE SYSTEM

Superior Court

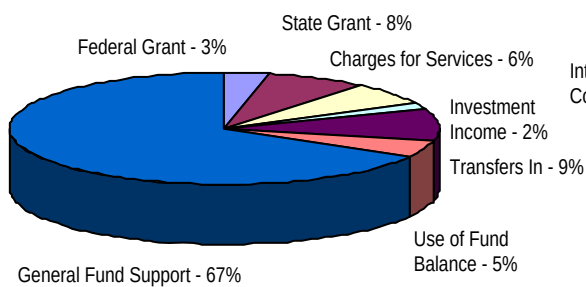
Overview

The Superior Court of Arizona in Coconino County is part of the State's only general jurisdiction court. The Superior Court may hear and decide a large variety of cases of almost any type except small claims, minor offense, and violations of city codes and ordinances. Generally, there are two major categories of cases heard in Superior Court, criminal and civil. Criminal cases involve a person or entity charged with committing, attempting to commit or engaging in an activity prohibited by law and defined as a crime. Civil cases include all court cases not defined as criminal. They include such matters as disputes between citizens involved in contractual agreements and tort liability, probate matters, and divorces.

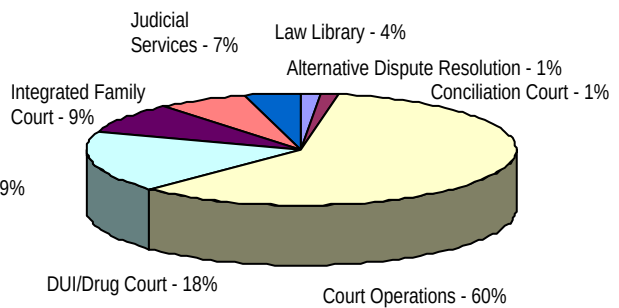
For FY09 the Superior Court is estimated to be 4% under their revised budget of \$3,812,971. This variance is due to operational savings in the Integrated Family Court and DUI/Drug Court programs, as well as unexpended capital in the Integrated Family Court program. Unused grant funding for the Integrated Family Court program was reverted back to the grantor. Their FY10 Adopted Budget of \$4,015,411 is 5% over their FY09 budget. This variance is due to the Integrated Family Court program being fully funded by the General Fund. The Superior Court was also awarded the Access To Recovery Grant in the DUI/Drug Court program.

The following charts illustrate the Superior Court's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

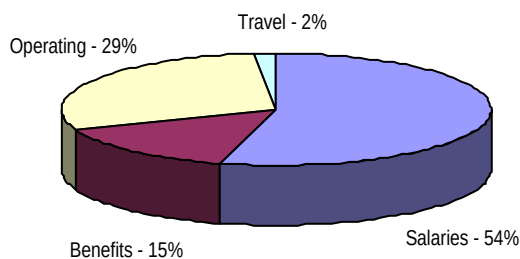
Revenue by Source Type



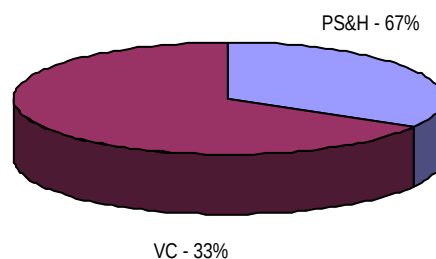
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



JUSTICE SYSTEM

Superior Court

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Federal Grant	\$ 119,109	\$ 189,911	\$ 65,722	\$ 326,521
State Grant	275,586	156,291	51,603	128,640
Charges for Services	229,010	193,000	233,076	214,800
Investment Income	59,893	14,500	38,605	17,000
Miscellaneous	14,727	500	1,346	750
Transfers from Other Funds	327,547	285,053	370,524	265,543
Use of Fund Balance	173,679	496,675	401,439	355,841
Direct General Fund Support	2,371,270	2,477,041	2,479,767	2,706,316
Total Funding Sources	<u>\$ 3,570,821</u>	<u>\$ 3,812,971</u>	<u>\$ 3,642,082</u>	<u>\$ 4,015,411</u>

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 1,979,571	\$ 1,947,181	\$ 2,054,096	\$ 2,165,860
ERE - Benefits	554,900	592,881	578,604	606,253
Operating	913,311	1,052,845	934,361	1,165,873
Travel	83,672	66,125	63,913	67,425
Capital	39,366	153,939	11,109	10,000
Total Direct Expenditures	<u>\$ 3,570,821</u>	<u>\$ 3,812,971</u>	<u>\$ 3,642,082</u>	<u>\$ 4,015,411</u>
Net Indirect Support	<u>797,702</u>	<u>566,399</u>	<u>566,399</u>	<u>895,319</u>
Total Expenditures, Including Indirect Costs	<u>\$ 4,368,523</u>	<u>\$ 4,379,370</u>	<u>\$ 4,208,481</u>	<u>\$ 4,910,730</u>

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 66,920	\$ -	\$ 667	\$ 8,000
Program Expenditures	(2,378,668)	(2,390,715)	(2,489,843)	(2,659,548)
Transfers	(59,522)	(86,326)	9,409	(54,768)
Total Direct General Fund Support	<u>\$ (2,371,270)</u>	<u>\$ (2,477,041)</u>	<u>\$ (2,479,767)</u>	<u>\$ (2,706,316)</u>
Net Indirect Support	<u>(797,702)</u>	<u>(566,399)</u>	<u>(566,399)</u>	<u>(895,319)</u>
Total General Fund Support	<u>\$ (3,168,972)</u>	<u>\$ (3,043,440)</u>	<u>\$ (3,046,166)</u>	<u>\$ (3,601,635)</u>

JUSTICE SYSTEM

Superior Court

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Alternative Dispute Resolution	VC	\$ 59,315
Conciliation Court	VC	52,978
Court Operations	PS&H	2,393,873
DUI/Drug Court	VC	722,306
Integrated Family Court	VC	342,433
Judicial Services	PS&H	281,585
Law Library/Self-Help Center	VC	162,921
Total FY10 Budget		<u>\$ 4,015,411</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Alternative Dispute Resolution	VC	\$ 47,315	\$ 17,479	\$ 64,794
Conciliation Court	VC	25,018	4,370	29,388
Court Operations	PS&H	2,089,083	694,659	2,783,742
DUI/Drug Court	VC	-	57,636	57,636
Integrated Family Court	VC	294,365	104,536	398,901
Judicial Services	PS&H	250,535	-	250,535
Law Library/Self-Help Center	VC	-	16,639	16,639
Total FY10 Budget		<u>\$ 2,706,316</u>	<u>\$ 895,319</u>	<u>\$ 3,601,635</u>

JUSTICE SYSTEM

Superior Court

Public Safety & Health

Program: Court Operations

Description: Court Operations: The program is responsible for the day-to-day and long-range non-judicial activities of the court system that seeks to enhance the work of judges and staff and to provide services to the customers who use the judicial system.

Activity: Focus areas of court operations include the management of the following: strategic planning, personnel, staff development, fiscal management & accountability, contract administration, caseload, automation/technology, facilities and equipment, public education, records, essential court services, fees and fines collection enforcement, and intergovernmental relations.

Impact/Outcome: Supports the fundamental U.S. constitutional right to "a speedy and public trial" (Sixth Amendment to the United States Constitution). Improve use of judicial system resources. Improve case disposition time. Reduce the number of jail days for defendants in pretrial custody as a result of the reduction in case processing times for detained defendants. Savings in staff and material resources costs by eliminating unnecessary continuances and associated notices. Savings in prisoner transport costs as well as in the time expended per case by judges and attorneys by eliminating unnecessary continuances and events that do not contribute to case disposition. Savings in witness costs, including those related to police overtime, resulting from greater certainty in the court's calendar and the elimination of events that do not contribute to case disposition.

Activity: Criminal Cases	FY08 Actual	FY09 Actual	FY10 Estimate
Total Number of Criminal Cases Filed	1,108	1,179	1,179
Total Number of Criminal Cases Disposed	1,083	1,102	1,102
Percentage Clearance Rate for Criminal Cases Disposed	98%	93%	93%
Percentage of Cases Disposed within 100 Days	50%	50%	50%
Percentage of Cases Disposed within 180 Days	82%	85%	85%

Activity: Domestic Relations Cases	FY08 Actual	FY09 Actual	FY10 Estimate
Total Number of Domestic Relations Cases Filed	619	692	692
Total Number of Domestic Relations Cases Disposed	638	641	641
Percentage Clearance Rate for Domestic Relations Cases Disposed	103%	93%	93%
Percentage of Cases Disposed within 150 Days	69%	70%	70%
Percentage of Cases Disposed within 365 Days	31%	96%	96%

JUSTICE SYSTEM

Superior Court

Public Safety & Health

Activity: Civil Cases	FY08 Actual	FY09 Actual	FY10 Estimate
Total Number of Civil Cases Filed	874	1,111	1,111
Total Number of Civil Cases Disposed	617	1,067	1,067
Percentage Clearance Rate for Civil Cases Disposed	105%	96%	96%
Percentage of Cases Disposed within 1 Year	56%	94%	94%
Percentage of Cases Disposed within 2 Years	72%	98%	98%

Program: Judicial Services

Description: The program provides court-ordered case-related judicial services.

Activity: The services include, but are not limited to the following: jury services, witnesses, interpreters, contract court reporters, court transcripts, mental health evaluations, arbitration services, appointed counsel, and audits.

Impact/Outcome: Judges have the tools and resources they need to perform their functions in a timely and fair manner. Supports the fundamental U.S. constitutional right to “a speedy and public trial” (Sixth Amendment to the United States Constitution).

Activity: How Would You Rate This Jury Experience with Your Previous Experiences	FY08 Actual	FY09 Actual	FY10 Estimate
Better	45%	45%	45%
Same	43%	53%	53%
Worse	11%	2%	2%

Activity: How Would Your Rate the Courteousness of the Court Staff	FY08 Actual	FY09 Actual	FY10 Estimate
Extremely Courteous	66%	71%	71%
Courteous	27%	24%	24%
Neither	4%	3%	3%
Discourteous	1%	1%	1%
Extremely Discourteous	1%	1%	1%
No Response	1%	1%	1%
Very Satisfied	27%	32%	32%
Satisfied	38%	41%	41%
Neither	23%	20%	20%
Unsatisfied	6%	2%	2%
Very Unsatisfied	4%	3%	3%
No Response	2%	2%	2%

JUSTICE SYSTEM

Superior Court

Vital Communities

Program: Alternative Dispute Resolution

Description: The program provides mediation services for civil, probate, guardianship, and domestic relations cases.

Activity: Maintain and improve Alternative Dispute Resolution Program. Provide alternative dispute resolution services to court participants for civil, probate, guardianship and domestic relations cases.

Impact/Outcome: The program provides alternatives to costly trials and allows clients to participate more in resolving their conflicts.

Activity: Alternative Dispute Resolution	FY08 Actual	FY09 Actual	FY10 Estimate
Referrals to ADR	41	43	50
Vacated, Dismissed, or Settled	8	8	7
Cases Mediated	33	35%	43%
Mediated Cases—Agreements	82%	68%	76%
Mediated Cases—No Agreements	15%	32%	24%

Program: Conciliation Court

Description: The program provides mediation and custody evaluation services for families experiencing separation, divorce or paternity issues. The program offers counseling sessions for participants as well.

Activity: The program provides mediation and custody evaluation services for families experiencing separation, divorce or paternity issues. The program offers counseling sessions for participants as well.

Impact/Outcome: The program provides an option for participants to address disputes in a less adversarial forum than a courtroom (at not cost to the parties). Mediation is quicker and allows the parties to create a plan which best suits their children's needs. The program may lessen family chaos and stabilize children and parents because the case is resolved quicker. In some instances, the financial impact to the parties involved is reduced significantly through the mediation and custody evaluation process. This program provides the judge with an in-depth report which illustrates the family's dynamics.

Activity: Conciliation Court	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Evaluations	31	32	32
Number of Mediations	79	88	88
Full/Partial Mediated Parenting Time Agreements	78%	73%	73%
Number of Attendees to the Parent Information Class	397	270	270
Number of Clients Referred to Counseling	N/A	2	2

JUSTICE SYSTEM

Superior Court

Vital Communities

Program: DUI Drug Court

Description: The program is an intensive court supervised treatment program that promotes sobriety/recovery, decreases alcohol and drug related crime and increases public safety. DUI/Drug Court was developed for high risk/high needs repeat offenders that are addicted to alcohol and/or drugs.

Activity: The program integrates alcohol and other drug treatment services with justice system case processing.

Impact/Outcome: The DUI/Drug Court program has the potential to: reduce substance-related recidivism; decrease criminal justice expenditures (police, jail, courts); increase community safety; promote recovery; expedite case processing; decrease jail population; increase employment rates and tax revenue; promote cultural diversity; and promote family reunification.

Activity: DUI Drug Court	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Case Processing Days for Drug Court Cases	104	58	58
Number of Participants in Drug Court	81	83	83
Percentage of Participants Employed/Full-Time Students	66%	81%	81%
Number of Participants Not Charged With a New Offense While in Drug Court	78	79	79
Number of Drug Court Graduates	51	48	48
Percentage of Drug Charge Cases Disposed within 100 Days	48%	48%	48%
Percentage of Drug Charge Cases Disposed within 180 Days	81%	83%	83%

Program: Integrated Family Court

Description: The Integrated Family Court program provides one family-one judge for a coordinated approach to each case and provides access to essential services to families involved in divorce cases.

Activity: The Court is monitoring the increased use of services to families participating in IFC. IFC provides a broad array of therapeutic services, mental health, substance anger management counseling, mediation, free legal counsel services, parent education, and a children/teen education program, among others.

Impact/Outcome: The Integrated Family Court (IFC) recognizes that families and children involved in domestic relation cases have specialized needs. IFC's "one family - one judge" approach encourages a less adversarial process, provides an array of supportive social services, streamlines case flow procedures, and provides families a better understanding of their legal process. This multi-faceted, therapeutic approach to family law helps families and children successfully transition through a time of crisis; IFC helps them achieve well-being, resolution, and healing.

JUSTICE SYSTEM

Superior Court

Vital Communities

Activity: Integrated Family Court	FY08 Actual	FY09 Actual	FY10 Estimate
Number of DR Cases Filed with Children	187	247	247
Percentage of IFC Cases That do not Have Contested Hearings or Trials	96%	85%	85%
Number of IFC Individuals Referred to Services	611	625	521
Number of Clients Served Through the Family Law Attorney Program (FLAP)	368	356	356
Percentage of FLAP Clients Report That They Feel More Comfortable with the Court Process After Receiving FLAP Services	100%	99%	99%
Number of Parents Who Attended the Cooperative Parenting Education Class	45	56	56
Parents Respond that Civility with the Other Parent has Increased by 50%	50%	75%	75%
Percentage of Client Satisfaction with the Cooperative Parenting Class			
Very Satisfied	52%	57%	57%
Strongly Satisfied	30%	41%	41%
Satisfied	12%	0%	0%
Somewhat Satisfied	0%	0%	0%
Not Satisfied	6%	2%	2%
Average Number of Pending Days for IFC Domestic Relation Cases with Children	158	137	137
Percentage of Domestic Relation Cases with Children that are Disposed of within 180 Days	70%	79%	79%

Program: Law Library/Self-Help Center

Description: The program serves the legal information needs of the County, including legal professionals and people representing themselves in legal matters.

Activity: The services range from a legal research library to a collection of legal self-help packets, and information regarding legal resources available in the community.

Impact/Outcome: This service bridges the gap between the law and the public, especially those who can't afford an attorney. Greater use of this service means greater access to and quality of justice, supporting the Library's mission to "connect the public with tools and information to help them perform common legal procedures affordably and with confidence".

JUSTICE SYSTEM

Superior Court

Vital Communities

Activity: Law Library/Self-Help Center	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Clients Who Visited Law Library/Self-Help Center	8,910	11,218	11,000
Number of Legal Packets Provided	5,902	5,735	5,819
Number of Informational Brochures Distributed	554	567	561
Number of Free Legal Packets Available in English	59	62	62
Number of Free Legal Packets Available in Spanish	59	62	62
Number of Informational Brochures Available in English	35	33	33
Number of Informational Brochures Available in Spanish	13	12	12
Number of Family Law Assistance Program Meetings	125	356	356
Number of Law Library Books Used	1,420	1,204	1,312
Number of Online Reference Questions Answered	N/A	252	252
Percentage of (160) Surveyed Customers Who Found the Legal Packets Helpful	N/A	84%	84%

JUSTICE SYSTEM

Superior Court

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Administrative Court Reporter	1.00	1.00	1.00
Administrative Senior Manager	1.00	1.00	1.00
Alternative Dispute Resolution	1.00	1.00	1.00
ATR Drug Court Case Manager	0.00	0.00	1.00
Bailiff/Security Officer	3.50	3.50	3.50
Caseflow Manager	1.00	1.00	1.00
Commissioner/Judge	0.50	0.50	0.50
Court Administrator	1.00	1.00	1.00
Court Technician I	1.00	1.00	1.00
Deputy Court Administrator	1.00	1.00	1.00
Drug Court Coordinator	1.00	1.00	1.00
Elected Official	4.00	4.00	4.00
Integrated Family Court Coordinator	1.00	1.00	1.00
Judicial Assistant	6.50	6.50	6.50
Judicial Specialist	2.00	2.00	2.00
Law Library Specialist	1.00	1.00	1.00
Official Court Reporter	4.00	4.00	4.00
Security Chief/Bailiff	1.00	1.00	1.00
Superior Court Judge Pro Tem	1.75	2.00	2.00
Surveillance Officer	1.50	1.50	1.50
Department Total	34.75	35.00	36.00

JUSTICE SYSTEM

Superior Court

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Alternative Dispute Resolution	0.80
Conciliation Court	0.20
Court Operations	26.00
DUI/Drug Court	3.50
Integrated Family Court	4.50
Judicial Services	0.00
Law Library/Self-Help Center	1.00
Department Total	36.00

Health and Social Services



Youth Build - Career Center



CREC Crews at the Grand Canyon



Airlifting Car Seats into Phantom Ranch



Mobile Dental Clinic at Kinsey Elementary



Community Services Meals Program



A Regular at the Williams Senior Center

HEALTH AND SOCIAL SERVICES

Service Area Summary

**Career
Center**

**Community
Services**

**Health
Department**

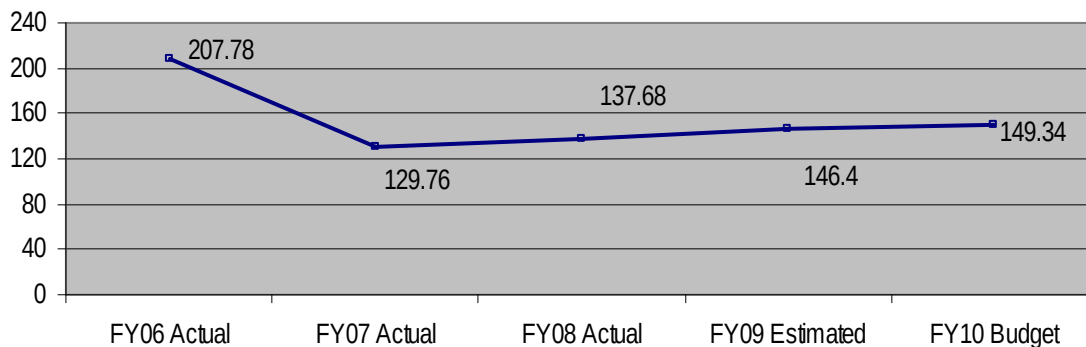
Description of Services

This service area includes the Career Center, Community Services, and Health department. This area provides programs in basic education, employment success skills, academic classes and vocational training for adult and youth participants, services to isolated elderly and less fortunate residents including housekeeping, the Meals on Wheels program, housing assistance and transportation services, protection against environmental hazards, and the promotion of healthy social and family behaviors. The departments' shared purpose is to create a healthy, prosperous and responsible community of people who have the continuous capacity to maximize resources and productively direct their lives.

Per Capita Costs

The per capita cost for health and social services have fluctuated over the last five years. The increases in years shows the effect mandated costs had on the Health budget. Mandated costs are projected to increase the per capita cost each year. Each of the departments in this service area are funded mostly from outside revenue sources. These sources vary each year and therefore causes a fluctuation in funding. A large portion of the FY08 increase is that of a county-wide pay plan implementation.

The chart below shows a five year history of the per capita cost of services for Health and Social Services:



The following chart shows net changes by department for costs per capita:

	<u>FY08 Actual</u>	<u>FY09 Estimate</u>	<u>FY10 Budget</u>	<u>Change: FY09 to FY10</u>
Career Center	\$ 5.30	\$ 10.13	\$ 10.80	6.60%
Community Services	\$ 41.00	\$ 43.60	\$ 43.54	-0.14%
Health	\$ 91.38	\$ 92.67	\$ 95.00	2.51%

Career Center

Overview

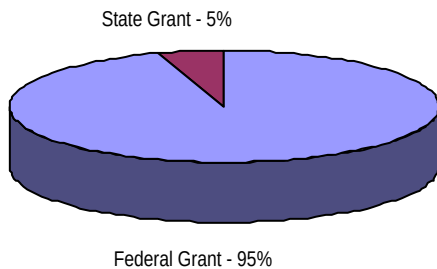
The Career Center provides an atmosphere in which all job seekers—entry level through highly experienced—have easy access to the resources needed to secure a job with a great employer. They provide adult services, youth programs, employer services, and coordinate a rapid response task force.

For FY09 the Career Center is estimated to be 14% under their revised budget of \$1,634,843. This variance is due to a decrease in funding for the Teen Works program. Their FY10 Adopted Budget of \$1,527,867 is 7% under their FY09 budget. This variance is due to anticipated cuts in grant funding.

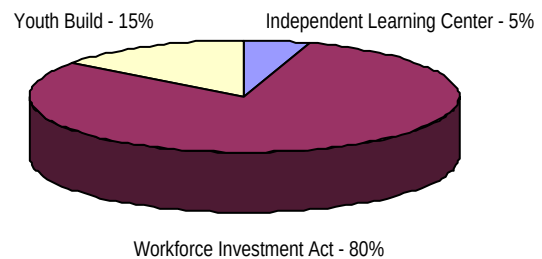
The Career Center is completely dependent on Federal grant funding to operate. The level of service they provide can vary from year to year, depending on their Federal appropriations.

The following charts illustrate the Career Center's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

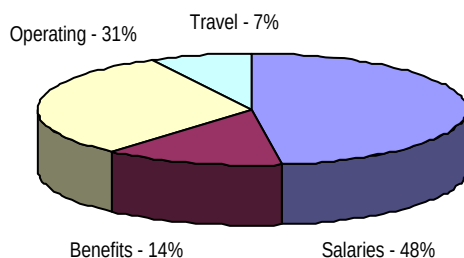
Revenue by Source Type



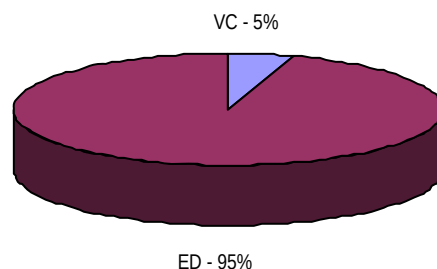
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



HEALTH & SOCIAL SERVICES

Career Center

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Federal Grant	912,595	1,530,961	1,304,818	1,506,404
State Grant	21,517	28,988	26,695	77,448
Investment Income	923	-	1,285	-
Miscellaneous	5,000	-	5,300	-
Use of Fund Balance**	(287,927)	(106)	70,717	(55,985)
Direct General Fund Support	75,000	75,000	3,520	-
Total Funding Sources	\$ 727,108	\$ 1,634,843	\$ 1,412,335	\$ 1,527,867

**A negative use of fund balance indicates an overall fund balance increase

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 447,243	\$ 863,660	\$ 808,568	\$ 730,559
ERE - Benefits	126,202	244,649	191,945	208,946
Operating	151,510	438,913	390,618	471,567
Travel	2,153	87,621	21,205	116,795
Total Direct Expenditures	\$ 727,108	\$ 1,634,843	\$ 1,412,335	\$ 1,527,867
Net Indirect Support	102,023	104,878	104,878	109,699
Total Expenditures, Including Indirect Costs	\$ 829,131	\$ 1,739,721	\$ 1,517,213	\$ 1,637,566

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ -	\$ -	\$ -	\$ -
Program Expenditures	-	-	-	-
Transfers	(75,000)	(75,000)	(3,520)	-
Total Direct General Fund Support	\$ (75,000)	\$ (75,000)	\$ (3,520)	\$ -
Net Indirect Support	(102,023)	(104,878)	(104,878)	(109,699)
Total General Fund Support	\$ (177,023)	\$ (179,878)	\$ (108,398)	\$ (109,699)

HEALTH & SOCIAL SERVICES

Career Center

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Independent Learning Center	VC	\$ 77,448
Workforce Investment Act	ED	1,225,950
YouthBuild	ED	224,469
Total FY10 Budget		<u>\$ 1,527,867</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Independent Learning Center	VC	\$ -	\$ 6,363	\$ 6,363
Workforce Investment Act	ED	-	81,828	81,828
YouthBuild	ED	-	21,508	21,508
Total FY10 Budget		<u>\$ -</u>	<u>\$ 109,699</u>	<u>\$ 109,699</u>

HEALTH & SOCIAL SERVICES

Career Center

Economic Development

Program: Workforce Investment Act

Description: Workforce Investment Act (WIA): The WIA funding connects an array of local, regional, Tribal, State, and Federal programs. Training, education, economic development, and employment activities are aligned to support workforce development. Workforce Act activities in Coconino County are provided direction and policy guidance by a thirty-two member local advisory group: the Workforce Investment Board. The Workforce Board includes a fifteen member subcommittee called the Youth Workforce Council that supports positive youth workforce development and educational opportunities for County residents. The Board is appointed by the County Board of Supervisors and staffed by the Career Center. Many services are aligned through a system of One Stop Career Centers, and the Career Center is part of the operators team for that system.

Activity: Job Training. Educational Certificates and degrees. Skills assessments and career planning. Job Search activities such as resume and application development, Job Search Club, and identification of openings. Relocation to new jobs assistance. Workforce Board projects to enhance the economic vitality of the County. Workforce Youth Council projects to promote youth success. Job Fairs. Internships. On Job Training grants for employers. AZ Job Training Tax credit grants for employers. Rapid Response activities to support re-employment for employers and laid off employees. Construction of low income housing. Financial literacy training. Summer Youth Employment Internships.

Impact/Outcome: Increase in employment for job seekers. Retention on job for job seekers. Increase in earnings for job seekers. Increase productivity for local employers. Work Readiness for Youth. Enhance transition for youth from school to work. Increase graduation rates for students. Lower delinquency rates. Increase the stock of low income housing.

Activity: Entered Employment Rates	FY08 Actual	FY09 Actual	FY10 Estimate
Adult	77%	80%	80%
Dislocated Worker	79%	85%	85%
Older Youth	72%	75%	75%
Younger Youth	N/A	N/A	N/A

Activity: Credentials/Diploma Rates	FY08 Actual	FY09 Actual	FY10 Estimate
Adult	70%	89%	89%
Dislocated Worker	72%	88%	88%
Older Youth	50%	50%	50%
Younger Youth	70%	75%	75%
Younger Youth—Attainment of Degree	67%	85%	85%

HEALTH & SOCIAL SERVICES

Career Center

Economic Development

Activity: Retention Rates	FY08 Actual	FY09 Actual	FY10 Estimate
Adult	87%	88%	88%
Dislocated Worker	90%	92%	92%
Older Youth	82%	82%	82%
Younger Youth	65%	70%	70%

Activity: Earning Increase	FY08 Actual	FY09 Actual	FY10 Estimate
Adult	\$3,200	\$4,000	\$4,000
Dislocated Worker	\$1,800	\$2,000	\$2,000
Older Youth	\$2,000	\$2,200	\$2,200

Activity: Younger Youth Measures	FY08 Actual	FY09 Actual	FY10 Estimate
Skill Attainment 2002-2005	\$3,200	\$4,000	N/A
Dislocated Worker	\$1,800	\$2,000	N/A
Older Youth	\$2,000	\$2,200	N/A

Activity: Summer Youth Stimulus	FY08 Actual	FY09 Actual	FY10 Estimate
Work Readiness	N/A	80%	N/A

Program: Youth Build

Description: Youth are trained in green construction skills that are applied in the renovation or construction of low income housing.

Activity: Youth are enrolled concurrently in academic activities to complete high school or GED, and at the Coconino Community College in the Green Building Certificate program, and then apply those skills in internships supervised by BOTHANDS where they renovate or construct low income housing in the Sunnyside neighborhood. Youth also participate in community service projects and life skills and leadership training.

Impact/Outcome: Youth who have dropped out complete their basic education earning a high school diploma or a GED. Youth earn a Green Building Certificate from CCC. Construction or remodeling of low income housing, and Sharon Manor. Increase the stock of affordable housing in the community. Increase the talent pool of workers trained for "green " construction jobs. Drop outs become successful members of their community by achieving success academically and on the job. Youth learn how to manage their finances. Youth gain leadership and team building skills which are essential for success in today's educational arena and workplace.

HEALTH & SOCIAL SERVICES

Career Center

Economic Development

Activity: Youth Build	FY08 Actual	FY09 Actual	FY10 Estimate
GED Attainment	85%	85%	85%
Certificate Attainment	75%	75%	75%
Literacy/Numeracy Gain	100%	100%	100%
Recidivism Rate	0.60%	0.60%	0.60%
Leadership Development	100%	100%	100%
Community Service Involvement	100%	100%	100%
Placement in Education or Employment	70%	75%	75%

Vital Communities

Program: Independent Learning Center

Description: Independent Learning Center (ILC): The ILC is a computer lab equipped with Novanet software that offers over 10,000 high school classes, GED instruction, WorkKeys training, skills and career assessments, and various Job Search tools such as resume development. The Center primarily serves as an alternative learning site in which high school students or dropouts can complete their high school diploma or GED education. Students work at their own pace on computer-assisted curricula, and off-line work with a certified Teacher. In addition to the high school credit recovery program, the ILC provides career assessments and exploration, and life skills training to Youth Build students. It is funded by a variety of resources including the Federal Workforce Investment Act, the federal Youth Build grant, Qwest and an AIMS Intervention grant from the Arizona Department of Education.

Activity: High school credit recovery and instruction. GED study and preparation. Job search computer tools such as resumes, cover letters, applications and interviewing skills. WorkKeys assessment and training curriculum. Life skills training and information such as financial literacy. Civic engagement projects.

Impact/Outcome: Attainment of High School Diploma. Attainment of GED. Attainment of WorkKeys certificates. Integration of at risk students with the community through civic engagement activities. Transition of students to higher education.

Activity: Independent Learning Center	FY08 Actual	FY09 Actual	FY10 Estimate
Attainment of Certificate HS diploma/GED	90%	97%	97%
Pass AIMS Test	89%	94%	94%

HEALTH & SOCIAL SERVICES

Career Center

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Administrative Specialist I	1.00	1.00	1.00
Administrative Specialist III	1.00	1.00	1.00
Business Manager	0.00	0.00	1.00
Career Center Director	1.00	1.00	1.00
Career Coach	2.88	3.88	3.00
Employer Services Specialist	0.00	1.00	0.00
Program Coordinator	0.00	1.00	1.00
Program Manager	1.00	1.00	0.00
Senior Program Coordinator	2.00	2.00	2.00
Skills Trainer	2.00	2.00	3.00
Department Total	10.88	13.88	13.00

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Independent Learning Center	0.90
Workforce Investment Act	9.44
Youth Build	2.66
Department Total	13.00

Community Services

Overview

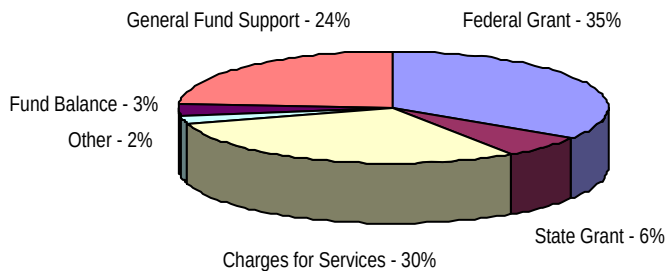
Community Services provides a variety of social services to the elderly and are members of the American Society on Aging and the National Council on Aging. They value our older workers and are a contract agency for Senior Community Services Employment (Title V Program). When requested, they assist those not eligible for the Title V program to locate meaningful employment. The agency is also a volunteer station for the Senior Companion/Retired Senior Volunteer Program. Emergency, fiduciary, and transportation services are also available from this department. The department networks, cooperates, and coordinates with other community social service agencies to assist those who are less fortunate, or physically challenged and in need of service.

For FY09 the Community Services Department is estimated to be 7% under their revised budget of \$6,539,804. This variance is due to a reduction in grant funding for the CREC program. Their FY10 Adopted Budget of \$6,158,767 is 6% under their FY09 budget. This variance is due to reduced grant funding across all programs.

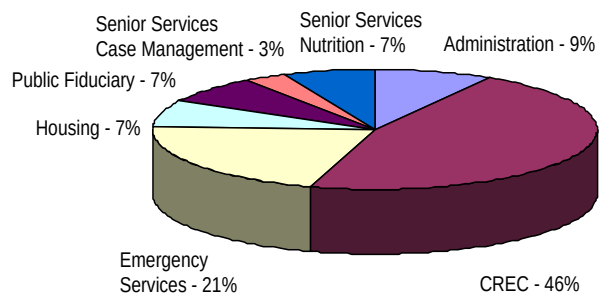
Community Service relies heavily on grant revenue that is subject to appropriation each fiscal year. If Community Services were to lose their grant funding the General Fund would have to increase support for this department for the County to maintain the same level of service that is currently provided.

The following charts illustrate Community Service's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

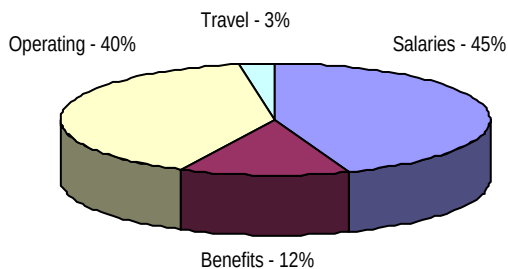
Revenue by Source Type



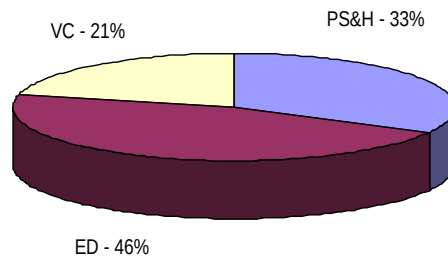
Expenditures by Program



Expenditures by Category



Expenditures by SPA



HEALTH & SOCIAL SERVICES

Community Services

Financial Statement

FUNDING SOURCES

	FY 2008	FY 2009	FY2009	FY2010
	Actuals	Budget	Estimated Actuals	Budget
Federal Grant	1,516,677	2,991,755	2,354,218	2,124,948
State Grant	487,628	440,532	376,093	391,014
Charges for Services	1,336,417	1,516,371	1,221,423	1,818,276
Investment Income	4,741	3,400	5,782	2,500
Miscellaneous	108,419	103,539	93,197	124,170
Transfers from Other Funds	355,732	-	55,060	-
Use of Fund Balance	95,141	(102,044)	398,322	210,751
Direct General Fund Support	1,722,668	1,586,251	1,573,118	1,487,108
Total Funding Sources	<u>\$ 5,627,424</u>	<u>\$ 6,539,804</u>	<u>\$ 6,077,212</u>	<u>\$ 6,158,767</u>

EXPENDITURES BY CATEGORY

	FY 2008	FY 2009	FY2009	FY2010
	Actuals	Budget	Estimated Actuals	Budget
Salaries	\$ 2,606,180	\$ 2,630,532	\$ 2,565,962	\$ 2,740,622
ERE - Benefits	690,342	783,073	668,192	780,034
Operating	1,992,529	2,830,300	2,594,552	2,461,309
Travel	171,613	253,699	176,917	174,688
Capital	166,761	42,200	71,589	2,114
Total Direct Expenditures	<u>\$ 5,627,424</u>	<u>\$ 6,539,804</u>	<u>\$ 6,077,212</u>	<u>\$ 6,158,767</u>
Net Indirect Support	<u>871,412</u>	<u>476,097</u>	<u>476,097</u>	<u>662,126</u>
Total Expenditures, Including Indirect Costs	<u>\$ 6,498,836</u>	<u>\$ 7,015,901</u>	<u>\$ 6,553,309</u>	<u>\$ 6,820,893</u>

HEALTH & SOCIAL SERVICES

Community Services

Financial Statement

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 33,135	\$ 30,500	\$ 50,052	\$ 47,580
Program Expenditures	(444,487)	(457,338)	(433,999)	(978,698)
Transfers	(1,311,316)	(1,159,413)	(1,189,172)	(555,990)
Total Direct General Fund Support	\$ (1,722,668)	\$ (1,586,251)	\$ (1,573,118)	\$ (1,487,108)
Net Indirect Support	(871,412)	(476,097)	(476,097)	(662,126)
Total General Fund Support	<u>\$ (2,594,080)</u>	<u>\$ (2,062,348)</u>	<u>\$ (2,049,215)</u>	<u>\$ (2,149,234)</u>

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Administration	O&FH	\$ 526,863
Coconino Rural Environmental Corps	ED	2,837,986
Community Engagement & Enhancement	VC	25,000
Emergency Services	VC	1,280,532
Housing Services	PS&H	436,423
Public Fiduciary	PS&H	451,835
Senior Services Case Management	PS&H	190,301
Senior Services Nutrition	PS&H	409,827
Total FY10 Budget		<u>\$ 6,158,767</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Administration	O&FH	\$ 525,863	\$ 189,360	\$ 715,223
Coconino Rural Environmental Corps	ED	-	-	-
Community Engagement & Enhancement	VC	-	-	-
Emergency Services	VC	236,328	148,135	384,463
Housing Services	PS&H	-	18,209	18,209
Public Fiduciary	PS&H	405,255	148,893	554,148
Senior Services Case Management	PS&H	130,879	66,798	197,677
Senior Services Nutrition	PS&H	188,783	90,731	279,514
Total FY10 Budget		<u>\$ 1,487,108</u>	<u>\$ 662,126</u>	<u>\$ 2,149,234</u>

Community Services

Economic Development

Program: Coconino Rural Environment Corps (CREC)

Description: The Coconino Rural Environment Corps operates multiple youth and young adult workforce development programs providing natural and cultural resource conservation services benefiting Coconino County communities, residents and visitors. Through direct, hands-on service, CREC Corpsmembers (aged 15 to 25) implement projects for virtually all of Arizona's public land management agencies and conservation organizations. CREC Corpsmembers receive extensive work-skills training and conservation education, in addition to service learning, that directly benefits their future educational and career pursuits in environmental fields. Graduating Corpsmembers also receive AmeriCorps Education Awards. Project work protects rural communities throughout Arizona from the threat of wildfire; increases habitat for, and populations of a variety of wildlife species; provides greater, less damaging recreational opportunities for Arizona's citizens and visitors; and provides home energy conservation and recycling services for community residents. In addition, CREC members work to mobilize community volunteers around days of National Service, and are available as a trained cache of emergency responders in the event of local and regional disasters. CREC is funded through multiple state and federal grant awards and through more than 80 fee-for-service contracts with regional partners and stakeholders annually. Programs include Community Wildfire Protection/Forest Restoration, Regional Conservation, Corps Respond, MACC Sustainable Forestry Teams, Youth Conservation Corps, Energy Conservation Corps, Recycling Corps, and State Fire Assistance Program.

Activity: Community Wildfire Protection/Forest Restoration: CREC crews (aged 18 to 25) perform a wide variety of forest restoration services aimed at increasing overall forest health and protecting communities from catastrophic wildfire. Regional Conservation: CREC crews (aged 18 to 25) perform a wide variety of natural and cultural resource conservation services protecting and improving habitats, eradicating invasive plant species, and improving trails and other recreational infrastructure. Corps Respond: In addition to performing a wide variety of conservation services, CREC Corps Respond members (aged 18 to 25) receive training in disaster preparedness and response. MACC Sustainable Forestry Teams (SFT): In collaboration with 4 other Conservation Corps across 4 southwestern states and Arizona, SFT crews (aged 18 to 25) provide advanced forest fuels management and community wildfire protection services.

Impact/Outcome: CREC programs produce many outcomes in the strategic priority area of Economic Development. However, CREC programs also produce significant community outcomes in the strategic priority areas of Cultural and Natural Resources and Vital Communities. CREC's collective program outcomes include improved forest health, improved native plant and animal habitat, improved recreational infrastructure, decreased impacts to cultural and historical resources, improved watershed health, increased community recycling, energy conservation and water conservation, increased youth and young adult employment opportunities, increased availability of funding for higher education, broadened local workforce, improved workforce skill development opportunities, increased youth and young adult personal development opportunities, continued community wildfire protection, increased community connection to, and awareness of, environment and resource conservation, increased civic engagement and responsibility, and increased promotion of healthy lifestyles.

HEALTH & SOCIAL SERVICES

Community Services

Economic Development

Activity: Improved forest health	FY08 Actual	FY09 Actual	FY10 Estimate
Acres of Forest Fuels Reduction	1,500	1,000	1,000
Acres of Bark Beetle Mitigation	0	50	50
Acres of Revegetation	12	50	50
Acres of Forest Restored	905	1,000	1,000
Acres of Burned Area Restoration	0	N/A	N/A

Activity: Improved Recreational Infrastructure	FY08 Actual	FY09 Actual	FY10 Estimate
Miles of Trail Constructed and Maintained	125	125	125
Signage Installed	N/A	N/A	N/A
Facilities Improved	45	5	5
Campsites Improved	45	10	10

Activity: Improved Native Plant and Animal Habitat	FY08 Actual	FY09 Actual	FY10 Estimate
Acres of Habitat Restored	382	500	500
Miles of Fence Rehabilitation	1	30	30
Acres of Invasive and Exotic Plant Species Eradicated	635	650	650
Pounds of Native Seed Collection/Dispersal	100	100	100

Activity: Decreased Impacts to Cultural and Historical Resources	FY08 Actual	FY09 Actual	FY10 Estimate
Miles of Fence Constructed	2	10	10
Miles of Road Decommissioned	4	5	5
Number of Sites Maintained	N/A	N/A	N/A
Miles of Trail Constructed/Maintained	87	N/A	N/A

HEALTH & SOCIAL SERVICES

Community Services

Economic Development

Activity: Improved Watershed Health	FY08 Actual	FY09 Actual	FY10 Estimate
Acres of Invasive and Exotic Plant Species Eradication	635	650	650
Gallons of Water Conserved	869,044,617	889,573,230	889,573,230
Number of Riparian Plants Planted	25,000	25,000	25,000
Acres of Soil Stabilization	140	250	250
Activity: Increased Community Recycling, Energy Conservation, and Water Conservation	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Home Energy Efficiency Kits Installed	N/A	N/A	300
Number of Home Energy Audits Performed	N/A	N/A	300
Gallons of Water Conserved	N/A	N/A	20,000
Percent Decrease in Home Utility Bills	N/A	N/A	20%
Tons of Recycling Collected	N/A	N/A	5
Number of Outreach Events/Publications	N/A	N/A	15
Number of Community Members Contacted	N/A	N/A	5,000
Activity: Increase the Number of Youth and Young Adult Employment Opportunities	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Corpsmembers Hired	140	140	161
Activity: Increase availability of Funding for Higher Education	FY08 Actual	FY09 Actual	FY10 Estimate
Amount of AmeriCorps Education Awards Distributed	350,000	350,000	425,000
Activity: Broaden the Local Workforce	FY08 Actual	FY09 Actual	FY10 Estimate
Percent of Corpsmembers Gaining Post-Corps Employment, National Service or Education Placements in Environmental and Conservation Related Fields	40%	42%	45%

HEALTH & SOCIAL SERVICES

Community Services

Economic Development

Activity: Improved Workforce Skill Development Activities	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Corpsmembers Receiving Certifications in Job Skills Training	140	140	161
Activity: Increased Youth and Young Adult Personal Development Opportunities	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Corpsmembers Receiving Certifications in Life Skills Trainings	140	140	161
Activity: Continue to Protect Communities From Wildfire	FY08 Actual	FY09 Actual	FY10 Estimate
Acres of Forest Fuels Reduction	1,500	1,000	1,000
Number of Community Members Contacted	N/A	400	400
Activity: Increase Civic Engagement/Responsibility	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Outreach Events	N/A	6	12
Number of Outreach Publications	N/A	1	24
Number of Corpsmember Education Hours	N/A	N/A	3,500
Hours of Corpsmember Education Provided by Project Partners	212	500	1,000
Activity: Promote Healthy Lifestyles	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Corpsmembers Receiving Certifications in Healthy Lifestyle Trainings	140	140	161
Hours of Corpsmember PT Completed	N/A	N/A	8,000
Percent of Partners Reporting Increased Use of Public Lands/Recreational Infrastructure	87%	90%	90%

HEALTH & SOCIAL SERVICES

Community Services

Organizational & Fiscal Health

Program: General Administration

Description: General Administrative Services for Community Services.

Activity: The General Administration program provides fiscal and administrative support and oversight to all areas of the department.

Impact/Outcome: The department is well managed, other staff members are freed of administrative tasks so that they can concentrate on providing direct services.

Public Safety & Health

Program: Housing Services

Description: The Housing Services Program assists low-income homeowners in making required health, safety and efficiency repairs to their home. Through the reduction of constant home repair and the implementation of current building techniques and materials, this program increases a home's efficiency and lowers utility costs; further stabilizing low-income households. Housing Rehabilitation is funded by public and private sources including State of Arizona, Housing and Urban Development (HUD) to improve the housing and living conditions for county residents.

Activity: The Housing Services Program offers several levels of Housing Rehabilitation. In most cases the program offers no interest loans, no payments due until the house changes hands. Eligible repairs include: repair or replacement of major components or systems such as electrical, plumbing, heating, windows, insulation, roofing, walls, doors, etc. Eligible applicants must be the owner occupants of the home; it can be a mobile home if it is on a permanent foundation and you own the land. Applicants must live outside City of Flagstaff, and off of the reservation, but anywhere else inside Coconino County is OK. Applicants must meet low-income guidelines. The home must be fully insured. In the case of extraordinary conditions, and the availability of funding; complete home replacements may be available when standard housing rehabilitation is not cost effective. The Housing Services program can also meet the needs of low-income homeowners in search of Emergency Repairs. Emergency Repairs include one or more hazardous conditions that threaten the health and safety of the occupants; and the cost to rectify the hazardous conditions does not exceed \$15,000; and correction of hazardous conditions will result in a unit that is decent, safe and sanitary, including single purpose activities such as handicapped accessibility or lead based paint removal, roofing, and HVAC systems, plumbing and electrical. The Housing Services program can also address natural gas appliance repair and replacement projects for low-income households through out the county. Appliance repair and replacement are issued through grants at a limit of \$2,000 per residence.

Impact/Outcome: County Homeowners want home maintenance improvements that create a safe, healthy and energy efficient residence. Outcomes also include energy efficient home improvements that create lower utility bills. Housing Rehabilitation will not only lower the financial burden of low income residents in regards to utility bills, but greatly reduce the consumption of energy resources. The combination of these programs addressing a variety of low-income housing needs increases property values and the housing stock throughout the county. A reinvestment in the homes, neighborhoods and communities of Coconino County is the goal and achievable outcome for both the citizens of the county and the Housing Services program.

Activity: Housing Rehabilitation	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Homes Completed	8	16	22

HEALTH & SOCIAL SERVICES

Community Services

Public Safety & Health

Program: Public Fiduciary

Description: The Public Fiduciary Office provides a state-mandated service to individuals found by the court to be incapacitated. This Office also provides services to decedents and decedents' estates.

Activity: Pursuant to A.R.S. Sec. 14-5304, the court appoints us to act as guardians for people who have demonstrated that they are incapacitated and have demonstrated needs in the areas of care, comfort, maintenance, medical and other professional care. Pursuant to A.R.S. Sec. 14-5401, the court appoints us to act as conservators for persons who are unable to manage their own estates because of mental illness, mental deficiency, mental disorder, physical illness or disability; and the person's property will be wasted unless proper management is provided. We provide indigent burial services for decedents who have died indigent in Coconino County. We act as personal representatives for the estates of decedents who have died in Coconino County where there is no other person or entity willing and able to fulfill that role.

Impact/Outcome: Guardianship cases: We make medical and other life decisions for the wards. Conservatorship cases: We make financial decisions for the wards. Decedents: We make burial arrangements, and in some cases act as personal representatives for their estates.

Activity: Public Fiduciary	FY08 Actual	FY09 Actual	FY10 Estimate
How Many of Our Severely Mentally Ill Wards Have Not Been Jailed?	8	9	N/A
How Many of Our Severely Mentally Ill Wards Have Not Been Hospitalized in the Psychiatric Acute Care Ward?	7	6	N/A
For How Many of Our Wards Have We Applied For and/or Received Financial Benefits or Increased Financial Benefits?	50%	50%	N/A

Program: Senior Services Case Management

Description: This program provides county-wide direct assistance to seniors and adults with disabilities in obtaining local resources to remain independent and non-institutionalized. Case managers handle a ratio of 1:80 cases and authorize: meals on wheels, visiting nurse, home care and respite. They also perform an individualized intake, Information/Referral and assessment for the clients and their caregivers. Our beneficiaries are adults with life-limiting conditions, their families and loved ones. Case managers also screen for and assist clients in applying for ALTCS, Medicare Cost Share, utility assistance, paratransit, Indian Health Services, and other services in their communities.

Activity: 1. In-home assessments. 2. Benefits Check-Ups in tandem with application assistance for public programs. 3. Authorization of county in-home services and information and referral to community resources both private and public. In the past 2 years staff have conducted 353 Benefits screenings for a total value of benefits to clients: \$2,151,938.

Impact/Outcome: The service permits aging and disabled adults to obtain the maximum needed assistance in their community to remain independent and have the information they need to make life decisions relating to aging and reduced capacity. Staff also make regular referrals to Adult Protective Services for client safety.

Community Services

Public Safety & Health

Program: Senior Services Nutrition

Description: Daily weekday lunch for seniors age 60+, caregivers and disabled adults providing 1/3rd of daily nutritional requirements, nutrition education, physical activities, social activities and health monitoring/welfare check. The program also engages seniors in activities to reduce isolation, promote wellness and provides ongoing monitoring of their health and changes in condition and needs.

Activity: We serve from 60 to 130 lunches Monday through Friday at the senior centers in Flagstaff and Williams in addition to up to 100 home delivered meals to homebound seniors and disabled adults living within a radius of the kitchens. Home delivery clients qualify by age, inability to attend the lunch program, disability and are prioritized by: income, isolation and frailty. Wait lists are common in Flagstaff due to demand.

Impact/Outcome: Seniors in the congregate settings receive health and benefit information in addition to socialization and recreational opportunities. Home meal recipients receive a nutritious lunch, brief socialization and welfare checks. In the past year two drivers have found clients in immediate danger and obtained emergency help.

Vital Communities

Program: Community Engagement and Enhancement Programs

Description: Community Engagement and Enhancement programs develop and deliver services that address the unique and specific local needs of low-income persons and families as identified by our citizens. It is the purpose of these programs to open avenues of escape from poverty by operating on many diverse fronts. These programs assess needs and resources of low-income people and communities, devise strategies for real poverty reduction, and implement long-term solutions through a variety of approaches. These programs go beyond fixing the 'symptoms' of poverty and address its underlying causes through creative and innovative community engagement, partnership, and practices. Activities are aimed at enhancing and building capacity within county communities to better identify and assist those wanting to move out of poverty. The goal is to go beyond helping people cope with poverty and toward providing genuine opportunities for them to achieve and be valued as community contributors.

Activity: Activities include the following programs: 'Flagstaff Project Connect' - This program rallies the city to support and create lasting solutions for homeless and low-income persons. Community volunteers partner with city and county government, non-profits (including faith-based), and the private sector to create periodic one-stop events where those in need can easily access comprehensive and coordinated health and human services. 'Basic Business Empowerment' (BBE) - CCCSD is certified and facilitates a Kauffman Foundation 10 week/36 hour basic business training to help fledgling entrepreneurial to evaluate business idea feasibility and plan for business success as they start or grow home-based or other micro-businesses. Additionally, those who are income and asset eligible may apply for Individual Development Account (IDA) match savings. Each dollar saved for business (up to \$2000) is matched by two grant dollars from federal and local, non-county sources. 'Dream Circles' - Through community volunteers, Dream Circles provides one to one long term support and assistance to families experiencing the limitations and challenges of poverty. Significant volunteer time and community resources support and encourage struggling families as they move out of poverty, providing assistance previously unavailable from CCCSD. 'Northern Arizona Native American Culture Trails' project - This economic development project builds a network of Native American artisans and culture-based entrepreneurs and connects them with regional visitors and tourists. A website useful for trip planning introduces artists and facilitates cultural exchange via on-line virtual "trails" and maps actual by-way "trails" so artist locations can become travel destinations. 'Resource Action Network of Northern Arizona' (RANNA) This group of Social Service Providers is facilitated by CCCSD and meets bi-monthly to share resources and information, provide practical support to each other, cut through red tape and mobilize action to address specific issues. CCCSD, through RANNA, maintains an Internet Resource Directory that provides in-depth information about specific services, eligibility requirements, required documents, proximity to the bus system, waiting time for services, etc.

HEALTH & SOCIAL SERVICES

Community Services

Vital Communities

'Arizona Home Town Competitiveness' (AZHTC) - CCCSD recruits and provides coordinating assistance with the Arizona rural Development Council for Coconino County communities implementing the Arizona Home Town Competitiveness model. CCCSD identifies local partners, develops resource teams, coordinates trainings, and encourages/facilitates public, private and non-profit sector collaboration for community economic development via four focus areas: Leadership, Entrepreneurship, Youth Engagement, and Community Philanthropy. 'Collaborating to Build Better Communities' (CBBC) - CCCSD works with civic and faith-based organizations and congregations to reduce service duplication and stretch limited resources for improved community services delivery and the promotion of Asset Based Community Development (ABCD). CCCSD has participated with CARE INC - Coconino County Mayors' "for Our Cities" project, MICAH Collaborative, and others providing information and coordination for identification of community need and opportunities for training and community service.

Impact/Outcome: The outcomes of these programs increase community capacity to provide our citizens with a variety of avenues out of poverty, enhanced income, and opportunities for personal and community growth and development.

Activity: Flagstaff Project Connect	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Guests Participating	1,000	1,800	2,160
Number of Volunteers Participating	250	400	480
Number of Providers Offering Services	35	40	48
Number of Services Received	4,000	6,500	9,960

Activity: Basic Business Empowerment	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Participants in 10-Week Trainings	25	24	25
Number of Participant Training Hours Completed	507	660	600
Number of New Business Starts/Expansions	12	16	15
Number of Program Volunteers (hrs)	10 (182)	11 (184)	10 (180)
Number of IDA Participants (Dollars Saved)	7 (\$3,558)	9 (\$3,954)	9 (\$6,000)
Number of IDA Participant Fin. Ed. Hrs. Completed	0	23	20
Total of IDA Participant Asset Purchases	0	12,000	18,000

HEALTH & SOCIAL SERVICES

Community Services

Vital Communities

Activity: Dream Circles	FY08 Actual	FY09 Actual	FY10 Estimate
Number Participant & Volunteer Assessments	5	5	5
Number Participants Moving Up on Self-Sufficiency Matrix	1	2	2
Number Volunteer Evaluations Indicate Satisfaction	2	3	3
Number of New Volunteers	0	3	3
Number Presentations to the Community	3	5	5

Activity: Native Arizona Native American Culture Trails Project	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Participants on NANACT Network	0	100	200
Number of NANACT Participants at Business or Fin. Ed. Trainings	0	40	50
Number of NANACT Promoted Event Vendors (Visitors)	N/A	N/A	20 (5,000)
Number of NANACT Website Visits	N/A	N/A	4,000
Number of NANACT Website Visitor Registrations	N/A	N/A	200

Activity: Collaborating to Build Better Communities	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Community Service Briefings Provided	13	15	15
Number of Community Member Connections	600	1,100	1,300
Number of Community Service Training Participants	50	N/A	30

HEALTH & SOCIAL SERVICES

Community Services

Vital Communities

Activity: Arizona Home Town Competiveness	FY08 Actual	FY09 Actual	FY10 Estimate
Number of AZHTC Presentation Attendees	N/A	55	25
Number of AZHTC Community Volunteers	N/A	0	2
Number of AZHTC Leadership Academy Participants	N/A	0	2
Number of AZHTC Local Business Participants	N/A	0	2

Program: Emergency Services

Description: Emergency Services provides support and stability to qualifying low-income individuals and families. We also facilitate coordination & collaborations with non-profits, service agencies and the broader community to provide comprehensive crisis management. These programs provide comprehensive emergency and crisis services to eligible low-income persons to help stabilize their living situations. Services are provided through a comprehensive case management model designed to help the client assess and develop, in incremental steps, a coordinated, integrated plan of action that enables the client to move through the crisis to become stable and move towards self-sufficiency, and through one time, and incremental payments to alleviate an immediate crisis. Comprehensive referral and resource information lists are maintained to help further assist our low-income residents.

Activity: This program is a client centered program that provides case management, and a comprehensive array of services that include: short term shelter assistance, eviction and mortgage foreclosure prevention, move-in and rental assistance, and utility assistance including shut-off and move connection assistance, and limited special needs assistance - car repair assistance, dental, prescription, eye-glasses, etc. services that help to ensure the applicants job success. CCCSD maintains a bus pass program, and referrals are made to agencies that provide food and clothing. In addition to direct financial assistance, Community Services provides advocacy on behalf of low-income persons by working with landlords, and utility companies to prevent eviction and utility shut-offs, and makes referrals to legal aid counselors for advice on landlord tenant issues.

Impact/Outcome: 1. Provides families and individuals immediate solutions to current crises resulting in fewer homeless persons in our county. 2.Opportunity to implement long term solutions and move toward self-sufficiency resulting in fewer repeat requests for services. 3. Develop collaborations between service agencies that promote efficient use of funding, and more services rendered.

Activity: Emergency Services	FY08 Actual	FY09 Actual	FY10 Estimate
Vouchers Issued	2,418	2,673	2,310
Individuals Assisted	6,045	5,774	5,200
Utility Vouchers	1,612	1,605	1,200
Housing Vouchers	764	1,038	1,060
Special Needs	46	30	50

HEALTH & SOCIAL SERVICES

Community Services

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Accounting Technician II	2.00	2.00	2.00
Administrative Manager	1.00	1.00	1.00
Administrative Specialist I	1.00	1.00	1.00
Administrative Specialist II	1.00	1.00	1.00
Administrative Specialist III	2.00	2.00	2.00
Administrative Support I	0.30	0.80	0.30
Administrative Support II	2.00	2.00	2.00
Case Worker	3.00	3.00	3.00
Certified Fiduciary	3.00	3.00	3.00
Community Aide*	7.10	9.10	1.12
Community Services Director	1.00	1.00	1.00
Cook	2.75	2.75	2.75
CREC Program Manager	1.00	1.00	1.00
CREC Shop Assistant	1.00	1.00	1.00
Eligibility Worker	2.00	2.00	2.00
Program Coordinator	13.00	13.00	13.00
Program Manager	1.00	1.00	1.00
Public Fiduciary Accountant	1.00	1.00	1.00
Public Fiduciary	1.00	1.00	1.00
Senior Manager	1.00	1.00	1.00
Senior Program Coordinator	2.00	2.00	2.00
Department Total	49.15	51.65	43.17

*In FY09 the Health department took over the Housekeeping and Respite Care programs previously housed by Community Services. With this shift in programs, 5.97 FTEs were moved from Community Services to the Health Department resulting in a reduction of Community Aides in FY10. The remaining reduction of 2.0 FTEs in FY10 is due to the end of two 1-year limited term positions approved for FY09.

HEALTH & SOCIAL SERVICES

Community Services

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Administration	7.00
Coconino Rural Environmental Corps	10.00
Community Engagement & Enhancement	0.00
Emergency Services	8.30
Housing Services	1.00
Public Fiduciary	8.00
Senior Services Case Management	8.87
Senior Services Nutrition	0.00
Department Total	43.17

Health

Overview

The mission of the Health department is to provide services that prevent epidemics and the spread of disease, protect against environmental hazards, promote and encourage healthy behaviors, and assure the accessibility of health services.

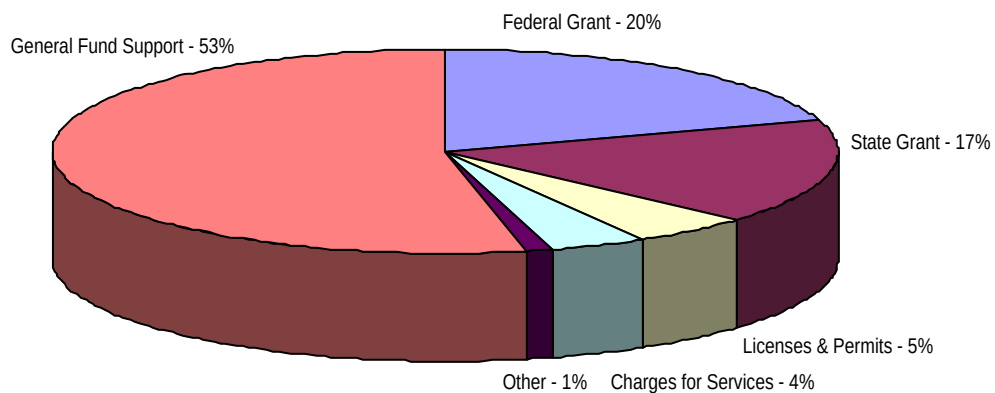
The Health department meets its mission by providing programs that: protect children, promote healthy behaviors related to nutrition and exercise, monitor and treat communicable and infectious disease, immunize, ensure the safety of the ground water, ensure the safety of food, prevent unwanted pregnancy, help in getting access to medical care, monitor healthy development of children, prevent child abuse, prevent undesirable birth outcomes, assist families of children with special needs, teach children to recognize and say no to risky behaviors, prevent unintentional injury, work to ensure animal safety and welfare, protect our environment, and promote tobacco free lifestyles.

For FY09 the Health Department is estimated to be 6% under their revised budget of \$13,673,441. This variance is due to a significant reduction in grant funding. Their FY10 Adopted Budget of \$13,438,115 is 2% under their FY09 budget.

The Health Department relies heavily on grant revenue that is subject to appropriation each fiscal year. If Health were to lose their grant funding the General Fund would have to increase support for this department for the County to maintain the same level of service that is currently provided.

The following charts illustrate Health's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

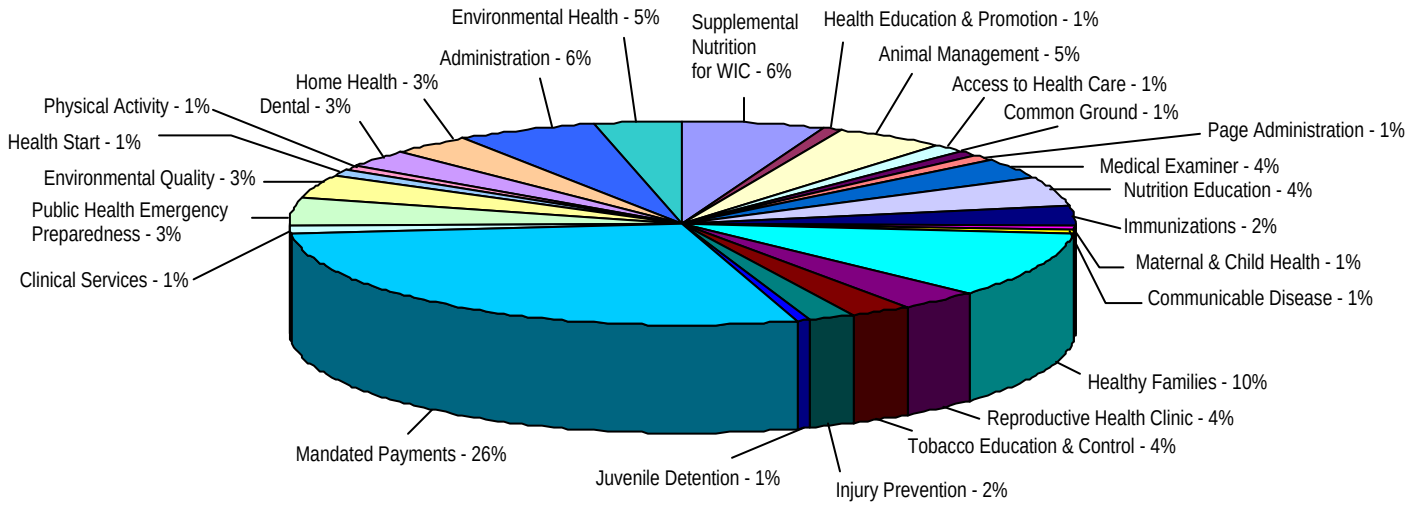
Revenue by Source Type



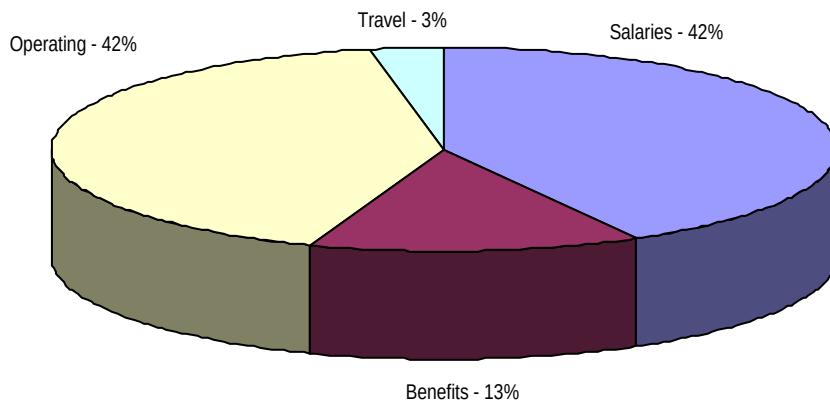
HEALTH & SOCIAL SERVICES

Health

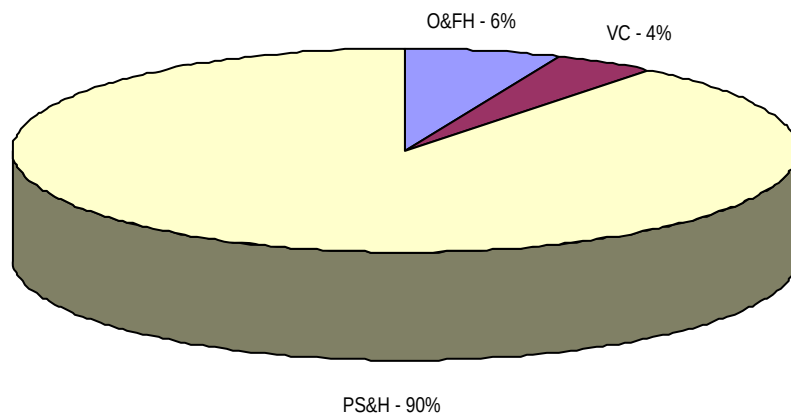
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



HEALTH & SOCIAL SERVICES

Health

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Federal Grant	\$ 2,284,198	\$ 2,712,272	\$ 2,731,994	\$ 2,655,165
State Grant	2,375,898	2,280,817	1,893,772	2,218,228
Other Government Revenue	42,811	98,000	39,079	46,000
Licenses & Permits	774,396	852,878	722,483	691,249
Charges for Services	566,468	565,634	588,751	522,255
Investment Income	9,723	5,770	9,933	2,180
Miscellaneous	302,341	154,224	144,065	127,108
Use of Fund Balance**	(168,706)	82,141	2,153	55,462
Direct General Fund Support	6,356,151	6,921,705	6,778,996	7,120,468
Total Funding Sources	\$ 12,543,279	\$ 13,673,441	\$ 12,911,225	\$ 13,438,115

**A negative use of fund balance indicates an overall fund balance increase.

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 5,209,094	\$ 5,802,342	\$ 5,552,594	\$ 5,638,301
ERE - Benefits	1,655,456	1,908,989	1,755,235	1,819,136
Operating	5,235,508	5,476,767	5,270,273	5,587,634
Travel	363,071	434,861	318,742	393,044
Capital	80,151	50,482	14,381	-
Total Direct Expenditures	\$ 12,543,279	\$ 13,673,441	\$ 12,911,225	\$ 13,438,115
 Net Indirect Support	 1,426,332	 1,440,153	 1,440,153	 2,184,462
 Total Expenditures, Including Indirect Costs	 \$ 13,969,611	 \$ 15,113,594	 \$ 14,351,378	 \$ 15,622,577

HEALTH & SOCIAL SERVICES

Health

Financial Statements

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 1,446,300	\$ 1,565,051	\$ 1,374,167	\$ 1,276,275
Program Expenditures	(7,779,805)	(8,271,725)	(7,975,024)	(8,254,888)
Transfers	(22,647)	(215,031)	(178,139)	(141,855)
Total Direct General Fund Support	\$ (6,356,151)	\$ (6,921,705)	\$ (6,778,996)	\$ (7,120,468)
Net Indirect Support	(1,426,332)	(1,440,153)	(1,440,153)	(2,184,462)
Total General Fund Support	<u>\$ (7,782,483)</u>	<u>\$ (8,361,858)</u>	<u>\$ (8,219,149)</u>	<u>\$ (9,304,930)</u>

HEALTH & SOCIAL SERVICES

Health

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Administration	O&FH	\$ 761,327
Access to Health Care	PS&H	102,684
Animal Management	PS&H	598,510
Birth Certificates	PS&H	39,406
Clinical Services	PS&H	191,233
Common Ground	O&FH	96,325
Communicable Disease	PS&H	148,430
Dental Program	PS&H	417,049
Environmental Health	PS&H	607,448
Environmental Quality	PS&H	417,094
Food Security	PS&H	13,918
Guardianship Investigations	PS&H	38,196
Health Education & Promotion	PS&H	103,177
Health Start	PS&H	86,590
Healthy Families	PS&H	1,351,821
HIV Case Management	PS&H	60,299
HIV Counseling & Testing	PS&H	17,249
Home Health	PS&H	451,612
Immunizations	PS&H	325,377
Injury Prevention	PS&H	243,031
Juvenile Detention Health Services	PS&H	89,111
Mandated Payments	PS&H	3,699,965
Maternal and Child Health	PS&H	177,207
Medical Examiner	PS&H	556,043
Newborn Intensive Care	PS&H	56,450
Nutrition Education	VC	525,826
Page Administration	PS&H	95,877
Physical Activity Promotion	PS&H	94,225
Public Health Emergency Preparedness	PS&H	366,771
Reproductive Health Clinic	PS&H	472,067
Supplemental Nutrition for Women, Infants & Children	PS&H	767,797
Tobacco Education & Control	PS&H	466,000
Total FY10 Budget		<u>\$ 13,438,115</u>

HEALTH & SOCIAL SERVICES

Health

Financial Statements

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Administration	O&FH	\$ 742,677	\$ 220,947	\$ 963,624
Access to Health Care	PS&H	102,684	36,428	139,112
Animal Management	PS&H	484,334	119,894	604,228
Birth Certificates	PS&H	-	2,612	2,612
Clinical Services	PS&H	191,233	60,459	251,692
Common Ground	O&FH	-	17,672	17,672
Communicable Disease	PS&H	124,275	47,635	171,910
Dental Program	PS&H	287,310	170,489	457,799
Environmental Health	PS&H	106,058	186,593	292,651
Environmental Quality	PS&H	237,736	97,910	335,646
Food Security	PS&H	-	4,392	4,392
Guardianship Investigations	PS&H	35,796	14,678	50,474
Health Education & Promotion	PS&H	103,177	35,798	138,975
Health Start	PS&H	-	24,580	24,580
Healthy Families	PS&H	-	220,793	220,793
HIV Case Management	PS&H	-	16,862	16,862
HIV Counseling & Testing	PS&H	-	4,434	4,434
Home Health	PS&H	219,581	150,980	370,561
Immunizations	PS&H	(7,922)	57,086	49,164
Injury Prevention	PS&H	42,004	31,994	73,998
Juvenile Detention Health Services	PS&H	89,111	35,909	125,020
Mandated Payments	PS&H	3,699,965	-	3,699,965
Maternal and Child Health	PS&H	-	25,093	25,093
Medical Examiner	PS&H	442,899	147,313	590,212
Newborn Intensive Care	PS&H	4,973	19,409	24,382
Nutrition Education	VC	-	54,077	54,077
Page Administration	PS&H	95,877	31,473	127,350
Physical Activity Promotion	PS&H	-	17,313	17,313
Public Health Emergency Preparedness	PS&H	-	43,877	43,877
Reproductive Health Clinic	PS&H	118,700	125,702	244,402
Supplemental Nutrition for Women, Infants & Children	PS&H	-	81,605	81,605
Tobacco Education & Control	PS&H	-	80,457	80,457
Total FY10 Budget		\$ 7,120,468	\$ 2,184,462	\$ 9,304,930

Health

Organizational & Fiscal Health

Program: Common Ground Project: Transforming Public Health Information Systems

Description: This program was established to help the Health Department develop more effective and efficient business processes that will, in turn, result in improved health outcomes to the residents of Coconino County. Acting as consultants and facilitators, the program staff train Health Department employees to look at how their work is currently being done (business process analysis), brainstorm on ways that their work should be done more efficiently and effectively (business process redesign) and then assist, when feasible, in the implementation of the identified improvements. Program staff also take the lead role with the more complex business processes that have been identified as needing improvement. The Common Ground Project is a 3 year grant-funded program that began in 12/07 and will end 11/30/09.

Activity: 1. Business process analysis and redesign (BPA/R) 2. Training staff in BPA/R 3. Providing technical assistance to staff working on BPA/ Create work flow diagrams 4. Develop work breakdown structure diagrams that capture the major job functions of a position 5. Assist staff to create Standard Operating Procedures (SOP) documentation

Impact/Outcome: The primary impact will be a more effective and efficient Health Department. This will be accomplished by having a significant proportion of staff trained in principles of critical thinking and empowered to make changes (improvements) within the way they do business. A secondary impact will be the ability to design an integrated data management system that will meet the needs of the Department.

Activity: Common Ground	FY08 Actual	FY09 Actual	FY10 Estimate
To Successfully Obtain Legal Opinion of HIPAA Status (Covered vs. Uncovered) of All CCHD Programs in Order to Better Define Data Sharing Opportunities and Requirements	N/A	N/A	N/A
To Identify and Apply for Funding to Continue the Department's Business Process Analysis and Redesign Efforts	87	65	N/A

Program: Health Administration

Description: The mission of the Coconino County Health Department is to prevent epidemics and the spread of disease, protect against environmental hazards, promote and encourage healthy behaviors and assure the accessibility of health care services. This mission is consistent with the Ten Essential Services of Public Health. By committing resources to prevention, the Trust for America's Health report Prevention for a Healthier America, the return on investment for every \$1 spent in Arizona on prevention, you save \$1.55 each year for the first two years; by the fifth year, that annual savings is \$5.22. Health Administration provides the leadership, strategic direction, and administrative support for the Health Department. It oversees the management and operations of the Department, including financial management, personnel management, public information, community relations, planning, contract management, and marketing.

Activity: 1. Organizes and meets with the Board of Health every other month. 2. Develops and approves department policy. 3. Ensures compliance with federal and state law and rules. Ensures contract compliance. 4. Develops policy and position recommendations for the Board of Health and the Board of Supervisors. 5. Performs financial tasks for the Department, including payroll, accounts payable, accounts receivable, procurement card reconciliation, travel claims, and petty cash management. 6. Develops press releases, arranges press conferences and interviews, prepares informational packages for the media. 7. Manages the Department's web page. 8. Production of external and internal departmental communications and publicity materials. 9. Oversee personnel functions, including recruitment, interviewing, hiring, performance evaluation, retention, succession planning, employee recognition program, and staff development. 10. Develop and manage departmental budgets. 11. Identify and analyze pending legislation.

HEALTH & SOCIAL SERVICES

Health

Organizational & Fiscal Health

Activity: Health Administration	FY08 Actual	FY09 Actual	FY10 Estimate
Press Releases Issued	36	46	40
Health Website Usage (Hit Counts)	N/A	124,935	125,000

Public Safety & Health

Program: Access to Health Care Administration

Description: The Access to Health Care (ATHCU) Administration provides the management and support to eight grant and general fund programs including the Newborn Intensive Care Program, Ryan White-Part B HIV Case Management, HIV Counseling and Testing, Maternal and Child Health, Folic Acid Education and Distribution, Teen Pregnancy Prevention, Birth Certificates, Guardianship Investigations, and phone coverage for all incoming phone calls to the Health Department on the primary Department phone line. The ATHCU unit oversees AHCCCS, ALTCS, and Title 36 payments to the State of Arizona and the Title 36 contractor.

Activity: The activities and responsibilities of the Senior Manager include: 1. Develop plans, policies and operational guidelines for service unit operations. 2. Develop and manage service unit budgets. 3. Provide timely information and reports to staff. 4. Foster employee growth and development. 5. Ensure contract compliance with federal, state, and private organizational requirements. 6. Prepare and/or review grant applications before submission. 8. Provide input and direction on service unit/department action plans related to County goals/budgets.

Impact/Outcome: Effective and efficient operations, contract compliance, staff satisfaction, maximizing revenues, responsible expenditures.

Activity: ATHCU Administration	FY08 Actual	FY09 Actual	FY10 Estimate
Ensure That All Cost Centers Operate Within Budgets	N/A	12/13	14/14
Successfully Meet All Grant Compliance Requirements as Measured by Site Visits Reports From Funding	N/A	N/A	N/A

Program: Animal Management

Description: Enforce state and local statutes and ordinances associated with domestic and wild animals to protect public health and safety, including: animal bites, dogs at large, barking dogs, cruelty, rabies control including quarantine of animals, submitting specimens for determination of rabies and issuing dog licenses. Staff are on call 24 hours a day, seven days a week.

Activity: 1. Provide immediate response to reports of suspected rabid animals. 2. Process, package and send specimens to the State Lab for rabies testing. 3. On positive rabies cases, we evaluate the level of exposure and refer the client to the appropriate contact. 4. Investigate all complaints or reports of statute or ordinance violation. 5. This can include capturing an animal and either returning it to the owner or impounding it. 6. Issue citations for violations of state statute or local ordinance. 7. Testify in court or before hearing officer. Assist and respond to requests from law enforcement. 8. Inspect all kennels/pet shops to ensure compliance with County ordinance and to assure all animals are healthy, properly housed and receiving proper care and medical treatment. 9. Issue dog licenses upon proof of rabies vaccination. 10. Provide education on the care and behavior of animals, and promote responsible animal ownership. 11. Organize and facilitate rabies vaccination clinics.

HEALTH & SOCIAL SERVICES

Health

Public Safety & Health

Activity: Animal Management Calls for Service	FY08 Actual	FY09 Actual	FY10 Estimate
Dogs at Large	753	771	800
Cruelty Investigations	88	95	80
Injured Animal Response	35	38	35
Bite Case Investigations	96	95	90
Rabies Testing	46	107	50
Dogs Impounded	647	450	460
Activity: Animal Management Dog Licensing	FY08 Actual	FY09 Actual	FY10 Estimate
Total Dog Licenses Issued	11,515	13,046	13,200

Program: Birth Certificates

Description: By selling birth certificates in Coconino County, particularly in Flagstaff, we help to expedite the application processes for clients whether they are seeking public assistance or emergency shelter services through Community Services, applying for low income medical care through AHCCCS, or simply applying for a Social Security Card or Passport. Clients can apply for a birth certificate in our office and, in most cases, receive it the very same day.

Activity: 1. Provide certified copies of Arizona Birth Certificates for births that occurred after 1950. 2. Correct or amend Birth Certificates for births that occurred after 1997. 3. Confirm paternity. 4. Add a father's information in cases where this information was not provided at the time the initial certificate was issued. 5. Work with local midwives to register births that occurred at home. 6. Assist the customer in working with the State Office if there is an error on the record or if a birth was never registered.

Impact/Outcome: Assist customers in obtaining a timely copy of their birth certificate. Without this local service, customers would need to travel to Phoenix to obtain this document or correspond with the State Office of Vital Records by mail, a time consuming process that may impede a person's access to care and services they urgently need.

Activity: Birth Certificates	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Birth Certificates Issued	3,352	4,747	5,000

Health

Public Safety & Health

Program: Clinical Services Administration

Description: Overall management and operations of six Public Health Programs that provide direct health care services: Immunizations, Communicable Disease Control, Reproductive Health, Juvenile Detention Health, Home Health and Dental. Ensure the effective and efficient operation of programs.

Activity: 1. Planning, development, implementation, and evaluation of 6 Public Health Programs: Immunizations, Communicable Disease Control, Reproductive Health, Juvenile Detention Health, Home Health and Dental. 2. Ensure compliance with AZ state laws on mandated services; with clinic and home health agency licensure regulations; with Juvenile Detention Health mandates; and with all contracts. 3. Coordination of all billing/accounts receivable functions for clinics 4. Negotiation and processing of contracts. 5. Preparation and submission of grant proposals. 6. Preparation, management and monitoring of budgets. 7. Coordination of quality improvement activities.

Impact/Outcome: Availability of clinical services to the public is maintained at the same level; responsible budget monitoring, revenue generation and expenditures; staff satisfaction.

Activity: Clinical Services Administration	FY08 Actual	FY09 Actual	FY10 Estimate
Percent of Employees Satisfied Overall With Their Job	N/A	N/A	85%
Successfully Meet Grant Compliance Requirements as Measured by Site Visit Reports From Contractors	N/A	0 Deficiencies	0 Deficiencies
Successfully Meet state Licensure Regulations for Clinic and Home Health	N/A	0 Deficiencies	0 Deficiencies
Revenues and Expenditures Remain Within FY 10 Budgets	N/A	N/A	100%

Program: Communicable Disease Control

Description: The Communicable Disease Program prevents epidemics and the spread of disease. It protects our communities from high risk contagious diseases such as meningitis, pertussis, measles, tuberculosis and sexually transmitted diseases, to name a few. We monitor reportable diseases for outbreaks and respond with a coordinated plan to treat those affected and to prevent further spread. We are responsible for enforcing Arizona regulations pertaining to surveillance, reporting and treatment of diseases. Reportable diseases range in severity and require different types of interventions.

Activity: 1. Conducts epidemiological investigations. 3. Conducts disease surveillance and monitoring of reportable communicable diseases. 3. Contacts clients through telephone calls, home visits, or neighborhood search as needed for testing and treatment. 4. Ensures that infected clients and their contacts see a health care provider for examination and treatment. Provides direct treatment if needed. 5. Screening and treatment of clients with active and latent tuberculosis. 6. Contains or mitigates an outbreak through employing measures to prevent spread of the disease (isolation, ring vaccination, etc) 7. Reports disease to the Arizona Department of Health Services and the Center for Disease Control if needed.

Impact/Outcome: 1. Decreased incidence of communicable diseases. 2. Prompt and appropriate diagnosis and treatment of communicable diseases reduces morbidity and mortality in individual clients, their contacts and their communities. 3. Health care providers are alerted to disease outbreaks in a timely manner and respond with increased testing and disease suspicion, leading to earlier diagnosis and treatment. 4. People at high risk for communicable diseases can be identified to target interventions such as testing and immunizations to keep them healthy. 5. Health care providers, laboratories, schools and individuals have up-to-date information on standards of care and control measures for communicable diseases.

HEALTH & SOCIAL SERVICES

Health

Public Safety & Health

Activity: Communicable Disease Control	FY08 Actual	FY09 Actual	FY10 Estimate
Percent of LTBI (Clients With Latent TB) Completing Treatment	N/A	94%	85%
Number of Syphilis Cases Investigated	7	18	10
Number of Gonorrhea Cases Investigated	30	41	35
Number of Chlamydia Cases Investigated	452	577	500
Number of Diarrheal Disease Cases Investigated	72	77	90
Number of Vaccine Preventable Diseases Investigated	10	61	30
Total Number of Communicable Disease investigations	1,110	1,024	1,000

Program: Dental Program

Description: The Dental Program provides dental diagnostic, preventative, and treatment services to low income adults and children. Services are provided in the Flagstaff Dental Clinic as well as in schools, preschools, and community centers throughout Coconino County. A sliding fee scale up to 250% of the Federal Poverty Level is applied to all clients. No one is denied services based on inability to pay.

Activity: 1. Dental diagnostic services include oral examinations and X-rays. 2. Dental preventative services include teeth cleaning (prophylaxis, scaling and planning), fluoride application, sealant application and education provided by a dental hygienist. 3. Dental treatment services include basic fillings, pulp treatments, extractions, emergency treatments for the relief of pain and infection, as well as referral and follow-up services. 4. Crowns and dentures are sent to a contracted provider lab. 5. School-based services in Flagstaff and other Coconino County communities include exams, X-rays, fluoride rinse and varnish programs, dental sealants application, and prevention through education in the classroom. 6. The Dental Program participates in multiple community health fairs such as Give Kids a Smile, Back to School fairs, and the Homeless Project Connect. 7. The Dental Clinic is also an internship site for dentistry students.

Impact/Outcome: Low income children and adults can access basic oral health care in all areas of Coconino County. The incidence of tooth decay in Coconino County is reduced. There is a decreased need for tooth extraction, leading to improved nutritional status particularly in the elderly and disabled population.

Activity: Dental Program	FY08 Actual	FY09 Actual	FY10 Estimate
Dental Clinic Visits	2,058	1,212	1,200
Dental Portable Visits	N/A	724	1,000
Dental Sealants	143	293	200
Dental Education Visits	2,817	1,465	1,400
Percent of clients Satisfied With Services	N/A	N/A	90%

Health

Public Safety & Health

Program: Environmental Health

Description: The Environmental Health Program protects public health through inspection of public facilities including food service, lodging, swimming pool and school facilities. The EH program also provides training and mandated certification programs for employees and operators of public facilities, and investigates vector and zoonotic disease outbreaks, and environmental hazards that may adversely affect public health.

Activity: 1. Issue licenses for public facilities including restaurants, other food service facilities, special event food vendors, body art facilities. 2. Inspect public facilities including restaurants, other food service facilities, hotels and motels, trailer parks and campgrounds, public schools, public pools and spas on a routine basis. 3. Investigate consumer complaints on public facilities. 4. Provide training and testing for Food Handlers, Food Managers, Backcountry Guides, and Body Artists. 5. Review plans for all licensed facilities. 6. Provide surveillance, response to complaints, and abatement for certain vectors, such as fleas that are infected with plague. 7. Investigate zoonotic disease outbreak. 8. Investigate public nuisances including food borne illnesses, water borne illnesses, animal manure complaints, public rest room complaints, insect and rodent infestations, and sanitation in public areas.

Impact/Outcome: Protect the public's health by ensuring safe food, sanitary facilities, and safe living environments. Improve technical skills of operators, employees and the public by providing necessary education, training and certification. Safeguard public health by monitoring the community and promoting measures to minimize exposure to risk factors in our environment.

Activity: Environmental Health	FY08 Actual	FY09 Actual	FY10 Estimate
	licenses/ inspections*	licenses/ inspections*	licenses/ inspections*
Food Service Facilities	1,212/3,182	1,183/3,152	1,220/3,200
Body Art Facilities	13/20	12/14	11/11
Public Bathing Places	234/350	232/338	234/380
Trailer Parks/Campgrounds	102/157	93/102	94/115
Public School Grounds	46/112	46/46	45/50
Motel/Hotels	182/227	177/188	177/250
Training: FMC,FHC,BC,BA	4311	3916	4360
Vector/Zoonotic Disease Surveillance	802	393	800
Public Nuisance Complaints	301	245	300

Note: Inspections include routines, follow-ups, and pre-openings
 Food service - routine inspections required twice annually
 Body Art - routine inspection once annually
 Public Bathing - routine inspections twice annually
 Trailer Park/Campground - routine inspections once annually
 Public School Grounds - routine inspections once annually
 Motel/Hotels - routine inspections once annually

Health

Public Safety & Health**Program: Environmental Quality**

Description: The Environmental Quality (EQ) Program protects and enhances Coconino County's environment and natural resources and promotes the quality of health and well being of citizens through activities that promote understanding of and adherence to Arizona Department of Environmental Quality rules on groundwater, septic systems, wells and water and waste haulers, and respond to public health nuisances.

Activity: 1. Conduct Site Evaluations to evaluate the site and soil conditions for sites needing an onsite sewage system. 2. Review and approve designs for all onsite wastewater applications to ensure that submittals comply with ADEQ rules and Coconino County Health Ordinances. 3. Perform well site inspections and review of plan submittals for proposed drinking water wells. 4. Ensure compliance with all applicable state and local environmental laws and regulations 5. License and inspect drinking water, sewage and solid waste haulers. 6. Investigate Public Health Nuisance Complaints and work with property owner to abate the nuisance. 7. Ensure consistent, just and timely enforcement when environmental nuisances are identified. 8. Ensure that regulations are applied clearly and consistently for all submittals. 9. Develop educational materials to assist first time applicants to understand the permitting process and outcomes. 10. Perform file searches for all requests for information on onsite wastewater systems, and soil reports to assist in real estate transactions and provide information to property owners with septic systems. 11. Develop processes to recognize innovative, sustainable, environmental ideas and solutions. 12. Provide bi-weekly Designer meetings to allow applicants and designers the opportunity to discuss conceptual and design issues in an informal setting. 13. Participate with other County departments in bi-weekly preliminary meetings to provide assistance with plan submittals and explain the permitting process to the applicant. 14. Provide informational newsletters twice a year to wastewater designers, installers, homeowner's, and other interested parties. 15. Public Health Nuisances related to wastewater and solid waste are abated before they cause disease or illness.

Impact/Outcome: 1. All individual on-site wastewater systems are designed according to rule to ensure the protection of the ground water. 2. Abate Public Health Nuisances related to wastewater and solid waste before they cause disease or illness. 3. Enable clients and customers to understand the permit application process to promote timely and accurate submission of applications and designs as part of the permit process. 4. Review of individual on-site wastewater systems are completed in a timely manner which enables customers to obtain their building permit expeditiously.

Activity: Environmental Quality	FY08 Actual	FY09 Actual	FY10 Estimate
Com Alternate Permit	5	4	2
Com Conventional Permit	4	2	1
Tank Only Permit	27	10	5
RAR Review	171	89	75
Alternate Permit	138	62	58
Conventional Permit	104	51	45
Site Investigation	241	99	85
Well site Inspection	31	19	10
Septic File Search	585	252	250

Health

Public Safety & Health

Program: Food Security

Description: The Food Security program ensures availability and access to food for some of Coconino County's highest risk populations, including low income women, children and seniors. Program features include access to food through the Farmer's Market and Food Banks as well as nutrition education.

Activity: 1. Assess eligibility of clients. 2. Provide coupons to eligible clients to be used at the local Flagstaff Community Farmer's Market from July thru September. 3. Provide nutrition education to clients, focusing on the use and benefits of fresh fruits and vegetables. 4. Provide food boxes to clients to supplement their diets with nutritious USDA commodity foods. 5. Provide nutrition education and referrals to other health and social services.

Impact/Outcome: By educating and issuing coupons to eligible clients, we hope to increase fruit and vegetable consumption among low income women, children and seniors contributing to their health while supporting local farmers' markets. Supplying food boxes impacts hunger and proper nutrition for all participants.

Activity: Food Security	FY08 Actual	FY09 Actual	FY10 Estimate
Farmers Market Number of Customers	N/A	315	325
Supplemental Food Program (CSFP) Number of Customers	4,854	4,404	4,860

Program: Guardianship Investigations

Description: This program funds a guardianship investigator who is appointed by the court to provide, as required by Arizona statute, an independent review of the circumstances of a vulnerable individual by conducting interviews and reviewing records. The investigator travels Countywide to meet in person with prospective wards and performs impartial investigations to protect the rights and well-being of the person and to ensure their safety and protection if guardianship and/or conservatorship is warranted. Findings about the person's social, family, medical and psychological history are summed up and recommendations are made in a Report of Investigator which is filed with the court. Both private and public fiduciary cases are accepted. This program provides for the public health and welfare of incapacitated adults and vulnerable children who need guardianship or conservatorship and also provides a means by which concerned parties can seek to provide legal protection and advocacy for these vulnerable individuals.

Activity: 1. Investigation, required by law, to help the court determine the need for guardianship/conservatorship for vulnerable persons. 2. Interview client, interested parties, medical professionals, and other service providers. 3. Analyze medical, social, psychological and other written assessments. 4. Prepare written report for court.

Impact/Outcome: Providing this service ensures that due process is applied to protect the rights of vulnerable individuals so that incapacity is reviewed in a court of law. Positive outcomes include protection of vulnerable individuals should a guardian/conservator be appointed, and peace of mind and legal authority to guardians or conservators to protect and advocate for their wards. Should this service not be offered, incapacitated adults would be at risk of physical harm to themselves and possibly others, and interested parties would not have a means by which incapacity could be fairly determined for the safety and welfare of the individual and the community.

Activity: Guardianship Investigations	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Cases Completed	60	55	85
Percent of Cases Investigated Within the Allowable Time Frame	N/A	N/A	90%

Health

Public Safety & Health

Program: Health Education and Promotion Administration

Description: This program provides leadership, supervision and oversight of multiple health education services, including those that address nutrition education, food security, physical activity promotion, healthy beginnings (prenatal, infant and childhood), tobacco education and control, injury prevention, and organizational quality improvement. All direct service health education and promotion programs strive to improve individual lifestyles and community public health conditions. Customers include program staff, recipients of health education services (i.e., families, children, and adults), County Departments (i.e., Finance related to audits, financial reconciliation), and community organizations (i.e., assessing customer service).

Activity: 1. Plan, develop, implement and evaluate a variety of public health education programs that address and promote a higher quality of life. 2. Supervise, coach and mentor assigned personnel. Manage the service unit budget. 3. Provide input into departmental goal setting. 4. Provide input and direction on service unit/department action plans related to County goals/budgets. 5. Write and direct the preparation and submission of grant proposals. 6. Negotiate contracts. 7. Assure all programs comply with federal, state, local, private and organizational requirements.

Impact/Outcome: Efficient, effective operations. Satisfied staff. All program expenditures will be kept within approved budget while providing the level of service expected from Board of Health, Board of Supervisors and citizens.

Program: Health Start

Description: The Health Start Program provides in-home maternal and child health education, support, and advocacy services to at risk pregnant women and post-partum women. Families receive home visits and case management with oversight by a nurse and social worker through the enrolled child's second year of life. The Health Start Program addresses health, environmental and stress factors that can impact birth outcomes and the development of infants and children.

Activity: 1. Provide in-home health education to pregnant/postpartum women and their families on topics ranging from prenatal care, parenting, breast feeding and well child care to safety, and other topics promoting well being. 2. Provide transportation to prenatal health care provider, when necessary to ensure attendance. 3. Monitor immunizations of program participants with each home visitation to ensure they are appropriately immunized. 4. Screen for early identification of developmental delays and makes appropriate referrals for treatment. 5. Make referrals to connect program participants with community services needed (AHCCCS, WIC, GED Services, Higher Education, Etc.) 6. Conduct class presentations to program participants on pre-conception health.

Impact/Outcome: 1. To ensure positive birth outcomes or reducing the incidence of low birth weight babies. 2. Increase access to prenatal care services for high-risk pregnant women. 3. Ensure that children are appropriately immunized and have a medical home by the age of 2. 4. To increase knowledge and skills among pregnant/postpartum women and their families about prenatal care, parenting, breast feeding and well childcare, safety, and other topics important for their wellbeing. 5. To identify developmental delays as early as possible among infants and make appropriate referrals for treatment.

HEALTH & SOCIAL SERVICES

Health

Public Safety & Health

Activity: Health Start	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Families	329	201	225
Percent Increase of Pregnant Women Enrolled	N/A	N/A	80%
Percent of New Mothers Who Receive a 2 Week Visit After Birth	N/A	N/A	90%
Percent of Enrolled Children Who Will Be Current on Immunizations	N/A	N/A	90%
Number of Classes Provided on Preconception Care	N/A	N/A	8
Percent of Mothers Who Will Have Received Postpartum Depression Screens Two After Birth	N/A	N/A	90%

Program: Healthy Families

Description: The Healthy Families program is designed to provide support to the family during the pregnancy and the first five years of a child's life when early brain development occurs. The program provides emotional support to family members and encourages positive parent-child interaction to ensure healthy attachment and bonding thus enhancing individual lifestyles and a community's public health. The program serves families at risk during pregnancy and after the birth of a baby.

Activity: 1. Link families to health care and other community services. 2. Provide health care, child development, nutrition and safety information. 3. Support the mother's prenatal health by ensuring that she takes folic acid and seeks reproductive health prior to pregnancy, as well as ensuring that she receives her prenatal visits and takes prenatal vitamins. 4. Educate family on harmful health activities such as, smoking, poor nutrition, and substance abuse which are known risk factors for poor birth outcomes and lead to chronic disease. 5. Provide resources and information to assist pregnant women in changing lifestyle behaviors. 6. Provide safety information including materials to prevent shaken baby and sudden infant death. 7. Administer safety checklist every six months to prevent childhood accidents and increase car seat use. 8. Connect families to a medical home and all children are tracked to ensure that they receive routine well child checks, adequate and healthy nutrition, and immunizations. 9. Screen the child's development every six months to ensure that the child is developing normally and refer to an appropriate provider if delays are identified.

Impact/Outcome: 1. Reduce risk factors related to child abuse and neglect and enhance healthy parenting behaviors. 2. Increase immunizations rates in children served. 3. Increase car seat use among children served. 4. Early detection of developmental delays allows early intervention. 5. Improved safety behaviors in the family.

Activity: Healthy Families	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Families	804	767	N/A
Percent of Enrolled Children With a Medical Home	N/A	N/A	90%
Percent Completed a Safety Checklist for Children Up to 3 Months	N/A	N/A	90%
Percent of Enrolled Children Who Will Be Current on Immunizations	N/A	N/A	90%
Percent of Enrolled Children Up to 5 Months Who Completed a Developmental Screen	N/A	N/A	80%

Health

Public Safety & Health

Program: HIV Case Management

Description: Case management and support services are provided to individuals with HIV/AIDS in Coconino and Mohave Counties.

Activity: 1. Assessment and development of individual service plan. 2. Referrals for needed services: housing, financial assistance, transportation, legal aid, shelters, food banks, clothing banks, emotional support groups, mental health, drug rehabilitation programs, psychotherapy, nutritional consultation, employment search, and training and educational programs. 3. Provide assistance in obtaining medication through the Arizona Drug Assistance Program. 4. Consult with physician and other providers. 5. Provides access for clients to funds for help with medical bills, medications, and medication co-payments, bus passes, gas vouchers, food cards, dental insurance and dental co-payments, eye examinations and glasses if needed, translation and legal services, rent payment, utilities, and other outstanding bills.

Impact/Outcome: Enable clients to live a better quality of life and limit further disability.

Activity: HIV Case Management	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Client Visits	150	375	400
Percent of Clients Who Receive Referrals from Case Manager	N/A	N/A	90%

Program: HIV Counseling and Testing

Description: Provides HIV/STD education, rapid HIV counseling and testing to high risk populations, conducts surveillance, and reports positives as required by law.

Activity: 1. Rapid HIV testing to targeted individuals. 2. Provide counseling to individuals being tested and to those whose test results are positive. 3. Make referrals for needed services. 4. Submit required reports to ADHS.

Impact/Outcome: Early detection and notification of HIV positive status can help prevent the spread of the disease and connect HIV positive persons to needed services and resources that enable them to manage their disease with greater success.

Activity: HIV Counseling and Testing	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Individuals Participating in Counseling and Education Classes	N/A	526	500
Number of Individuals Testing for HIV/AIDS	N/A	104	110
Percent of Target Population That Knows Where to Go for Free HIV/AIDS Testing	N/A	N/A	50%

Health

Public Safety & Health

Program: Home Health

Description: Provides Visiting Nurse, Home Health Aide, Housekeeping and Respite services to elderly and disabled residents who do not qualify for any other in-home care program (such as through Medicare, AHCCCS or private health insurance,) and do not have the necessary resources to pay for these needed services. All services are provided through home visits. The program maximizes safety, independence and dignity for the clients and helps them remain independent in their home as long as possible. Eligibility for services is determined by Community Services case managers using a thorough needs and resources assessment. Nurses work under the orders of the clients' primary care providers.

Activity: 1. Nursing care, including physical and psychosocial assessment. 2. Monitoring of vital signs, blood sugar levels, oxygen levels, medication levels 3. Preparation of medication boxes and insulin syringes. 4. Administration of medications and various medical treatments. 4. Collection of lab specimens. 5. Wound care, foot care, ostomy care and catheter care as may be needed. 6. Client and caregiver education on medications, medical conditions, nutrition and exercise. 7. Monitoring of nutritional status 8. Coordination of medical care with primary care providers and referral to specialty care as needed. 9. Transitioning clients to hospital, nursing home, assisted living facility or hospice care as needed. 10. Assistance with personal care to ensure hygiene and safety: bathing, shampooing, skin and nail care, oral care. 11. Assistance with ambulation, range of motion or other exercises as prescribed by physician or therapist. 12. Assistance with errands such as medication pick-up and grocery shopping. 13. Housekeeping services to assist in providing a safe and clean environment, targeting primarily kitchen, bathroom and bedroom areas. 14. Respite care so that caregivers can have a break from the emotional and physical demands of providing 24/7 care to a dependent elder. 15. Transportation of clients to medical appointments if no other resource is available. 16. Coordination of services with Medicare and other insurance companies, NACOG and Community Services Case Managers to obtain medical equipment and prostheses as needed. 17. Assisting clients with developing health care directives, ensuring the local hospital receives a copy. 18. Referring abused or neglected adults to Adult Protective Services. 19. Referring as needed for guardianship investigations. 20. Providing free personal monitoring alert pendants that call for assistance at the touch of a button. 21. Promotion of socialization activities (use of Adult Center, Senior Companions, referrals to community activities).

Impact/Outcome: Vulnerable elderly and disabled clients can maintain independent and safe living in their home at a much lower cost to society than institutionalization. Their health and quality of life is maximized. They have fewer health complications, hospitalizations and deaths.

Activity: Home Health	FY08 Actual	FY09 Actual	FY10 Estimate
Nursing Direct Service Hours	865	926	314
C.N.A Direct Service Hours	998	948	1034
Housekeeping Direct Service Hours	N/A	6,355	2,606
Housekeeping Direct Service Hours	N/A	1,602	1,183
Percent of Clients Who Continue to Live at Home	N/A	90%	90%
Percent of Clients Satisfied With Services	94%	92%	92%

Health

Public Safety & Health**Program: Immunizations**

Description: Provides childhood, adult and travel vaccines and tuberculosis skin testing to residents seeking these services. Many of these clinics take place at community locations such as schools, employer sites, churches and community centers. All immunizations are recorded in a statewide immunization database, which helps ensure non duplication of vaccines.

Activity: 1. Routine childhood vaccinations according to guidelines. 2. Routine adult vaccination according to guidelines. 3. Travel counseling and vaccinations according to guidelines. 4. Tuberculosis (TB) skin testing. 5. Referrals for a chest x-ray if a person has a positive skin test. 6. Report positive skin test to the Communicable Disease program. 7. Outreach to increase immunization rates in children. 8. Enter immunization data in Arizona State Immunization Information System (ASIS) 9. Provide case management for pregnant women positive for the Hepatitis B virus. 10. Send vaccination reminder/recall for children under two years of age. 11. Collaboration with other community entities. 12. Community outreach. 13. Participate in annual vaccine storage review. Distribute "new mother" information to Flagstaff Medical Center. 14. Prepare and submit required reports. 15. Bill third party insurance. 16. Conduct annual influenza and pneumonia vaccination campaign and clinics. 17. Participate in "Back to School" clinics and health fairs in multiple sites around Coconino County. 18. Conduct school based vaccination clinics in multiple sites around Coconino County. 19. Standing orders developed and approved by Medical Director.

Impact/Outcome: The Immunization Program protects individuals and the community from dangerous vaccine preventable diseases. High rates of vaccination in a population protect everyone through herd immunity and help to prevent outbreaks of highly infectious diseases such as measles and pertussis.

Activity: Immunizations	FY08 Actual	FY09 Actual	FY10 Estimate
Child Immunizations	2,086	2,141	2,100
Adult Immunizations	1,771	1,644	1,700
Flu Immunizations	6,869	6,727	6,500
Confirmed Pertussis Cases	2	0	1
Confirmed Measles	0	0	1
Percent of Clients Satisfied With Services	N/A	N/A	90
Percent of Children < 2 in Coconino County Vaccinated With 4DTaP, 3HepB, 1MMR, 3Hib, 3Polio, 1Varicella series	77	70	77

HEALTH & SOCIAL SERVICES

Health

Public Safety & Health

Program: Injury Prevention

Description: This program promotes personal safety through interventions aimed at preventing unintended injuries through education and the provision of safety equipment.

Activity: 1. Provide one-on-one, group and classroom education on car seat safety and proper installation is provided to families throughout Coconino County. 2. Distribute car seats to families in need. 3. Provide community car seat safety inspection events. 4. Conduct NHTSA (National Highway Traffic Safety Administration) child passenger safety certification courses to representatives of local law enforcement and other agencies. 5. Provide teens and tweens with education on motor vehicle issues including impairment, distraction and passenger safety. 6. Conduct Safe Routes to School activities that include creating mileage clubs, conducting bicycle rodeos, promoting International Walk to School Day and Bike to School Day, and distribute monthly and annual awards. 7. Advocate for ordinances, rules and practices that promote injury prevention.

Impact/Outcome: 1. Reduce preventable infant/child mortality caused by motor vehicle crashes. 2. Reduce unintentional injuries for adolescents age 8-18.

Activity: Injury Prevention	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Participants	1,461	9,834	N/A

Program: Juvenile Detention Health Services

Description: This program provides physical health assessment and primary health care to children under age 18 who are housed in the Flagstaff Juvenile Detention facility.

Activity: 1. Intake nursing evaluations including medical history and TB skin testing. 2. Physical examinations 3. Prescription and administration of medications, including chronic medications, antidepressants, antipsychotics, antibiotics, and contraceptives. 3. Laboratory testing including therapeutic drug levels, pap smears and STD/HIV testing. 4. Management of acute and chronic illnesses. 5. Referrals as needed to primary care providers, dentists, specialists, psychiatrists, psychologists, substance abuse treatment, Teen Clinic, and Child Protective Services. 6. Counseling and education on health promotion, exercise, disease prevention, nutrition, sexual coercion, safer sex, tobacco cessation, alcohol and drug abuse. 7. Training non-nursing staff on basic triage, how to recognize medical emergencies, when to call the nurse on call, how to give over the counter medications. 8. Medical Director issues standing orders and develops policies and procedures.

Impact/Outcome: 1. Children in Juvenile Detention receive appropriate medical care in a timely fashion to reduce the rate of medical complications, hospitalizations, the need for urgent and emergency care, and medication errors, resulting in monetary savings for the County. 2. The rate of communicable diseases is decreased: STDs, TB, respiratory and gastroenteric illnesses. 3. The teen pregnancy rate is decreased. 4. Children receive health information that enables them to make healthier lifestyle choices.

Activity: Juvenile Detention Health Services	FY08 Actual	FY09 Actual	FY10 Estimate
Percent of Inmates Receiving Intake Nursing Assessment Within 24 Hours	60%	85%	85%
Percent of Inmates Processed and Detained Who Received Complete Physical Medical Exam Within 7 Days	70%	90%	90%

Health

Public Safety & Health

Program: Mandated Payments

Description: Contributions to State of Arizona mandated programs, ALTCS and AHCCCS. Title 36 is a civil legal procedure to involuntarily commit an individual for mental health treatment. The County is required to pay for the Title 36 assessment. Counties are required to pay for sexual assault exams for children and adults. The ALTCS Program provides nursing home and community-based care for elderly or physically disabled individuals that meet certain income and medical criteria. The AHCCCS Program provides medical coverage, such as doctor's office visits, hospitalization, prescriptions, lab work and behavioral health services. These services are provided almost exclusively through managed care plans. The AHCCCS Program Additional Contribution reduced the eligibility level to 100% of Federal Poverty Level for individuals to qualify for AHCCCS.

Activity: 1. Title 36 Contract. 2. ALTCS payment. 3. AHCCCS payment. 4. AHCCCS Additional Contribution. 5. NACASA Contract payment. 6. Safe Child Contract payment for sexual assault exams for children. 7. Payment to North Country Healthcare for sexual assault exams for adults.

Impact/Outcome: If we do not pay our allocated share for AHCCCS and ALTCS, the amount will be deducted from our State-shared revenue.

Program: Maternal and Child Health

Description: The Maternal and Child Health (MCH) program incorporates several programs, each designed to improve healthy birth outcomes for women and their families. MCH program activities target women of childbearing age (13-45), with a focus on delaying/postponing pregnancy in teens and improving prenatal/preconception/interconception health for women through the distribution of folic acid, education and outreach.

Activity: 1. Childbirth Education classes. 2. Kidstuff Swaps. 3. Folic acid (multi-vitamin) distribution. 4. Create a network of services that address MCH issues. 5. Comprehensive sexual health education to teens in the Coconino County Juvenile Court system's Detention and Probation units and the families of these teens. 6. Development, implementation, and evaluation of a technologically-relevant sexual health text messaging program that offers local referral/resource information. 7. Conduct Daddy Boot Camp for new dads to provide them guidance and support. 8. Conduct Kidstuff Swaps which enable families to either pass on gently used clothing and supplies or pick them up.

Impact/Outcome: 1. Healthy birth outcomes. 2. Resources for new parents regarding immunizations, car seats, and social services. 3. Folic acid distribution helps prevent neural tube birth defects. 4. Teen Pregnancy Prevention activities decrease risky sexual behaviors, increase the use of reproductive health services, thus decreasing untreated sexually transmitted infections and pregnancies.

Activity: Maternal and Child Health Services	FY08 Actual	FY09 Actual	FY10 Estimate
Childbirth Education Classes	60	28	60
Boot Camp for New Dads	60	74	60
Number of recipients of Folic Acid Multi-Vitamins	998	707	500

HEALTH & SOCIAL SERVICES

Health

Public Safety & Health

Program: Medical Examiner

Description: This Office investigates all unnatural, and sudden/unexpected deaths in Coconino County and parts of the Navajo and Hopi Nation. All deaths in Coconino County are reported to this office in order to receive a permit to transport the body, have the death certified, and issue a death certificates.

Activity: 1. Death investigation of all unnatural and sudden/unexpected deaths in Coconino County. 2. Conduct autopsies, specimen collection, and x-rays. 3. Collect evidence. 4. Determine cause of death. 5. Prepare autopsy report. 7. Testify in court, as needed. 8. Issue a transit permit for each death which allows burial or cremation to take place. 9. Issue certified copies of the death certificate for the family. 10. Approve cremations.

Impact/Outcome: 1. Provides evidence for possible criminal liability for death. 2. Identification of infectious disease to coordinate with Communicable Disease Program. 3. Enables families to proceed with funeral arrangements. 4. Assist families by providing documentation of death needed to access benefits.

Activity: Medical Examiner	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Cases	514	547	506
Number of Autopsies	168	185	167
Number of Externals	73	67	97
Number of Registered Deaths in the County	807	839	786

Program: Newborn Intensive Care

Description: This program serves infants who are born prematurely and must remain in neonatal intensive care in a hospital until they are strong enough to go home. Services are primarily provided through nurse home visits.

Activity: 1. Skilled nursing observation/Assessment. 2. Developmental screening. 3. Nutrition counseling. 4. Connect families to additional resources and services. Provide parenting education. 5. Monitor medical compliance. 6. Refer to other needed services.

Impact/Outcome: 1. Encourage normal developmental patterns in at risk and high risk infants and toddlers. 2. Help children function better when they reach the school system. 3. Empower families to function at the highest level by assessing their own needs in assessing community resources. 4. Ensure the highest quality risk appropriate care for infants/children at risk. 5. Provide family-centered, culturally sensitive and developmentally appropriate coordinated services. 6. Provide families of high risk children with developmental evaluations to determine eligibility for their child. 7. Provide services in a setting that best meets the needs of the family and child.

Activity: Newborn Intensive Care	FY08 Actual	FY09 Actual	FY10 Estimate
Newborn Intensive Care	154	249	141

Health

Public Safety & Health

Program: Page Administration

Description: Administrative oversight of the northern region Health Department staff and services.

Activity: 1. Ensure process for hiring, evaluating, disciplining, terminating are completed according to established procedures, guidelines and timeframes. 2. Ensure standards and goals are established for each new employee within the first 30 days of employment. 3. Ensures that funds are expended responsibly, identifying savings wherever possible, that expenditure and revenues reports are reviewed monthly and that potential deficits are reported to the Director in a timely manner with a plan of correction. 5. Seek funding possibilities for local services. 6. Ensure personnel management consistency across programs. 7. Manage Leases/contracts with other agencies. 8. Lead/support County communications/surveys/assessments. 9. Manage and maintain building issues to ensure upkeep and established procedures are adhered to.

Impact/Outcome: 1. Efficiency and effectiveness of Health Department operations of the northern region service. 2. Satisfied customers. 3. Healthy and safe work environment. 4. Citizens have knowledge of Northern region services.

Program: Physical Activity Promotion

Description: This program promotes the benefits of physical activity and implements measures to increase the physical activity level for Coconino County residents and to help prevent chronic diseases. Services are offered in classroom and community settings. The targeted population includes Coconino County residents of all ages, particularly those who are low-income, limited English speaking, unserved/under-served, from culturally diverse backgrounds, and sedentary. One feature of the program is to reduce health disparities among these persons. The program uses evidence-based program models.

Activity: 1. Conduct the Promoting Lifetime Activity for Youth curriculum for grades 4th – 8th grade levels. 2. Conduct the Eat and Play the Native Way curriculum for the K - 3rd grade levels. 3. Provide multiple community events that promote individual and family physical activity for all age groups, e.g. Buffalo Bike Stampede, Walk to School Day, Back to School Resource Fair and Activity Expo. 4. Support the Aerobic Winter Challenge component which provides a work-site based, team-oriented incentive program for persons 18 and older to encourage regular physical activity during the months of November through February.

Impact/Outcome: 1. Increase the number of elementary school children who participate in daily physical activity. 2. Increase the number of adults who engage in regular, moderate or vigorous physical activity. 3. Reduce the number of adults who engage in no physical activity. 4. Promote family involvement in physical activity. 5. Promote community awareness and education about the importance of being physically active. 6. Reduce and prevent chronic disease in Coconino County residents.

Activity: Physical Activity Promotion	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Heartbeat Participants	5,126	5,728	N/A

Health

Public Safety & Health

Program: Public Health Emergency Preparedness

Description: PHEP develops and maintains systems to support effective response to situations that threaten the health of a significant portion of the population of Coconino County such as disasters, disease outbreaks, mass accidents, and bio-terrorism threats.

Activity: 1. Develop preparedness plans including an All Hazards Plan (over-arching emergency preparedness response plan for any public health emergency, disaster or incident in which there is a need for CCHD resources in providing preparedness, response and recovery assistance), Mass Vaccination Plan, Mass Prophylaxis Plan, Special Needs Population Plan, Mass Fatality Plan, Pandemic Influenza Plan, Animal Evacuation Plan. 2. Educate staff on the content of the plans. 3. Identify training needs of staff. 4. Identify likely preparedness roles for each staff member. 5. Develop a training plan to address staff needs for training. 6. Provide training to staff to enable them to perform their designated functions in an emergency. 7. Develop an exercise plan that enables staff to practice their role in an emergency. 8. Conduct exercises: table top, functional and full scale. 9. Analyze exercise to identify additional training needs and modifications needed to plans.

Impact/Outcome: An increase in the capacity of CCHD to detect and respond to emerging health issues such as rabies and plague, to respond to health related incidents such as evacuations and epidemics, and to perform in planned exercises such as pandemic influenza and terrorism. The cultivation and maintenance of a public perception of CCHD as a trusted source of information and guidance for routine and emergency health matters. Plans have been completed and are routinely updated for Crisis and Risk Communications, Special Populations Communications, Concept of Operations, Data Protection, Continuity of Operations, Outbreak Response, Special Needs Sheltering, Pandemic Influenza, Strategic National Stockpile, Animals in Disasters Response, Mass Prophylaxis and Immunization, Mass Fatality, Isolation and Quarantine, Wildland Smoke Advisory, and Pandemic Influenza Mass Medical Care. Greatly increased collaboration between CCHD and other community organizations, for example, clinics, hospitals, mental health providers, businesses, and other County entities, most notably County Emergency Management and the Sheriff's Office. In 2006 CCHD was recognized as Public Health Ready (PPHR) by the National Association of County and City Health Officials (NACCHO).

Activity: Public Health Emergency Preparedness	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of ADHS Performance Measures Completed by August 10 of Each Year	100%	100%	100%
Percentage of PPHR Performance Measures Completed in Preparation for Renewal of Recognition in 2010, Assessed Each Year by August 10.	63%	75%	100%

Health

Public Safety & Health

Program: Reproductive Health Clinic

Description: The Reproductive Health Program is a clinic-based program that promotes optimal reproductive health care to Coconino County's female and male residents by enabling them to make informed decisions about their reproductive health choices. The Reproductive Health Clinic is opened Monday- Friday 8:00-5:00 in Flagstaff, and in Williams the first Friday of every month from 9:00-4:00. The Teen Clinic has walk-in hours for teens only on Tuesday and Thursday afternoons in Flagstaff, and in Williams the first Friday afternoon of every month. Services include Sexually Transmitted Disease (STD) testing and treatment, HIV testing (results in 10 minutes), physical exams, Pap smears, pregnancy testing and counseling, breast exams, testicular exams, multivitamins with folic acid distribution, pre-conception care, health education and referrals for primary care and specialty care. A full range of contraceptive options is available.

Activity: 1. Provide testing and treatment for STDs for clients and their partners: Gonorrhea, Chlamydia, Syphilis, Human Papilloma Virus (genital warts), trichomoniasis, Herpes Simplex Virus, Hepatitis A,B,C. 2. Provide HIV testing and counseling, and referral for care for positive clients. 3. Provide physical examinations. 4. Provide cancer screening (pap smears, breast and testicular exams). 5. Provide a comprehensive array of family planning methods including condoms, intra-uterine devices (IUDs); birth control pills, injections (Depo-Provera) and patches; emergency contraception (plan B); natural family planning; and diaphragms, Nuvaring and sponges. 6. Provide pregnancy testing and counseling, including referrals for all options (prenatal care, adoption, abortion) and screening for ectopic pregnancy. 7. Provide HPV immunizations to women ages 19-26. 8. Provide individualized counseling, education and referral as needed in the following areas: Family Planning methods and contraceptives, STD/HIV risks, sexual coercion, domestic violence, parental involvement, breast and testicular self examination, health promotion/exercise/disease prevention, nutrition, pre-conception care, folic acid supplementation, smoking cessation, alcohol and drugs abuse, immunizations, and behavioral health issues. 9. Provide treatment, as needed, for bacterial vaginosis and urinary tract infections. 10. Refer to primary care all clients who do not have a medical home. 11. Refer to specialty care clients with abnormal findings (abnormal Paps, breast exams or other) 12. Provide community education and outreach in a variety of community health fairs.

Impact/Outcome: Clients of meager economic means can access in a timely fashion quality reproductive health care. Early detection and treatment of STDs (including HIV) prevents further spreading of the diseases and also prevents long term complications such as infertility (resulting from Chlamydia infection) or death (HIV & Syphilis). Access to contraceptive care helps prevent unwanted pregnancies, including teen pregnancies, thereby reducing state and County financial burden for prenatal care, and reducing the rate of abortion. Early detection of pregnancy permits access to early prenatal care, which greatly increases chances of having a healthy, full-term baby. Spacing pregnancies with minimum intervals of one year decrease maternal and fetal morbidity and mortality. Women who take folic acid and become pregnant have a much lower risk of having a baby with a neural tube defect (spina bifida). Well Woman and Well Male exams help decrease health care costs through prevention, early diagnosis and treatment of a variety of conditions: clinical breast exams permit early detection of breast cancer; Pap smears allow early treatment of cervical cancer, HPV and other infections; other routine screenings performed during exam allow for early diagnosis of hypertension, anemia, diabetes, and kidney disease. Minors who are sexually abused or exploited are automatically referred to Child Protective Services and the Police Department so they can be protected from further harm. Clients who are victims of sexual or domestic abuse are referred to appropriate services in a timely fashion.

HEALTH & SOCIAL SERVICES

Health

Public Safety & Health

Activity: Reproductive Health Clinic	FY08 Actual	FY09 Actual	FY10 Estimate
Total Number of Clients Served	1,542	1,561	1,550
Number of Teens Served	493	502	500
Number of Clinic Visits Provided	2,689	2,182	2,300
Number of STD and HIV Tests Provided	3,279	3,642	3,300
Number of Clients Treated for Positive Chlamydia	167	158	170
Number of Pregnancy Tests	760	691	700
Number of Female Clients Provided Folic Acid	40	200	200
Percent of Clients Satisfied With Services	100%	95%	95%
Percent of Clients Who Indicated That They Would Go Without Care If Our Services Were Not Provided	78%	75%	75%

Program: Supplemental Nutrition Program for Women, Infants, and Children (WIC)

Description: This program promotes a healthy start to baby's and new mothers through supplemental food and nutrition education, and the promotion of breastfeeding. Women, Infants, and Children (WIC) is a federally funded program which provides supplemental foods, nutrition education, and referrals to health and social services agencies. WIC participants are low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, infants and children to age five who are found to be at nutritional risk and meet federal guidelines. Breastfeeding provides many health, nutritional, economical and emotional benefits to mother and baby. Historically, CCHD has promoted breastfeeding to all pregnant women as the optimal infant feeding choice, unless medically contraindicated. The Breastfeeding Peer Counselor Program is designed to improve breastfeeding initiation and duration rates of women participating in WIC program. First-time WIC mothers are the primary target population for this peer counseling program.

Activity: 1. Provide Participant Centered nutrition education, promoting lifelong healthy behaviors. 2. Conduct Value Enhanced Nutrition Assessment with each family. 3. Provide each participant with a monthly food package which allows families to purchase food at local grocery stores. 4. Provide one-on-one breastfeeding support and education, in English and Spanish, to clients via telephone calls from home (available daytime, evening, and weekends). 5. Provide community education and outreach in a variety of community health fairs.

Impact/Outcome: 1. Reduce hunger to participants in Flagstaff, Williams, Grand Canyon, Page, Fredonia and Colorado City by issuing 47,400 WIC vouchers. 2. Provide nutrition education to WIC recipients. 3. Increase the number of breastfed babies in Flagstaff, Williams, Grand Canyon, Page, Fredonia and Colorado City. 4. Address nutrition risk at an early age and during pregnancy resulting in long term health and well being. Research has shown that there is no better food than breast milk for a baby's first year of life. 6. Help participants achieve and maintain optimal nutritional status. 7. The new food package (available in October, 2009) will align with the 2005 Dietary Guidelines for Americans and infant feeding practice guidelines of the American Academy of Pediatrics.

HEALTH & SOCIAL SERVICES

Health

Public Safety & Health

Activity: Supplemental Nutrition Program for Women, Infants, and Children (WIC)	FY08 Actual	FY09 Actual	FY10 Estimate
WIC (Number of Contacts)	46,467	47,040	47,383

Program: Tobacco Education and Control

Description: This program provides tobacco use prevention, education and cessation services for youth and adults, and ensures that education and enforcement of smoke free laws is conducted. A reduction in tobacco use and secondhand smoke exposure greatly improves public health for all.

Activity: 1. Teach tobacco prevention classes in 4th to 9th grades in Flagstaff, Page and Williams. 2. Provide teachers with materials to supplement the classes. 3. Lead Quit Tobacco groups in residential substance abuse treatment centers in Flagstaff and Page, as well as groups at the County jail, halfway houses and other agencies that serve low income populations. 4. Support a Cessation program for 16-35 year olds that uses text messaging and a chat room. 5. Provide materials are given to health care providers to enable them to educate their patients on the risks and consequences of using tobacco. 6. Participate in community events to educate the public and demonstrate the effects of tobacco use and second hand smoke. 7. Develop media messages and work with the media to publicize these messages. 8. Track and investigate complaints. 8. As needed, issue citations for violation of Smokefree law and ordinances. The tobacco control component (i.e., Smoke Free Arizona and applicable County and city laws) protect businesses and the public, ensures that public complaints are investigated and the laws are enforced. It also provides education about secondhand smoke and other tobacco issues to the public and businesses.

Impact/Outcome: Students will receive intensive tobacco prevention classes in 11 schools leading to less likely use of tobacco products and an ability to remain tobacco free. Students in 8 schools will receive brief interventions resulting in changes in their attitudes around tobacco use. High risk youth in out-of-school settings will receive prevention interventions resulting in increased motivation to quit or not start tobacco use, and increase in knowledge of resources to quit tobacco. A text messaging and chat room tobacco cessation program will reach 16-29 year olds. Early data suggests this program has a quit rate of 65% which is significantly better than traditional support group approaches. Clients at residential substance abuse treatment centers and halfway houses will be provided a cessation support group, which will increase their coping skills to deal with stress and reduce tobacco use.

Activity: Tobacco Education and Control	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Participants	10,794	8,491	N/A

Health

Vital Communities

Program: Nutrition Education

Description: The Nutrition Education programs seek to shape food consumption in a positive way, promote health, and reduce disease among all people living in Coconino County. The resources expand and enhance nutrition education programs to qualified partners with the Coconino County Health Department. The program works in partnership with DES Offices in Flagstaff, Tuba City and Page and with the Head Start parents throughout the County.

Activity: 1. Implement and evaluate the Building Better Bones, Fruits & Veggies, More Matters, Healthy Heart, Whole Grains, and Kindergarten Life Science curriculums in schools throughout the County. 2. Plan and implement "Family Nights" at target schools to increase family involvement. 3. Coordinate activities with the older adult populations through Senior Centers or other venues. 4. Participate in health fairs to increase exposure and visibility in the community.

Impact/Outcome: This program furthers the County and Health Department's goal of promoting and encouraging healthy behavior. It provides nutrition/physical activity education that will result in the reduction of disease among the target populations).

Activity: Nutrition Education	FY08 Actual	FY09 Actual	FY10 Estimate
AZ Nutrition Network (Includes Number of Direct and Indirect Contacts)	62,610	144,628	N/A

HEALTH & SOCIAL SERVICES

Health

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Accounting Technician I	0.50	1.00	1.00
Accounting Technician II	1.00	1.00	1.00
Administrative Manager	0.00	1.00	1.00
Administrative Specialist I	9.25	9.25	9.13
Administrative Specialist III	6.90	6.00	6.00
Administrative Supervisor	1.00	1.00	1.00
Administrative Support I	3.45	3.20	3.20
Administrative Support II	2.58	2.25	2.20
Animal Management Officer	4.00	4.00	4.00
Animal Management Supervisor	1.00	1.00	1.00
Breastfeeding Peer Counselor	1.25	1.25	1.25
Case Worker	15.00	15.00	15.30
Certified Nurse Aide	2.60	2.60	2.60
Communicable Disease Investigator	0.75	0.75	0.75
Communications/Training Manager	1.00	0.00	1.00
Community Aide	0.00	5.97	5.20
Community Dietitian	1.00	1.00	1.00
Community Health Nurse	5.66	6.20	4.45
Courier/Runner	1.00	1.00	0.50
Dental Assistant	1.63	1.63	1.63
Dental Hygienist/Educator	1.00	1.00	1.00
Environmental Aide	0.50	0.50	0.50
Environmental Manager	1.00	1.00	1.00
Environmental Specialist I	7.50	7.70	7.64
Environmental Specialist II	2.00	2.00	2.00
Environmental Specialist III	1.75	1.75	1.75
Epidemiologist	1.00	1.00	1.00
Forensic Investigator I	3.00	3.00	3.00

HEALTH & SOCIAL SERVICES

Health

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Health Coordinator	2.00	2.00	2.00
Health Educator	8.33	9.53	9.10
Health Services Director	1.00	1.00	1.00
HIV Case Manager	1.00	1.00	1.00
Medical Director	0.00	0.25	0.25
Medical Examiner	1.00	1.00	1.00
Nurse Practitioner	1.32	1.43	1.90
Nursing Supervisor	0.00	1.75	1.75
Nutrition Counselor	7.50	7.50	6.50
PHE Health Preparation Plan Coordinator	1.00	1.00	1.00
PHE Preparedness Manager	1.00	1.00	1.00
Program Coordinator	7.70	9.10	7.23
Program Manager	6.00	6.00	4.88
Public Health Communication Relation Manager	0.88	0.88	0.88
Public Health Dentist	1.10	1.10	1.10
Social Worker/Guardianship Investigator	0.63	0.75	0.63
Senior Health Coordinator	3.80	3.90	4.00
Senior Health Planner	0.00	1.00	1.00
Senior Manager	5.00	6.00	6.00
Systems Specialist	1.00	1.00	1.88
Department Total	129.58	132.53	135.17

HEALTH & SOCIAL SERVICES

Health

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Administration	10.73
Access to Health Care	1.45
Animal Management	6.59
Birth Certificates	0.22
Clinical Services	3.00
Common Ground	2.88
Communicable Disease	1.80
Dental Program	4.73
Environmental Health	9.73
Environmental Quality	5.68
Food Security	0.35
Guardianship Investigations	0.63
Health Education & Promotion	1.00
Health Start	1.50
Healthy Families	21.35
HIV Case Management	1.10
HIV Counseling & Testing	0.23
Home Health	8.95
Immunizations	2.35
Injury Prevention	2.60
Juvenile Detention Health Services	1.13
Mandated Payments	0.00
Maternal and Child Health	2.50
Medical Examiner	5.00
Newborn Intensive Care	0.75
Nutrition Education	7.88
Page Administration	1.10
Physical Activity Promotion	1.40

HEALTH & SOCIAL SERVICES

Health

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Public Health Emergency Preparedness	4.13
Reproductive Health Clinic	5.68
Supplemental Nutrition for Women, Infants & Children	12.38
Tobacco Education & Control	6.39
Department Total	135.17

Community Development



Skateboard Park



Enhanced Trail System



Cataract Lake



Team Building Exercise - Building Program



Canal Painting Project

COMMUNITY DEVELOPMENT

Service Area Summary

**Community
Development**

KVID

**Parks and
Recreation**

**Public
Works**

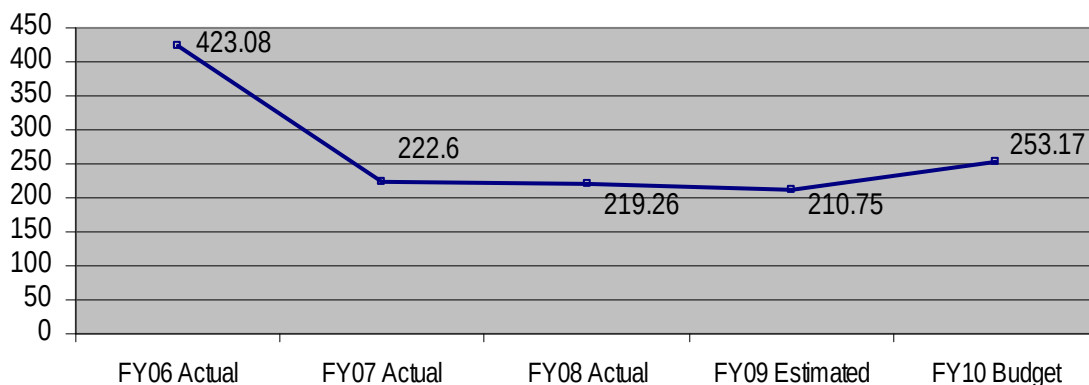
Description of Services

The shared purpose of these departments is to enhance quality of life, provide livable communities, and provide service to the public. This service area includes the departments of Community Development, KVID, Parks and Recreation, and Public Works. This area administers and enforces all County zoning and building codes and inspections, issues building permits, creates and maintains unique recreation opportunities, including a variety of special events (the County Fair and Horse Races).

Per Capita Costs

Per capita costs for this service area are in an increasing trend that is anticipated to continue throughout the life of the Parks and Open Space projects. Parks and Open Space projects which started to a limited extent in FY03, along with an increased Flood Control tax, have been the driving force behind these cost increases.

The chart below shows a five year history of the per capita cost of services for Community Development:



The following chart shows net changes by department for costs per capita:

	<u>FY08 Actual</u>	<u>FY09 Estimate</u>	<u>FY10 Budget</u>	<u>Change: FY09 to FY10</u>
Community Development	\$ 14.66	\$ 15.32	\$ 17.18	12.16%
KVID	\$ 8.40	\$ 7.88	\$ 11.49	45.81%
Parks and Recreation	\$ 38.36	\$ 25.17	\$ 42.93	70.56%
Public Works	\$ 157.84	\$ 162.38	\$ 181.56	11.82%

COMMUNITY DEVELOPMENT

Community Development

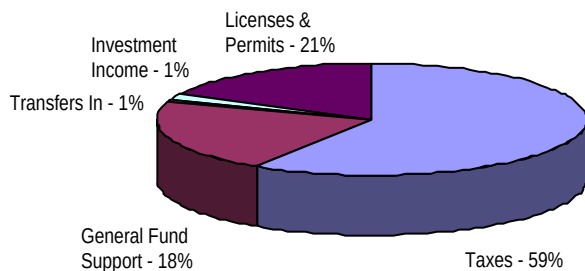
Overview

Community Development has three programs: Planning and Zoning, Building, and Flood Control. The department processes about 125 zone change, subdivision, conditional use permit, and variance cases per year, presenting these cases to monthly Planning and Zoning Commission and Board of Adjustment meetings and to the Board of Supervisors. The department also reviews all building plans, issues approximately 2,200 permits annually, visits about 8,000 construction sites, and performs about 20,000 building inspections each year.

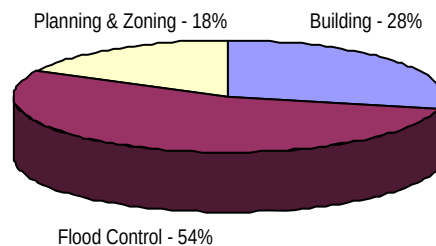
For FY09 Community Development is estimated to be 9% under their revised budget of \$4,064,383. This variance is due to operational, salary and benefit savings in the Building program and additional salary and benefit savings in Planning and Zoning. Community Development has experienced a reduction in building permit activity due to the current recession and the drop in the housing market. Their FY10 Adopted Budget of \$3,440,723 is 15% under their FY09 budget. This variance is due to a reduction in the Public Works transfer for Flood Control projects.

The following charts illustrate Community Development's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

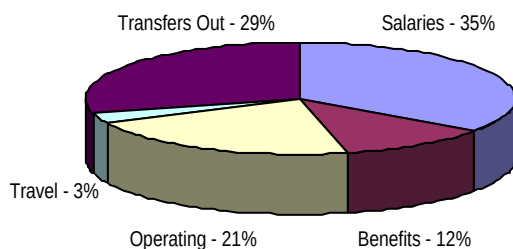
Revenue by Source Type



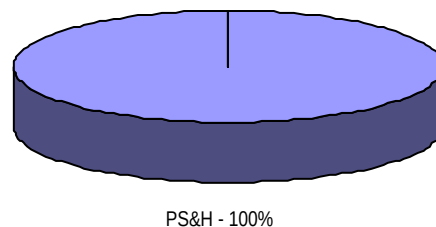
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



COMMUNITY DEVELOPMENT

Community Development

Financial Statements

FUNDING SOURCES

	FY 2008	FY 2009	FY2009	FY2010
	Actuals	Budget	Estimated Actuals	Budget
Taxes	\$ 1,495,987	\$ 2,246,379	\$ 1,978,250	\$ 2,330,396
Licenses & Permits	1,170,194	1,408,500	803,736	838,300
Charges for Services	2,699	2,000	2,202	3,150
Investment Income	74,740	27,905	79,427	40,000
Miscellaneous	(783)	6,499	5,682	6,047
Transfers from Other Funds	33,057	53,981	54,188	54,233
Use of Fund Balance**	(364,098)	47,192	107,871	(532,205)
Direct General Fund Support	338,045	271,927	656,164	700,802
Total Funding Sources	<u>\$ 2,749,840</u>	<u>\$ 4,064,383</u>	<u>\$ 3,687,520</u>	<u>\$ 3,440,723</u>

** A negative use of fund balance indicates an overall fund balance increase.

EXPENDITURES BY CATEGORY

	FY 2008	FY 2009	FY2009	FY2010
	Actuals	Budget	Estimated Actuals	Budget
Salaries	\$ 1,122,563	\$ 1,239,000	\$ 1,127,232	\$ 1,201,527
ERE - Benefits	350,138	408,239	367,453	398,994
Operating	398,421	716,084	527,252	728,880
Travel	114,092	101,322	113,606	101,322
Capital	26,602	17,188	-	-
Transfers to Other Funds	738,024	1,582,550	1,551,976	1,010,000
Total Direct Expenditures	<u>\$ 2,749,840</u>	<u>\$ 4,064,383</u>	<u>\$ 3,687,520</u>	<u>\$ 3,440,723</u>
Net Indirect Support	<u>380,832</u>	<u>268,070</u>	<u>268,070</u>	<u>327,905</u>
Total Expenditures, Including Indirect Costs	<u>\$ 3,130,672</u>	<u>\$ 4,332,453</u>	<u>\$ 3,955,590</u>	<u>\$ 3,768,628</u>

COMMUNITY DEVELOPMENT

Community Development

Financial Statements

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 1,164,646	\$ 1,411,000	\$ 805,002	\$ 838,180
Program Expenditures	(1,535,748)	(1,736,908)	(1,515,353)	(1,593,215)
Transfers	33,057	53,981	54,188	54,233
Total Direct General Fund Support	\$ (338,045)	\$ (271,927)	\$ (656,164)	\$ (700,802)
Net Indirect Support	(380,832)	(268,070)	(268,070)	(327,905)
Total General Fund Support	<u>\$ (718,877)</u>	<u>\$ (539,997)</u>	<u>\$ (924,234)</u>	<u>\$ (1,028,707)</u>

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Building	PS&H	\$ 979,206
Flood Control	PS&H	1,847,508
Planning & Zoning	PS&H	614,009
Total FY10 Budget		<u>\$ 3,440,723</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Building	PS&H	\$ 229,206	\$ 108,143	\$ 337,349
Flood Control	PS&H	-	38,719	38,719
Planning & Zoning	PS&H	471,596	181,043	652,639
Total FY10 Budget		<u>\$ 700,802</u>	<u>\$ 327,905</u>	<u>\$ 1,028,707</u>

COMMUNITY DEVELOPMENT

Community Development

Public Safety & Health

Program: Building

Description: For the benefit of the public to ensure structures are built to minimum building code requirements, the Building Division was created to enforce these codes. The program has also adopted the Energy Code and now has a Sustainable Building Program to encourage and work with owners and builders in designing and building energy efficient homes.

Activity: Review building plans, issue building permits, and conduct building and safety inspections to make sure structures are built to the minimum building codes adopted by the Board of Supervisors. Permits and inspections are done for the benefit of the public, not only for safety purposes but also for insurance purposes. Enforcing the Energy Code helps the public save on their energy bills.

Impact/Outcome: Without this program unsafe accessory structures and dwellings could be erected. We have seen structures built without permits collapse.

Activity: Plan Review	FY08 Actual	FY09 Actual	FY10 Estimate
Percent Completed Within Targeted Time (2 Weeks for Small Plans, 4 Weeks for SFD's)	95%	95%	95%
Activity: Inspections	FY08 Actual	FY09 Actual	FY10 Estimate
Percent Completed Within One Day of Request	99%	99%	99%
Activity: Sustainable Building	FY08 Actual	FY09 Actual	FY10 Estimate
Percent of Permits Meeting Sustainability/Energy Efficiency Targets	100%	100%	100%

Program: Flood Control

Description: The Flood Control District interprets and enforces the floodplain ordinance, responds to inquiries about flood status, and ensures that the County retains its flood insurance rating.

Activity: Flood reports, hydrology studies and drainage reviews are done through this program. It is the purpose of this program and Floodplain Ordinance to promote public health, safety, and general welfare, and to minimize public and private losses due to flooding in specific areas.

Impact/Outcome: Flood reports assist property owners in verifying the flood status of their property. Enforcement of the Floodplain Ordinance ensures neighboring properties are not harmed by construction in the floodplain.

Activity: Flood Report Review	FY08 Actual	FY09 Actual	FY10 Estimate
Percent Completed Within Targeted Time Frame	100%	100%	100%
Activity: Flood Status Report	FY08 Actual	FY09 Actual	FY10 Estimate
Percent Completed Within Targeted Time Frame (1-3 Days)	100%	100%	100%

COMMUNITY DEVELOPMENT

Community Development

Public Safety & Health

Program: Planning and Zoning

Description: The program develops plans for the County and its communities and implements and enforces the County Zoning Ordinance originally adopted by the Board of Supervisors in 1964. Enforcing the Ordinance ensures a quality of life in the County's rural environment.

Activity: The Planning and Zoning program prepares comprehensive and special area plans, processes zoning cases, and provides information to the public regarding land use and development issues in the County's rural, unincorporated, non-tribal areas. The Community Development Department works with County residents in developing local area plans which provide community-specific detail to the County Comprehensive Plan.

Impact/Outcome: Ten Area Plans have been adopted to assist in the development of these communities. The program also assists the City of Flagstaff in a joint effort in the development of the Flagstaff Regional Plan. Zoning Enforcement brings those in violation of the Ordinance into compliance.

Activity: Flagstaff Regional Plan	FY08 Actual	FY09 Actual	FY10 Estimate
Percent Completed	N/A	N/A	50%

Activity: Fort Valley Area Plan	FY08 Actual	FY09 Actual	FY10 Estimate
Percent Completed	N/A	N/A	90%

Activity: Zoning Violation Complaints	FY08 Actual	FY09 Actual	FY10 Estimate
Percent Addressed Within a Number of Days of Complaints	98%	98%	98%

Activity: Backlogged Violations	FY08 Actual	FY09 Actual	FY10 Estimate
Percent Resolved/Closed	40%	30%	50%

COMMUNITY DEVELOPMENT

Community Development

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Addressing Specialist	1.00	1.00	1.00
Administrative Specialist I	0.00	0.50	0.50
Administrative Specialist II	1.00	1.00	1.00
Administrative Supervisor	1.00	1.00	1.00
Assistant Director of Community Development	1.00	1.00	1.00
Building Inspector	6.00	6.00	6.00
Chief Building Official	1.00	1.00	1.00
Code Enforcement Officer	2.00	2.00	2.00
Community Development Director	1.00	1.00	1.00
Hydrologist	1.00	1.00	1.00
Permit Technician	1.00	1.00	1.00
Plans Examiner	2.00	2.00	2.00
Plans Review Technician	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00
Sustainable Building Program Manager	1.00	1.00	1.00
Zoning Inspector	1.00	1.00	1.00
Department Total	23.00	23.50	23.50

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Building	13.50
Flood Control	1.85
Planning and Zoning	8.15
Department Total	23.50

COMMUNITY DEVELOPMENT

Kachina Village Improvement District (KVID)

Overview

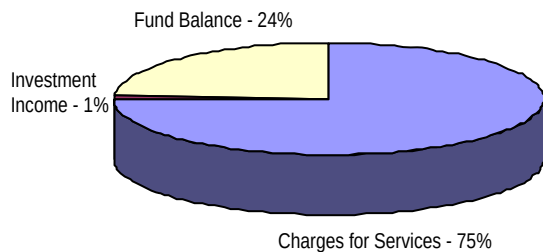
The Kachina Village Improvement District (KVID) provides water and wastewater services to the unincorporated area of Kachina Village in Coconino County.

For FY09 KVID is estimated to be 29% under their revised budget of \$1,556,895 (net of carryovers). This variance is due to capital projects that were not completed in FY09. Their FY10 Adopted Budget of \$1,625,957 is 4% over their FY09 budget. This variance is due to an increase in general operating expenses and anticipated capital equipment purchases in the Wastewater Collection, Treatment, and Distribution program.

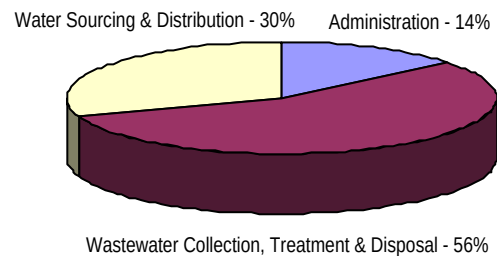
KVID operates off of fees for services and does not receive any General Fund support.

The following charts illustrate KVID's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

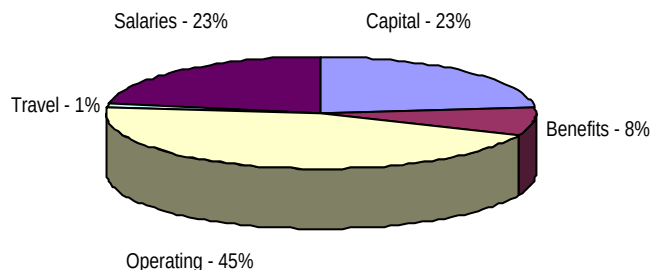
Revenue by Source Type



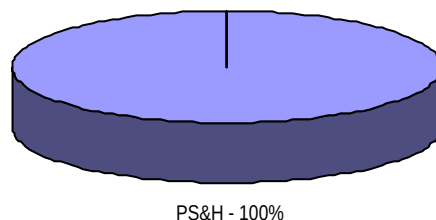
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



COMMUNITY DEVELOPMENT

Kachina Village Improvement District (KVID)

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
State Grant	\$ (9,239)	\$ -	\$ -	\$ -
Charges for Services	1,199,096	1,264,000	1,191,151	1,214,000
Investment Income	36,134	20,000	33,865	21,550
Miscellaneous	4,828	2,000	(1,061)	2,000
Use of Fund Balance**	(77,647)	270,895	(123,809)	388,407
Total Funding Sources	<u>\$ 1,153,171</u>	<u>\$ 1,556,895</u>	<u>\$ 1,100,147</u>	<u>\$ 1,625,957</u>

** A negative use of fund balance indicates an overall fund balance increase.

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 289,558	\$ 366,334	\$ 309,482	\$ 381,605
ERE - Benefits	92,278	146,244	100,432	130,206
Operating	445,100	682,567	466,827	732,896
Travel	9,937	13,250	6,282	14,250
Capital	316,298	348,500	217,124	367,000
Total Direct Expenditures	<u>\$ 1,153,171</u>	<u>\$ 1,556,895</u>	<u>\$ 1,100,147</u>	<u>\$ 1,625,957</u>
Net Indirect Support	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures, Including Indirect Costs	<u>\$ 1,153,171</u>	<u>\$ 1,556,895</u>	<u>\$ 1,100,147</u>	<u>\$ 1,625,957</u>

GENERAL FUND SUPPORT

KVID is completely self-funded and pays 100% of their indirect costs. They do not receive any General Fund support.

COMMUNITY DEVELOPMENT

Kachina Village Improvement District (KVID)

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
KVID Administration	PS&H	\$ 228,060
Wastewater Collection, Treatment & Disposal	PS&H	904,511
Water Sourcing & Distribution	PS&H	493,386
Total FY10 Budget		<u>\$ 1,625,957</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

KVID is completely self-funded and pays 100% of their indirect costs. They do not receive any General Fund support.

COMMUNITY DEVELOPMENT

Kachina Village Improvement District (KVID)

Public Safety & Health

Program: Administration

Description: Administration of the Kachina Village Improvement District.

Activity: The KVID Administration program provides strategic, operational, and fiscal management of the Kachina Village Improvement District.

Impact/Outcome: Efficient administration of the KVID Water Sourcing & Distribution program, and KVID Wastewater Collection, Treatment, & Disposal program.

Program: Wastewater Collection, Treatment and Disposal

Description: The Kachina Village Improvement District provides cost effective, reliable on-demand wastewater removal services for the residents, commercial customers, and emergency service organizations of Kachina Village. Wastewater is treated in an activated sludge extended aeration treatment plant and the reclaimed effluent is pumped to a constructed wetlands evaporation and transpiration disposal area. The treatment plant provides reliable service and is presently in full compliance with State and Federal regulations.

Activity: The KVID Wastewater Collection, Treatment & Disposal program provides cost effective, reliable on-demand wastewater removal services for the residents, commercial customers, and emergency service organizations of Kachina Village.

Impact/Outcome: The residents, commercial customers, and emergency service organizations of Kachina Village have cost effective, reliable on-demand wastewater removal services that meet all ADEQ and EPA wastewater requirements.

Activity: Wastewater	FY08 Actual	FY09 Actual	FY10 Estimate
Yearly Power Consumption (kWh)	691,624	609,711	620,000
Quarterly Aquifer Protection Permit Compliance	Yes	Yes	Yes
Mainline Collection System Discharges	1	0	0
Wastewater Gallons Treated (Calendar Year)	46,740,000	48,000,000	48,000,000

Program: Water Sourcing and Distribution

Description: The Kachina Village Improvement District provides cost effective, reliable on-demand potable water services to the residents, commercial customers, and emergency service organizations of Kachina Village. The District water system includes four groundwater wells, three booster stations, four storage reservoirs, and approximately 88,000 feet of water main. The total current maximum water production capacity is 388,000 gallons per day (GPD). During the summer, average water usage is approximately 595,000 GPD and during the winter, average usage is 200,000 GPD.

Activity: The KVID Water Sourcing and Distribution program provides cost effective, reliable, on-demand potable water services for the residents, commercial customers, and emergency service organizations of Kachina Village.

Impact/Outcome: The residents, commercial customers, and emergency service organizations of Kachina Village have cost effective, reliable, on-demand potable water services that meet all ADEQ and EPA drinking water requirements.

COMMUNITY DEVELOPMENT

Kachina Village Improvement District (KVID)

Public Safety & Health

Activity: Water Sourcing	FY08 Actual	FY09 Actual	FY10 Estimate
Yearly Power Consumption (kWh)	461,835	432,983	465,919
Yearly Well Pumpage (Gallons, Calendar Year)	70,226,649	72,000,000	72,000,000
Yearly Distribution (Gallons, Calendar Year)	68,725,414	70,560,000	70,500,000
Yearly Billing (Gallons, Calendar Year)	58,637,857	59,976,000	60,000,000
Mandated Chlorine Residuals Violations	0	0	0
Federal, State, and Local Water Quality Regulations Violations	0	0	0
Maintain 99.5% Availability Hours Per Year	N/A	99.50%	99.50%

COMMUNITY DEVELOPMENT

Kachina Village Improvement District (KVID)

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Administrative Operations Manager	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00
Instrument Technician	1.00	1.00	1.00
Senior Water/Wastewater Operator	2.00	2.00	2.00
Water/Wastewater Manager	1.00	1.00	1.00
Water/Wastewater Plant Operator	2.00	2.00	2.00
Department Total	8.00	8.00	8.00

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
KVID Administration	3.00
Wastewater Collection, Treatment & Disposal	3.00
Water Sourcing & Distribution	2.00
Department Total	8.00

Parks and Recreation

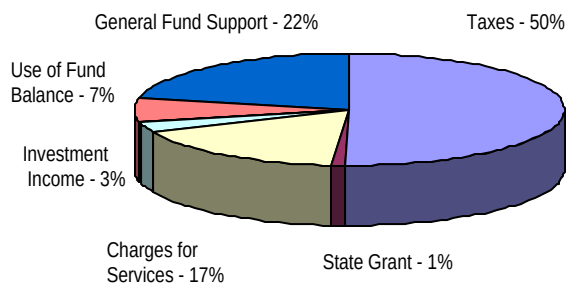
Overview

The Coconino County Parks and Recreation department works to improve the quality of life for all by partnering with others to offer a variety of recreation experiences, provide quality facilities and services, protect natural and historic areas, and develop educational opportunities throughout the County for a diverse and growing population. The vision of Parks and Recreation is maintained by operating five County parks in beautiful Northern Arizona and producing the annual Coconino County Horse Races and Coconino County Fair events.

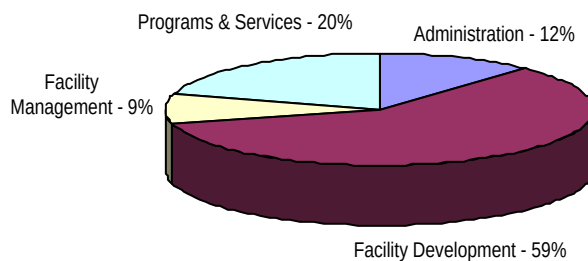
For FY09 Parks and Recreation is estimated to be 69% under their revised budget of \$11,090,468 (net of carryovers). This variance is due to Parks and Open Space capital projects that were not completed in FY09. Their FY10 Adopted Budget of \$6,097,543 is 45% under their FY09 budget. This variance is due to a decrease in capital projects in FY10.

The following charts illustrate Parks and Recreation revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

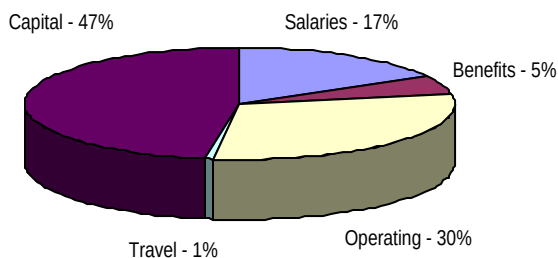
Revenue by Source Type



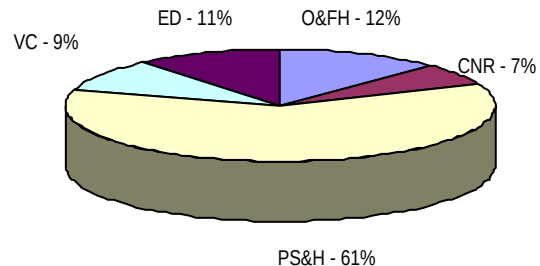
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



COMMUNITY DEVELOPMENT

Parks and Recreation

Financial Statements

FUNDING SOURCES

	FY 2008	FY 2009	FY2009	FY2010
	Actuals	Budget	Estimated Actuals	Budget
Taxes	\$ 3,105,737	\$ 3,050,000	\$ 2,871,495	\$ 3,062,500
Federal Grant	20,912	1,597	12,992	-
State Grant	903,422	703,944	415,061	78,337
Charges for Services	1,076,133	1,109,335	1,136,568	1,022,300
Investment Income	487,497	321,250	376,558	191,300
Miscellaneous	52,808	191,125	23,332	12,500
Transfers from Other Funds	44,921	14,000	14,000	-
Use of Fund Balance**	(2,410,297)	4,546,770	(1,890,199)	501,982
Direct General Fund Support	2,009,265	1,152,447	533,163	1,228,624
Total Funding Sources	\$ 5,290,398	\$ 11,090,468	\$ 3,492,969	\$ 6,097,543

**A negative use of fund balance indicates an overall fund balance increase

EXPENDITURES BY CATEGORY

	FY 2008	FY 2009	FY2009	FY2010
	Actuals	Budget	Estimated Actuals	Budget
Salaries	\$ 919,137	\$ 1,014,587	\$ 979,812	\$ 1,025,819
ERE - Benefits	279,984	317,138	296,879	317,453
Operating	1,342,436	2,687,827	1,361,484	1,806,146
Travel	48,151	48,840	49,303	44,160
Capital	2,675,691	6,997,076	780,491	2,878,965
Transfers to Other Funds	25,000	25,000	25,000	25,000
Total Direct Expenditures	\$ 5,290,398	\$ 11,090,468	\$ 3,492,969	\$ 6,097,543
 Net Indirect Support	 201,159	 194,647	 194,674	 266,470
 Total Expenditures, Including Indirect Costs	 \$ 5,491,557	 \$ 11,285,115	 \$ 3,687,643	 \$ 6,364,013

COMMUNITY DEVELOPMENT

Parks and Recreation

Financial Statements

GENERAL FUND SUPPORT

	FY 2008	FY 2009	FY2009	FY2010
	Actuals	Budget	Estimated Actuals	Budget
Direct Program Revenue	\$ 343,436	\$ 333,950	\$ 359,609	\$ 292,450
Program Expenditures	(1,151,421)	(1,335,179)	(1,081,848)	(1,602,224)
Transfers	(1,201,280)	(151,218)	189,076	81,150
Total Direct General Fund Support	\$ (2,009,265)	\$ (1,152,447)	\$ (533,163)	\$ (1,228,624)
Net Indirect Support	(201,159)	(194,647)	(194,674)	(266,470)
Total General Fund Support	<u>\$ (2,210,424)</u>	<u>\$ (1,347,094)</u>	<u>\$ (727,837)</u>	<u>\$ (1,495,094)</u>

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Administration	O&FH	\$ 729,775
Facility Development - Acquisition	CNR	386,541
Facility Development - Administration	PS&H	839,449
Facility Development - Construction	PS&H	2,275,998
Facility Development - Trails	PS&H	95,449
Facility Management - Maintenance	PS&H	473,275
Facility Management - Operations	PS&H	65,566
Programs & Services - Amphitheater	VC	86,612
Programs & Services - Campgrounds	ED	45,820
Programs & Services - County Fair	VC	289,472
Programs & Services - Horse Races	ED	449,283
Programs & Services - Lessee Events	ED	100,667
Programs & Services - Livestock Auction	VC	100,599
Programs & Services - Outdoor Recreation	PS&H	7,653
Programs & Services - Stables	ED	74,920
Programs & Services - Ramadas/Fields	VC	76,464
Total FY10 Budget		<u>\$ 6,097,543</u>

COMMUNITY DEVELOPMENT

Parks and Recreation

Financial Statements

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Administration	O&FH	\$ 724,247	\$ 33,661	\$ 757,908
Facility Development - Acquisition	CNR	-	-	-
Facility Development - Administration	PS&H	-	-	-
Facility Development - Construction	PS&H	-	-	-
Facility Development - Trails	PS&H	-	-	-
Facility Management - Maintenance	PS&H	445,275	62,039	507,314
Facility Management - Operations	PS&H	65,566	214	65,780
Programs & Services - Amphitheater	VC	13,712	13,131	26,843
Programs & Services - Campgrounds	ED	10,820	9,499	20,319
Programs & Services - County Fair	VC	(106,150)	43,814	(62,336)
Programs & Services - Horse Races	ED	-	37,916	37,916
Programs & Services - Lessee Events	ED	13,517	27,358	40,875
Programs & Services - Livestock Auction	VC	-	834	834
Programs & Services - Outdoor Recreation	PS&H	7,653	2,417	10,070
Programs & Services - Stables	ED	(12,080)	15,790	3,710
Programs & Services - Ramadas/Fields	VC	66,064	19,797	85,861
Total FY10 Budget		<u>\$ 1,228,624</u>	<u>\$ 266,470</u>	<u>\$ 1,495,094</u>

COMMUNITY DEVELOPMENT

Parks and Recreation

Cultural & Natural Resources

Program: Facility Development—Acquisition

Description: This program acquires new properties to protect unique natural areas, develop or expand park facilities, and to buffer park lands from incompatible land uses as directed by the 2002 Coconino Parks and Open Space ballot issue. Regional natural and cultural resources benefit from protection and public management. The County economy benefits from high-quality recreational resources & facilities that attract and retain firms with a highly-skilled and mobile workforce.

Activity: 1. Pumphouse Greenway. 2. Rogers Lake.

Impact/Outcome: 1. Provides environmental stewardship through land acquisition. 2. Contributes to the economic health of the County. 3. Provides venues for improved public health.

Activity: Facility Development—Acquisitions	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Acres of Natural Area that have been Identified as High Priority by Regionally Developed Plans	22%	22%	22%

Economic Development

Program: Programs & Services—Campgrounds

Description: This program provides the administration, maintenance, and operations of Coconino County campgrounds. These campgrounds, especially the Fort Tuthill County Park campground, facilitates lessee events and bring tourists to Coconino County.

Activity: 1. Fort Tuthill County Park campground. 2. Cataract Lake County Park campground.

Impact/Outcome: 1. Provide economic development by attracting and retaining tourists. 2. Provide public value through responsive, transparent management of public resources. 3. Provide opportunities for an improved sense.

Activity: Programs & Services—Campgrounds	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Campsites			
Cataract Lake	28	28	0
Fort Tuthill	105	107	107

COMMUNITY DEVELOPMENT

Parks and Recreation

Economic Development

Program: Programs & Services—Lessee Events

Description: This program provides outside event producers the opportunity to lease County park facilities where they host their events. County staff support the outside producers' events by operating equipment, maintaining facilities, setting up facilities for events, supervising events, enforcing policies, managing contracts and collecting associated fees. Many of the events result in a profit for the event producer.

Activity: 1. Fort Tuthill Equestrian Events. 2. Fort Tuthill Non-equestrian Events. 3. Louise Yellowman Events.

Impact/Outcome: 1. Provides economic development by attracting & retaining tourists. 2. Provides opportunities for an improved sense of community. 3 Provides public value through responsive, transparent management of public resources.

Activity: Programs & Services– Lessee Events	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Participants and Attendees that are from Outside of the County	N/A	N/A	30,000
Dollars Contributed to Coconino County Economy by Out-of-County Participants	N/A	N/A	\$225,000

Programs: Programs & Services—Stables

Description: This program provides stabling facilities to support the numerous equestrian events managed through CCPR's lessee events program. The stables are also used by individual equestrians traveling through or visiting the Flagstaff area. Visitors or eventees are able to stall their horses and camp in the stables area. Many visitors stall their horses and stay at local hotels.

Activity: 1. Event related stall rentals. 2. Individual stall rentals.

Impact/Outcome: 1. Provides economic development by attracting and retaining tourists. 2. Provides public value through responsible, transparent management of public resources.

Activity: Programs & Services– Stables	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Visitors that are from Outside the County	N/A	N/A	30,000
Dollars Contributed to Coconino County Economy by Out-Of-County Visitors	N/A	N/A	\$225,000

COMMUNITY DEVELOPMENT

Parks and Recreation

Organizational & Fiscal Health

Program: Administration

Description: This program provides leadership, strategic direction, financial management, administrative support, marketing and communications for the department.

Activity: 1. Provides leadership and strategic direction. 2. Provides cost accounting, budget and financial management by program/service. 3. Assesses program delivery methods and resource alignment between programs. 4. Provides community outreach and marketing services.

Impact/Outcome: 1. Provides public value through responsive, transparent management of public resources. 2. Creates empowered, highly productive workforce to deliver County services.

Activity: Administration	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Citizens Rating Overall Satisfaction with Park Services as Good or Excellent on County's Annual Citizen Survey	N/A	N/A	80%
FUTURE MEASURES			
Percentage of Public Service Costs Funded by Public Dollars	N/A	N/A	N/A
Percentage of Private Service Costs Funded by Service Fees	N/A	N/A	N/A
Percentage of Private Services Recovering Costs at Policy Recommended Level	N/A	N/A	N/A
Percentage of Public Services Recovering Costs at Policy Recommended Level	N/A	N/A	N/A
Percentage of Merit Services Recovering Costs at Policy Recommended Level	N/A	N/A	N/A
Percentage of Master Plan Recommendations Implemented	N/A	N/A	N/A

Public Safety & Health

Program: Facility Development—Administration

Description: This program manages new construction and redevelopment of parks; planning and development of trails; and planning and acquisition of future park properties. Taxpayers benefit from efficient and equitable project administration. Users benefit from safe, attractive, and usable park amenities that align with community preferences and industry standards for performance

Activity: 1. Develops park facilities aligned to public goals for performance and cost. 2. Prepares RFP's and RFQ's. 3. Negotiates/supervises contracts and agreements. 4. Manages public involvement processes and partnership collaborations.

Impact/Outcome: 1. Provide venues and opportunities for improved public health. 2. Provide public value through responsible and transparent management of public resources.

COMMUNITY DEVELOPMENT

Parks and Recreation

Public Safety & Health

Activity: Facility Development—Administration	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Projects with Equitable, Formalized Partnerships	33%	50%	62%
Percentage of Projects Receiving Grant Funding	25%	33%	33%
Number of Public Involvement Meetings/Work Days	3	5	5

Program: Facility Development—Construction

Description: This program constructs safe, attractive and usable park facilities as directed by Coconino County citizens on the 2002 Coconino Parks and Open Space ballot issue and the Board of Supervisors on other projects.

Activity: 1. Supervises planning, design and development of construction documents. 2. Supervises contractor construction activities.

Impact/Outcome: 1. Provide public value through responsive and transparent management of public resources. 2. Provides for safety & welfare of park users by constructing safe, attractive and usable public facilities. 3. Provides venues for improved public health. 4. Provides venues which foster an improved sense of community.

Activity: Facility Development—Construction	FY08 Actual	FY09 Actual	FY10 Estimate
Scheduled CI Projects Completed	89%	77%	87%
Percentage of Projects Using "Green" Techniques	N/A	N/A	N/A
Percentage of Projects Completed on Schedule	N/A	N/A	N/A

Program: Facility Development—Trails

Description: This program constructs and renovates non-motorized recreational trails at the community or regional scale. Trail users benefit from increased physical activity as walkers, hikers, runners, bikers, equestrians, skiers, and dog walkers. Trails provide users a healthy alternative to vehicular transportation because they connect County park facilities to each other and to other public recreational facilities. A wide range of ages, ethnicities, income and user groups make use of trails.

Activity: 1. Flagstaff Loop Trail 2. Timberline Trail - Doney Park Urban Trail System 3. Kanab Creek Trail 4. Fort Tuthill Trail Hub

Impact/Outcome: 1. Provides opportunities for improved public health through increased physical activity. 2. Provides environmental stewardship through citizen education. 3. Provides for safety and welfare of park visitors by constructing safe, attractive, and usable public facilities.

Activity: Facility Development—Trails	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Trail Miles Available for Public Use	14.10	16.10	17.45
Number of Incoming Trails to County Parks	3	3	3

COMMUNITY DEVELOPMENT

Parks and Recreation

Public Safety & Health

Program: Facility Management—Maintenance

Description: This program maintains and repairs all County parks and open space properties along with their associated buildings, structures, and landscapes keeping them available for safe and convenient public use and protecting their resource values and the County investment in them.

Activity: 1. Amphitheater. 2. Cataract Lake County Park. 3. Fort Tuthill Fairgrounds. 4. Fort Tuthill County Park. 5. Louise Yellowman County Park. 6. Pumphouse Greenway. 7. Peaks View County Park. 8. Raymond County Park. 9. Sawmill County Park.

Impact/Outcome: 1. Provide venues & opportunities for improved public health. 2. Provide public value through responsive, transparent management of public resources. 3. Provide opportunities for an improved sense of community.

Activity: Facility Management- Maintenance	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Times Per Week Parks Receive Maintenance			
Cataract Lake County Park (May 1—Sept 30)	7	7	0.5
Fort Tuthill County Park	1.5	2	2
Louise Yellowman County Park	4	7	7
Pumphouse Greenway	1.5	2	2
Peaks View County Park	1.5	2	2
Raymond County Park	1.5	2	2
Sawmill County Park	1.5	2	2

Program: Facility Management—Operations

Description: This program provides basic operations at all County parks and properties. This enables free, safe, and convenient use of County parks, trails and open spaces to families, tourists, and the community as a whole.

Activity: 1. Amphitheater. 2. Cataract Lake County Park. 3. Fort Tuthill County Park. 4. Louise Yellowman County Park. 5. Pumphouse Greenway. 6. Peaks View County Park. 7. Raymond County Park. 8. Sawmill County Park.

Impact/Outcome: 1. Provide venues & opportunities for improved public health. 2. Provide public value through responsive, transparent management of public resources. 3. Provide opportunities for an improved sense of community.

COMMUNITY DEVELOPMENT

Parks and Recreation

Public Safety & Health

Activity: Facility Management– Operations	FY08 Actual	FY09 Actual	FY10 Estimate
Recreational Facilities Available for Public Use by Type			
Playgrounds	5	5	5
Trails	10	11	13
Restrooms	10	10	10
Ramadas and Picnic Areas	22	22	22
Ball Fields and Other Athletic Facilities	9	9	9
Event Venues	11	11	11
Rental Facilities	35	35	35
Camping Sites	134	134	107
Total	236	237	212
Percentage of Visitors Rating Overall Park Experience as Very or Extremely Satisfying	N/A	N/A	N/A

Program: Programs & Services—Outdoor Recreation

Description: This program offers free or low cost outdoor recreation programming to people of all ages. The program provides guided outdoor experiences year round. Activities are educational as well as physical and include snowshoeing, hiking, star gazing, historical interpretive walks, bird watching naturalist hikes, natural area clean-ups, and fishing clinics. This is a new program for the department which has been well received by the community.

Activity: 1. Outdoor recreation programs. 2. Outdoor education programs.

Impact/Outcome: 1. Provide opportunities for improved public health. 2. Provide opportunities for an improved sense of community. 3. Provide environmental stewardship through citizen education.

Activity: Programs & Services– Outdoor Recreation	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage Increase in Number of Outdoor Recreation Participants Over Previous Year	100%	-66%	100%
Percentage of Outdoor Recreation Activities that are Participatory vs. Spectator Oriented	100%	100%	100%

COMMUNITY DEVELOPMENT

Parks and Recreation

Vital Communities

Program: Programs & Services—Amphitheater

Description: This program provides and manages a performing arts amphitheater that is used to host public and private functions. Public functions include concerts appealing to a broad demographic. CCPR attempts to offer at least one concert a year that is free or at a very minimal charge to attendees. The amphitheater is also used to host private functions such as weddings, receptions, and meetings.

Activity: 1. Arts & Cultural Events. 2. Private Events.

Impact/Outcome: 1 Provides opportunities for an improved sense of community. 2 Provides economic development by attracting and retaining tourists. 3 Provides public value through responsive, transparent management of public resources.

Activity: Programs & Services– Amphitheater	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Attendees	25,341	26,988	20,000
Number of Attendees that are from Outside the County	0	5,398	4,000

Program: Programs & Services—County Fair

Description: This program produces the Coconino County Fair, an annual family-oriented event that highlights the County's diverse cultural, agricultural, natural, and artistic resources. The four-day event attracts approximately 45,000 attendees. The fair is also the primary venue for County 4-H and FFA youth to showcase their projects and animals. County residents exhibit their homemade crafts, art, collectibles, food items, animals, vegetables and flowers. CCPR's goal is to make the fair as much an educational and community-building experience as it is an entertainment experience for the entire family.

Activity: 1. Coconino County Fair.

Impact/Outcome: 1. Provides opportunities for an improved sense of community. 2. Provides environmental stewardship through citizen education.

Activity: Programs & Services– County Fair	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Attendees and Participants	45,049	45,049	45,000
Number of Community Organizations Participating in the Fair	48	53	50
Number of Educational/Interpretive Events Conducted at the Fair	N/A	N/A	N/A

COMMUNITY DEVELOPMENT

Parks and Recreation

Vital Communities

Program: Programs & Services—Horse Races

Description: This program produces the Coconino County Horse Races, an annual event that features live thoroughbred and quarter horse racing. This event is 4th of July tradition for County citizens as well as visitors. The four-day event attracts approximately 15,000 attendees, many of whom are visitors to the area.

Activity: 1. Coconino County Horse Races.

Impact/Outcome: 1. Provides opportunities for an improved sense of community.

Activity: Programs & Services– Horse Races	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Attendees and Participants	14,304	14,302	12,000
Number of Community Organizations Participating or Sponsoring at the Races	19	24	20

Program: Programs & Services—Livestock Auction

Description: This program provides management services for the annual junior livestock auction occurring during the County Fair. The auction allows 4-H and FFA youth the opportunity to sell the animals they have raised. The buyers receive benefit from purchasing animals that have been locally grown and fed, and individually raised. There is also an environmental benefit to purchasing locally raised meat.

Activity: 1. The sale of livestock.

Impact/Outcome: 1. Provides opportunities for an improved sense of community. 2. Provides public value through responsive, transparent management of public resources.

Activity: Programs & Services– Livestock Auction	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Youth Sellers	60	54	45
Number of Animals Sold which were Locally Grown	72	88	70

Program: Programs & Services—Ramadas & Field Rentals

Description: This program provides for low-cost public use of picnic ramadas and ball fields at Fort Tuthill County Park, Louise Yellowman County Park, Raymond County Park and Peaks View County Park. These low cost family and community gatherings promote the development of healthy families and communities. Ramada and field rentals generate revenue that off-sets some operational costs.

Activity: 1. Provide low cost recreational facilities for families, tourists, and the community as a whole.

Impact/Outcome: 1. Provide venues and opportunities for improved public health. 2. Provide opportunities for an improved sense of community.

COMMUNITY DEVELOPMENT

Parks and Recreation

Vital Communities

Activity: Programs & Services– Ramada & Field Rentals	FY08 Actual	FY09 Actual	FY10 Estimate
Recreational Facilities Available for Public Use by Type:			
Ramadas and Picnic Areas	22	22	22
Ball Fields and Other Athletic Facilities	9	9	9
Total	31	31	31
Number of Field Rental Hours	N/A	637	600
Percentage of Visitors Rating Ramada and Field Experience as Very or Extremely Satisfying	N/A	N/A	N/A

COMMUNITY DEVELOPMENT

Parks and Recreation

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Accounting Technician II	2.00	2.00	2.00
Acquisition and Development Manager	1.00	1.00	1.00
Administrative Manager	1.00	2.00	2.00
Administrative Specialist III	1.00	1.00	1.00
Administrative Support II	2.00	2.00	2.00
Business Manager	1.00	1.00	0.00
Construction Project Manager	1.00	1.00	1.00
Detention Officer II	1.00	1.00	1.00
Director—Parks & Recreation	1.00	1.00	1.00
Natural Resources Management Supervisor	1.00	1.00	1.00
Outreach Program Coordinator	1.00	1.00	1.00
Parks Maintenance Manager	1.00	1.00	1.00
Parks Maintenance Worker	0.50	1.00	1.00
Parks Operations Manager	1.00	1.00	1.00
Parks Project Coordinator	1.00	1.00	1.00
Special Events Coordinator	1.00	1.00	1.00
Trades Supervisor	1.00	1.00	1.00
Trades Worker	2.00	2.00	2.00
Department Total	20.50	21.00	21.00

COMMUNITY DEVELOPMENT

Parks and Recreation

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Administration	4.45
Facility Development—Acquisition	0.00
Facility Development—Administration	2.99
Facility Development—Construction	0.00
Facility Development—Trails	0.00
Facility Management—Maintenance	5.86
Facility Management—Operations	0.09
Programs & Services—Amphitheater	0.40
Programs & Services—Campgrounds	0.52
Programs & Services—County Fair	1.89
Programs & Services—Horse Races	1.82
Programs & Services—Lessee Events	1.04
Programs & Services—Livestock Auction	0.00
Programs & Services—Outdoor Recreation	0.13
Programs & Services—Stables	0.62
Programs & Services—Ramadas/Fields	1.19
Department Total	21.00

COMMUNITY DEVELOPMENT

Public Works

Overview

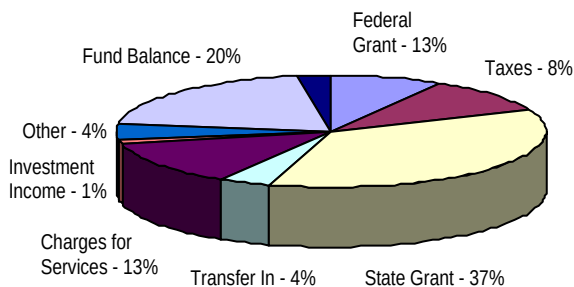
The Public Works department assumes primary responsibility for: roadway maintenance for County maintained roads, emergency services coordination, engineering services, grading, excavating, encroachment and hydrology permits, fleet services, solid waste management, signing and striping for County maintained roadways, and the Kachina Village Water/Wastewater utility (presented separately beginning on page H9).

For FY09 Public Works is estimated to be 25% under their revised budget of \$30,515,362 (net of carryovers). This variance is due capital projects that were not completed in FY09 and to a delay of non-essential capital projects and equipment purchases. Their FY10 Adopted Budget of \$25,944,606 is 15% under their FY09 budget. This variance is due to a reduction in scheduled capital equipment purchases.

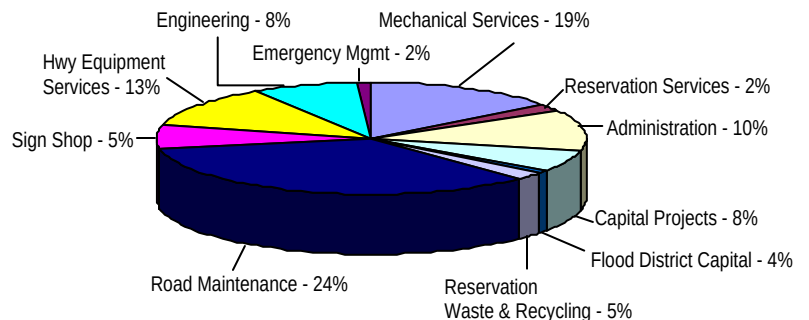
Public Works is primarily funded by Highway User Revenues (gasoline tax). The rate for this tax has remained unchanged since 1974 when it was increased to \$0.18 per gallon. This is a State shared revenue, meaning the distribution varies to each County based on several factors, including population. As costs continue to increase the County could face cutbacks to road improvement projects if the population of other Counties in the State continue to have increased population growth at a rate that outpaces Coconino County.

The following charts illustrate Public Work's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

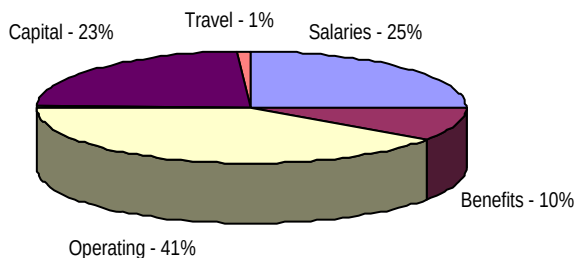
Revenue by Source Type



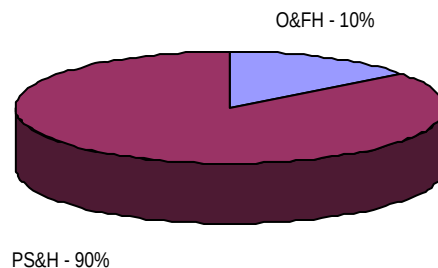
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



COMMUNITY DEVELOPMENT

Public Works

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Taxes	\$ 2,211,638	\$ 2,317,525	\$ 2,036,697	\$ 2,148,978
Federal Grant	2,017,067	1,687,841	2,105,014	2,648,064
State Grant	10,622,078	9,408,312	9,135,903	9,400,150
Other Government Revenue	949,382	1,006,415	268,231	982,412
Licenses & Permits	18,630	21,420	13,640	24,025
Charges for Services	3,623,038	3,262,042	3,264,575	3,355,945
Investment Income	951,368	365,000	672,180	300,000
Miscellaneous	54,604	83,000	20,151	-
Transfers from Other Funds	876,462	1,675,596	1,662,678	1,133,674
Use of Fund Balance	400,405	9,722,868	2,976,721	5,285,453
Direct General Fund Support	750,159	965,343	811,483	665,905
Total Funding Sources	\$ 22,474,831	\$ 30,515,362	\$ 22,967,274	\$ 25,944,606

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 6,232,048	\$ 6,728,617	\$ 6,081,363	\$ 6,565,696
ERE - Benefits	2,132,220	2,740,312	2,112,654	2,428,136
Operating	8,198,330	9,903,264	8,111,482	10,454,167
Travel	612,580	497,989	92,503	145,499
Capital	4,489,844	10,375,362	6,235,148	6,089,976
Transfers to Other Funds	809,809	269,818	334,123	261,132
Total Direct Expenditures	\$ 22,474,831	\$ 30,515,362	\$ 22,967,274	\$ 25,944,606
Net Indirect Support	-	-	-	62,669
Total Expenditures, Including Indirect Costs	\$ 22,474,831	\$ 30,515,362	\$ 22,967,274	\$ 26,007,275

COMMUNITY DEVELOPMENT

Public Works

Financial Statements

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ -	\$ -	\$ -	\$ -
Program Expenditures	-	-	-	-
Transfers	(750,159)	(965,343)	(811,483)	(665,905)
Total Direct General Fund Support	\$ (750,159)	\$ (965,343)	\$ (811,483)	\$ (665,905)
Net Indirect Support	-	-	-	(62,669)
Total General Fund Support	<u>\$ (750,159)</u>	<u>\$ (965,343)</u>	<u>\$ (811,483)</u>	<u>\$ (728,574)</u>

Financial information presented in this department's Financial Statement section includes revenues of \$3,224,368 and expenditures of \$5,109,695 for an Internal Service Fund. As an Internal Service Fund, this fund is not part of the legally adopted budget, but budget information is presented at the department level because it is material to County budget document users. These revenues and expenditures are excluded from the financial information presented in the Budget Summary and State Budget Document sections of this document.

COMMUNITY DEVELOPMENT

Public Works

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Administration	O&FH	\$ 2,452,081
Community Clean-Ups	PS&H	62,500
Emergency Management	PS&H	381,008
Engineering	PS&H	2,001,079
Flood District Capital	PS&H	1,010,000
Highway Equipment Services	PS&H	3,728,892
Marble Canyon	PS&H	6,329
Mechanical Services	PS&H	5,109,695
Off-Reservation Waste & Recycling Transfer Stations	PS&H	186,195
Other Solid Waste	PS&H	46,075
Public Works Reservation Services	PS&H	413,502
Public Works Road Maintenance	PS&H	5,752,716
Public Works Sign Shop	PS&H	1,152,821
Public Works Capital Projects	PS&H	1,968,000
Reservation Waste & Recycling Transfer Stations	PS&H	1,354,784
Waste Tire Collection Program	PS&H	207,021
Williams Transfer Station	PS&H	111,908
Total FY10 Budget		<u>\$ 25,944,606</u>

COMMUNITY DEVELOPMENT

Public Works

Financial Statements

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Administration	O&FH	\$ -	\$ -	\$ -
Community Clean-Ups	PS&H	-	-	-
Emergency Management	PS&H	47,582	14,127	61,709
Engineering	PS&H	-	-	-
Flood District Capital	PS&H	-	-	-
Highway Equipment Services	PS&H	-	-	-
Marble Canyon	PS&H	6,329	-	6,329
Mechanical Services	PS&H	-	-	-
Off-Reservation Waste & Recycling Transfer Stations	PS&H	95,618	32,122	127,740
Other Solid Waste	PS&H	45,075	-	45,075
Public Works Reservation Services	PS&H	-	-	-
Public Works Road Maintenance	PS&H	25,000	-	25,000
Public Works Sign Shop	PS&H	-	-	-
Public Works Capital Projects	PS&H	-	-	-
Reservation Waste & Recycling Transfer Stations	PS&H	370,372	-	370,372
Waste Tire Collection Program	PS&H	(6,979)	16,420	9,441
Williams Transfer Station	PS&H	82,908	-	82,908
Total FY10 Budget		<u>\$ 665,905</u>	<u>\$ 62,669</u>	<u>\$ 728,574</u>

COMMUNITY DEVELOPMENT

Public Works

Organizational & Fiscal Health

Program: Administration

Description: This program provides fiscal and administrative support as well as the overall management of the Public Works Department. The three major functions of the department are: Transportation, Environmental Services and Emergency Management.

Activity: 1. Development & management of departmental budget. 2. Determine the goals, objectives and operational priorities. 3. Manage fiscal, human and material resources. 4. Contract Management. 5. Procurement Services. 6. Information Technology Support. 7. Financial Tracking / Reporting. 8. Personnel / Payroll Support. 9. Public Relations. 10. Staff Development & Training.

Impact/Outcome: Fiscal Accountability: Ensure the funds we manage are used for the specific purposes they are intended for. Keeping expenditures within approved budget while providing the level of service expected from BOS and citizens.

Activity: Financial Reporting	FY08 Actual	FY09 Actual	FY10 Estimate
Percent of Budget Expended – Road Fund 1841	71.9%	79%	N/A
Percent Over (Under) of Revenues Collected – Road Fund 1841	7.6%	6%	N/A
Percent of Budget Expended – All Funds Combined	79.09%	81.00%	N/A
Percent Over (Under) of Revenues Collected – All Funds Combined	2.18%	2%	N/A

Public Safety & Health

Program: Community Clean-Ups

Description: Local collection of forest materials, household waste, and recyclables, held periodically in several parts of the County during the summer months.

Activity: For the rural public in areas distant from local waste services, the County provides periodic 'free' collection of forest materials and household waste, household recyclables, waste oil, scrap metal and white goods.

Impact/Outcome: Originally for forest materials clean-up, garbage and bulky-goods collection, this program has expanded to include waste tires and other recyclables. This has resulted in a significant reduction in littering and an improvement in the aesthetic appearance of the County's rural landscape.

Activity: Community Clean-Ups	FY08 Actual	FY09 Actual	FY10 Estimate
Expenses	\$92,852	\$95,500	N/A
Revenues	\$67,762	\$62,500	N/A

Public Safety & Health

Program: Emergency Management

Description: Emergency Management provides capability for local governments, businesses, organizations, and individuals to respond to, prepare for, recover from, and mitigate the effects of any natural or human-caused emergency or disaster. Enhancing this capability is achieved through education, collaboration, coordination, establishing partnerships, and providing direction to those public, private, volunteer, and community entities having a responsibility and role during times of emergency or disaster and to mitigate the effects of future events. The CERT program provides a structured opportunity for citizens to augment local emergency response activities. Using CERT materials, local communities train teams of neighborhood volunteers and employees in the workplace in emergency preparedness and response skills. CERT members partner with local emergency management in preparing for and responding to natural or man-made disasters.

Activity: Preparedness, Planning and Mitigation: The purpose of the planning and mitigation is to provide plans and programs that will reduce or eliminate the effects of disasters. The purpose of emergency plans and guidance for public and private entities is to ensure coordination, collaboration of stakeholder in emergency response and recovery. Community outreach and public information provides residents and businesses to needed tools to be better prepared and disaster resilient. Training and Exercise: The purpose of training and exercise activity is to provided training and simulations for public and private organizations so that they prepared and ready to respond to emergencies. Response and Recovery: This activity provides a coordinated response capability to protect lives and property and ensure the community recovers in times of disaster. Emergency Operations Management: this activity ensures coordinated disaster response and recovery efforts for the citizens of Coconino County to protect lives, their property and the environment.

Impact/Outcome: 1. Improve emergency response capabilities. 2. Reduce risk of catastrophic wildfire and other natural and manmade hazards. 3. Increase number of resident and businesses that have emergency preparedness action plans and kits. 4. Increase number of citizen trained in basic emergency response.

Activity: Emergency Planning/Preparedness	FY08 Actual	FY09 Actual	FY10 Estimate
Review Emergency Operations Plan: Plan is Reviewed Annually; Meets State and Federal Mandates; Annexes and Appendices Are Updated as Needed.	100%	N/A	N/A
Ensure Public Works Emergency Plans Are NIMS Compliant	100%	100%	N/A
Community Outreach/Education Efforts: Emergency Preparedness Training; Family Emergency Go-Kits; Evacuation Planning; Business Continuity Plan	35	35	N/A
Emergency Preparedness Efforts: Coordinate Emergency Preparedness Activities Between Federal, State, Tribal and Local Agencies in Order to Ensure Interoperability and Readiness During Disasters	15	15	N/A
Continuity of Operations Planning: Phase I Human Resources Management Completed; Phase II Vital Records, Systems, & Equipment Communications Plans	Phase I 25%	Phase I 25%	100% completed

COMMUNITY DEVELOPMENT

Public Works

Public Safety & Health

Activity: Emergency Response/Recovery	FY08 Actual	FY09 Actual	FY10 Estimate
Coordinate Training For First Responder Agencies	6	10	N/A
Provide Regional and Countywide Exercise of Emergency Plans	Plan is being updated	Review and updated	N/A
Develop VOAD Council	4 quarterly meetings, 2 in-service trainings	N/A	N/A
EOC Guidelines Are Reviewed and Updated	updated	N/A	N/A

Activity: Hazard Mitigation	FY08 Actual	FY09 Actual	FY10 Estimate
Wildfire EA for Lake Mary Road Fuel Reduction Project	Completed	N/A	N/A
Weather, Oak Creek Canyon Debris Flow Work: A. Quarterly Meetings With Community Residents and B. NOAA Radios Distributed	Completed	N/A	N/A
HAZMAT Plan Reviewed and Updated	Completed	N/A	N/A
HAZMAT Regional 3-year Full Scale Exercise Cycle Completed	TTX	N/A	N/A

Activity: Grants Management	FY08 Actual	FY09 Actual	FY10 Estimate
Number of New Funding Sources Acquired	4	5	N/A
Dollars Received Through New Grants/Funding Sources	\$178,000	\$218,308	N/A

Activity: Project Management	FY08 Actual	FY09 Actual	FY10 Estimate
Establish Project Management Practices With Standard Templates and Procedures	N/A	Complete	N/A
Establish Measurable Metrics for Capital Projects	On-going	N/A	N/A
Reduce Change Orders to Less Than 5% of Contract	5	6	N/A

COMMUNITY DEVELOPMENT

Public Works

Public Safety & Health

Program: Engineering

Description: This program was established to construct, improve, and repair County Highways in a reasonably safe and cost effective manner.

Activity: Engineering designs for drainage studies, subdivisions, commercial developments, and capital projects. Plan reviews are also completed to ensure appropriate standards are met. Accurate land surveying and legal descriptions for right-of-way acquisitions and drainage easements as needed for road and flood control projects. Recordation of monuments and establishment of control points for surveyors to work from, are also kept up to date by the division.

Impact/Outcome: Safe reliable transportation system with drainage systems that reduce flooding potential for County residents. Also provide accurate survey records for the County.

Activity: Business Practices	FY08 Actual	FY09 Actual	FY10 Estimate
Keep Updated With the Latest Technology and Software	N/A	N/A	N/A
Continue to Train and Establish Team Concept For Division	4 Trained	2 Trained	N/A

Program: Flood District Capital

Description: Flood district capital projects.

Activity: Engineering Studies are completed and capital projects are developed to improve drainage and reduce flood risk.

Impact/Outcome: Reduced flooding for County residents and improved access for emergency services.

Activity: Capital Projects	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Projects Completed on Time	2	4	N/A
Number of Projects Completed Within the Budget	1	4	N/A

Program: Highway Equipment Services

Description: Equipment services, provides Coconino County's Highway User Revenue Fund (HURF) fleet acquisition, maintenance, and disposal needs.

Activity: Fleet acquisition, maintenance, and disposal needs.

Impact/Outcome: A safe, cost effective fleet.

COMMUNITY DEVELOPMENT

Public Works

Public Safety & Health

Activity: Outside Repairs/In-Stock parts	FY08 Actual	FY09 Actual	FY10 Estimate
Amount of Outside Repairs Measured in Dollars	\$209,410	\$210,000	N/A
Amount of Outside Repairs Measured as a Percent of the Operational Expenditures	0.05%	0.05%	N/A
Percent of In-Stock Parts That Were Available When a Technician Came to the Parts Counter	98.7%	95.0%	N/A
Percent of In-Stock Parts Sold at Flagstaff	90.03%	90.0%	N/A
Percent of In-Stock Parts Sold at Williams	87.70%	85.0%	N/A

Activity: Fuel Activity	FY08 Actual	FY09 Actual	FY10 Estimate
Number of In-Stock Parts Sold	70,710	75,000	N/A
Total Dollars of Fuel Sold	\$1,477,179	\$1,200,000	N/A
Total Gallons of Fuel Sold to the City of Flagstaff	61,599	70,000	N/A
Total Gallons of Fuel Purchased From the City of Flagstaff	27,961	30,000	N/A
Total Gallons of Fuel Consumed	416,799	450,000	N/A

Activity: Fleet Inventory/ Milles Driven / Technician Info	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Vehicles and Equipment Maintained	855	860	N/A
Total Fleet Miles	4,114,615	4,200,000	N/A
Mileage Rate Vehicle miles	3,256,685	2,200,000	N/A
Number of Technicians	14.8	14.8	N/A
Percent of Technician Hours Posted to Work Orders	69.4%	65.0%	N/A

Activity: Rental Vehicle Comparisons for Mid Size Sedan 6AM Wednesday thru 6PM Friday 500 Miles Traveled	FY08 Actual	FY09 Actual	FY10 Estimate
Permanently Assigned Vehicle Cost	\$315.00	\$315.00	N/A
Rental Vehicle Daily Rental Rate	\$386.46	\$386.46	N/A

COMMUNITY DEVELOPMENT

Public Works

Public Safety & Health

Program: Marble Canyon

Description: Coconino County subsidizes 100% of Allied Waste's residential collection and 30% of their commercial garbage collection in the Marble Canyon area.

Activity: Allied Waste provides dumpsters for residential and commercial garbage collection.

Impact/Outcome: This service provides residents and businesses in the Marble Canyon area with cheaper garbage collection.

Activity: Marble Canyon Refuse/Disposal Cost	FY08 Actual	FY09 Actual	FY10 Estimate
Dollar Amount	\$45,736	\$48,000	N/A

Program: Mechanical Services

Description: Mechanical Services provides Coconino County's light vehicle fleet acquisition, maintenance and disposal needs. The Parts & Supply section furnishes the necessary inventory of repair parts, fuel and supplies for the Mechanical Services shop and the Equipment Services Division Flagstaff and Williams locations.

Activity: Prior to 1972, County vehicles were repaired either at the Highway Department or by vendors selected by individual departments. Routine preventive maintenance was dependant upon individual employees to have the work completed at either of two optional sources. Costs were difficult to control, consistent maintenance was generally non-existent, and maintenance and repairs that were performed were done so at a premium cost. In 1973, the Highway Department became more active in doing repairs and maintenance, and the "service garage" was established. The priority for repairing highway equipment and vehicles first, often left departments such as the Sheriff in a less than advantageous situation. The Service Garage began doing more and more actual repairs until the work load was so great additional personnel were needed to meet the demand for repairs. In July, 1974 it was determined that the services and repairs for all non-highway department vehicles would be contracted out to private repair facilities, and the Service Garage was abolished. By mid fiscal year of 1974-75 most departments had expended their entire vehicle maintenance budgets and vehicle condition was deteriorating rapidly. Beginning in July 1975 with a new budget, "Mechanical Services Department" was established and charged with the responsibility of repair, maintenance, replacement and disposal of the entire County fleet of light vehicles. One of the departments goals was to reduce the debit incurred by Mechanical Services. By FY 81 Mechanical Services had acquired a positive fund balance equal to one year's operational expenses. In 1983, Mechanical Services direction was returned to the Highway Department Equipment Division and continues today. This information was taken from "A Report To The Board Of Supervisor", prepared by John Dobrinski, Fleet Services Manager, December 1996. Although today's operation has been a process of evolution, it has been guided by proven methods for fleet operations. Many of the procedures are manufacturer requirements and all vehicle maintenance and repair activities are completed with the safety of the driver and passengers being the primary concern.

Impact/Outcome: Those of us who work in this department strive to meet transportation needs by providing safe, dependable, cost effective vehicles, to assist County employees in meeting their assigned duty requirements.

COMMUNITY DEVELOPMENT

Public Works

Public Safety & Health

Activity: Outside Repairs/In-Stock Parts	FY08 Actual	FY09 Actual	FY10 Estimate
Amount of Outside Repairs Measured in Dollars	\$209,410	\$210,000	N/A
Amount of Outside Repairs Measured as a Percent of the Operational Expenditures	0.05%	0.05%	N/A
Percent of In-Stock Parts That Were Available When a Technician Came to the Parts Counter	98.7%	95.0%	N/A
Percent of In-Stock Parts Sold at Flagstaff	90.03%	90.0%	N/A
Percent of In-Stock Parts Sold at Williams	87.70%	85.0%	N/A

Activity: Fuel Activity	FY08 Actual	FY09 Actual	FY10 Estimate
Number of In-Stock Parts Sold	70,710	75,000	N/A
Total Dollars of Fuel Sold	\$1,477,179	\$1,200,000	N/A
Total Gallons of Fuel Sold to the City of Flagstaff	61,599	70,000	N/A
Total Gallons of Fuel Purchased From the City of Flagstaff	27,961	30,000	N/A
Total Gallons of Fuel Consumed	416,799	450,000	N/A

Activity: Fleet Inventory/ Milles Driven / Technician Info	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Vehicles and Equipment Maintained	855	860	N/A
Total Fleet Miles	4,114,615	4,200,000	N/A
Mileage Rate Vehicle Miles	3,256,685	2,200,000	N/A
Number of Technicians	14.8	14.8	N/A
Percent of Technician Hours Posted to Work Orders	69.4%	65.0%	N/A

Activity: Rental Vehicle Comparisons for Mid Size Sedan 6AM Wednesday thru 6PM Friday 500 Miles Traveled	FY08 Actual	FY09 Actual	FY10 Estimate
Permanently Assigned Vehicle Cost	\$315.00	\$315.00	N/A
Rental Vehicle Daily Rental Rate	\$386.46	\$386.46	N/A

COMMUNITY DEVELOPMENT

Public Works

Public Safety & Health

Program: Off-Reservation Waste and Recycling Transfer Stations

Description: Three of the County's ADEQ-compliant waste & recycling transfer stations are located in the southern part of the County.

Activity: These facilities provide County residents with waste disposal services. They also accept household recyclables, tires, waste oil, white goods, scrap metal, and various bulky items.

Impact/Outcome: These facilities provide cost-effective waste disposal and recycling collection, thus improving community and environmental health and the aesthetic appearance of the County's landscape.

Activity: Long Valley Refuse/Disposal Activity	FY08 Actual	FY09 Actual	FY10 Estimate
Refuse Tons	173.53	200	N/A
Refuse Pulls	34	54	N/A
Recycling Tons	21.81	22	N/A
Recycling Pulls	11	14	N/A

Activity: Mormon Lake Refuse/Disposal Activity	FY08 Actual	FY09 Actual	FY10 Estimate
Refuse Tons	112.50	112.00	N/A
Refuse Pulls	32	32	N/A

Activity: Willard Springs Refuse/Disposal Activity	FY08 Actual	FY09 Actual	FY10 Estimate
Refuse Tons	699.63	710	N/A
Refuse Pulls	100	125	N/A
Recycling Tons	92.63	111.00	N/A
Recycling Pulls	43	64	N/A

Program: Other Solid Waste

Description: "Other Solid Waste" is comprised of all non-site-specific activities and expenses of the County's overall Solid Waste Program.

Activity: These funds pay for the Solid Waste Manager, and also cover such things as the Manager's truck, purchase of compost bins for re-sale to the public, disposal of Adopt-a-Road litter and hazardous materials, and an annual \$8821 payment to the USFS for collection of "assorted trash, camp fire trash, illegal dumps, group events, shooting areas, transient camps, human waste, snow play, appliances, tires, abandoned and stolen vehicles." The FY07 report documented collection of 168 tons of trash and 15 abandoned vehicles. The IGA expires in 2010.

Impact/Outcome: The services of the Solid Waste Manager and all associated activities are necessary to the continuing operation of the County's Solid Waste program.

COMMUNITY DEVELOPMENT

Public Works

Public Safety & Health

Activity: Other Solid Waste	FY08 Actual	FY09 Actual	FY10 Estimate
Recycling Tons	78.34	N/A	N/A
Recycling Pulls	51	N/A	N/A

Program: Public Works Capital Projects

Description: Public Works Capital Projects include pavement preservation, safety, reconstruction and improvement projects for County Roads.

Activity: Capital projects preserve and improve existing County roads. Projects also include safety and improved collector routes.

Impact/Outcome: Well maintained and improved transportation system for Coconino County.

Activity: Project Management	FY08 Actual	FY09 Actual	FY10 Estimate
Establish Project Management Practices With Standard Templates and Procedures	N/A	Complete	N/A
Establish Measurable Metrics for Capital Projects	Ongoing	1	N/A
Reduce Change Orders to Less than 5% of Contract	5	6	N/A

Activity: Capital Projects	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Projects Completed on Time	3	5	N/A
Number of Projects Completed Within Budget	3	5	N/A

Program: Public Works Reservation Services

Description: This program meets the requirement of the BIA contract for maintenance on reservation roads established as a primary road system for reservation residents.

Activity: Road maintenance service for approximately 222 miles of BIA roads on the Navajo Nation.

Impact/Outcome: Continuation of road service maintenance for roads we maintain for the BIA on the Navajo Nation.

Activity: Road Maintenance - Reservation	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Miles Graded	1,188	1,300	N/A
Cost Per Mile of Grading	\$102	\$216	N/A

COMMUNITY DEVELOPMENT

Public Works

Public Safety & Health

Program: Public Works Road Maintenance

Description: This program optimizes the expenditure of funds for road maintenance by utilizing the techniques and materials used in road maintenance, and signing.

Activity: Maintenance of the County road system. This maintenance consists of grading dirt roads, pavement maintenance, road surfacing material production, snow removal, chip sealing roads, crack filling, hauling materials, repairing guardrail, pot hole patching, drainage maintenance, culvert repairs, stockpiling materials, and road hazard removal.

Impact/Outcome: Continuation and improvement of road service levels for the County road transportation system.

Activity: Road Maintenance	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Miles Graded	2,114	2,100	N/A
Cost Per Mile of Grading	240	400	N/A
Number of Miles Resurfaced	35	28	N/A
Cost Per Mile of Resurfacing	22,838	18,000	N/A
Cubic Yards of Material Produced	39,655	60,000	N/A
Cost Per Cubic Yard of Material Produced	10	10	N/A
Miles of Road Chip Sealed	75	21	N/A
Cost Per Square Yard of Chip-Sealing	1	1	N/A
Miles of Crack Filling	126	40	N/A
Cost Per Mile of Crack Filling	2,902	5,500	N/A

Program: Public Works Sign Shop

Description: This program optimizes the expenditure of funds for road signing and striping by utilizing the techniques and materials used in road and highway signing.

Activity: Maintenance of the signing and striping for the County road system. This maintenance consists of replacing damaged signs, delineation, road striping and maintaining the database for the sign inventory.

Impact/Outcome: Safety of the traveling public.

COMMUNITY DEVELOPMENT

Public Works

Public Safety & Health

Activity: Sign Shop	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Miles Striped	378	600	N/A
Cost Per Mile of Striping	62.11	\$55	N/A
Number Of Hours For Inspection	2,822	3000	N/A
Number of Hours For Sign Repair	1,080	900	N/A
Number of Hours For New Sign Installation	72	70	N/A
Number of Hours For Sign Production	71	70	N/A
Number of Hours For Sign Inventory	334	150	N/A

Program: Reservation Waste and Recycling Transfer Stations

Description: These are the six County-run ADEQ-compliant transfer stations located on the Western Navajo Reservation.

Activity: The County operates these facilities by Intergovernmental Agreement with the Navajo Nation. They provide waste disposal service, along with scrap metal, white goods, and tire collection to County residents. The facilities also collect waste oil and various bulky items.

Impact/Outcome: These facilities provide cost-effective waste disposal and recycling collection, thus improving community and environmental health and the aesthetic appearance of the County's landscape.

Activity: Cameron Refuse/Disposal Activity	FY08 Actual	FY09 Actual	FY10 Estimate
Refuse Tons	395.93	350	N/A
Refuse Pulls	134	130	N/A

Activity: Kaibeto Refuse/Disposal Activity	FY08 Actual	FY09 Actual	FY10 Estimate
6 Yard pulls	2,661	2,800	N/A
6 Yards	15,966	16,500	N/A

Activity: LeChee Refuse/Disposal Activity	FY08 Actual	FY09 Actual	FY10 Estimate
Refuse Tons	1,053.06	1,200	N/A

COMMUNITY DEVELOPMENT

Public Works

Public Safety & Health

Activity: Leupp Refuse/Disposal Activity	FY08 Actual	FY09 Actual	FY10 Estimate
Refuse Tons	824.66	4,100	N/A
Refuse Pulls	241	260	N/A
Recycling Tons	15.92	17.00	N/A
Recycling Pulls	7	8	N/A

Activity: The Gap Refuse/Disposal Activity	FY08 Actual	FY09 Actual	FY10 Estimate
8 Yard Pull	162	150	N/A
6 Yard Pull	896	915	N/A
4 Yard Pull	0	0	N/A
Yards	6,672	5,800	N/A

Activity: Tonalea Refuse/Disposal Activity	FY08 Actual	FY09 Actual	FY10 Estimate
8 Yard Pull	1,018	1,230	N/A
6 Yard Pull	1,224	1,500	N/A
Yards	15,488	21,000	N/A

Activity: Tuba City Refuse/Disposal Activity	FY08 Actual	FY09 Actual	FY10 Estimate
Refuse Tons Compacted	3,608.41	3,700.00	N/A
Refuse Pulls Compacted	345	350	N/A
Recycling Tons	220.76	240	N/A
Recycling Pulls	82	85	N/A

COMMUNITY DEVELOPMENT

Public Works

Public Safety & Health

Program: Waste Tire

Description: This program operates from all of the County's waste & recycling transfer stations, as well as from the County tire collection yard in Flagstaff, a contracted collection yard in Page, and a site in the City of Fredonia. The tires collected are trucked to Phoenix-area crumb-rubber manufacturer CRM of America, and converted into various used-rubber products.

Activity: This program greatly reduces the quantity of waste tires which formerly littered the County's landscape.

Impact/Outcome: During FY2008, the County's Waste Tire Program collected some 109,840 waste tires.

Activity: Tire Disposal	FY08 Actual	FY09 Actual	FY10 Estimate
Tons	1,792.79	1,800.00	N/A
Tires	109,840	110,000	N/A

Program: Williams Transfer Station

Description: As part of the its effort to provide effective waste disposal and recycling service to all County residents, the County contracts with the City of Williams to allow nearby County residents to use this facility.

Activity: Like County transfer stations, the Williams facility provides waste disposal and recycling collection to the public.

Impact/Outcome: The IGA allows County residents who live near the City of Williams to use the Williams transfer station.

Activity: Other Solid Waste	FY08 Actual	FY09 Actual	FY10 Estimate
Dollar Amount	\$168,429	\$112,900	N/A
Revenues	32,358	34,000	N/A

COMMUNITY DEVELOPMENT

Public Works

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Accounting Technician II	3.00	3.00	3.00
Administrative Manager	1.00	1.00	1.00
Administrative Specialist I	1.00	1.00	1.00
Administrative Specialist II	2.00	1.00	1.00
Administrative Specialist III	3.00	3.00	3.00
Administrative Support II	2.00	2.00	2.00
Assistant County Engineer	1.00	1.00	1.00
Assistant County Surveyor	1.00	1.00	1.00
Assistant Public Works Director	1.00	1.00	1.00
Buyer	1.00	1.00	1.00
Capital Projects Manager	1.00	1.00	1.00
Cartograph Technician	1.00	1.00	1.00
Code Enforcement Officer	2.00	2.00	2.00
Construction Inspector	2.00	2.00	2.00
Construction Supervisor	1.00	1.00	1.00
County Engineer	1.00	1.00	1.00
County Surveyor	1.00	1.00	1.00
Courier/Runner	1.00	1.00	1.00
Custodian	2.00	2.00	2.00
Designer	1.00	1.00	1.00
Division Supervisor- Trades	7.00	7.00	7.00
Emergency Services Coordinator	1.00	1.00	1.00
Engineer In Training	1.00	1.00	1.00
Equipment Parts Specialist	3.00	3.00	3.00
Fleet Analyst	1.00	1.00	1.00
Fleet Services Manager	1.00	1.00	1.00
Maintenance Superintendant	1.00	1.00	1.00
Manager (Trades)	1.00	1.00	1.00

COMMUNITY DEVELOPMENT

Public Works

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Mechanic	17.00	17.00	17.00
Network Analyst	1.00	1.00	1.00
Operator	25.00	25.00	25.00
Public Works Director	1.00	1.00	1.00
Public Works Information Coordinator	0.00	1.00	1.00
Public Works Project Coordinator	1.00	1.00	1.00
Right of Way Agent	1.00	1.00	1.00
Service Writer	1.00	1.00	1.00
Sign Maintenance Worker	2.00	2.00	2.00
Solid Waste Manager	1.00	1.00	1.00
Senior Operator	27.00	27.00	27.00
Supervisor (Trades)	7.00	7.00	7.00
Survey Technician	1.00	1.00	1.00
Transfer Station Operator	5.40	5.40	5.40
Transportation Planner	1.00	1.00	1.00
Department Total	136.40	136.40	136.40

COMMUNITY DEVELOPMENT

Public Works

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Administration	12.00
Community Clean-Ups	0.00
Emergency Management	2.00
Engineering	16.00
Flood District Capital	0.00
Highway Equipment Services	16.25
Marble Canyon	0.00
Mechanical Services	12.75
Off-Reservation Waste & Recycling Transfer Stations	2.53
Other Solid Waste	0.00
Public Works Reservation Services	2.00
Public Works Road Maintenance	63.00
Public Works Sign Shop	4.00
Public Works Capital Projects	0.00
Reservation Waste & Recycling Transfer Stations	5.50
Waste Tire Collection Program	0.38
Williams Transfer Station	0.00
Department Total	136.40

Internal Services



Administrative Center - Home to Finance



Sign at New Human Resources Facility



Facilities' Facility

INTERNAL SERVICES

Service Area Summary

**Facilities
Management**

Finance

**Human
Resources**

**Information
Technology**

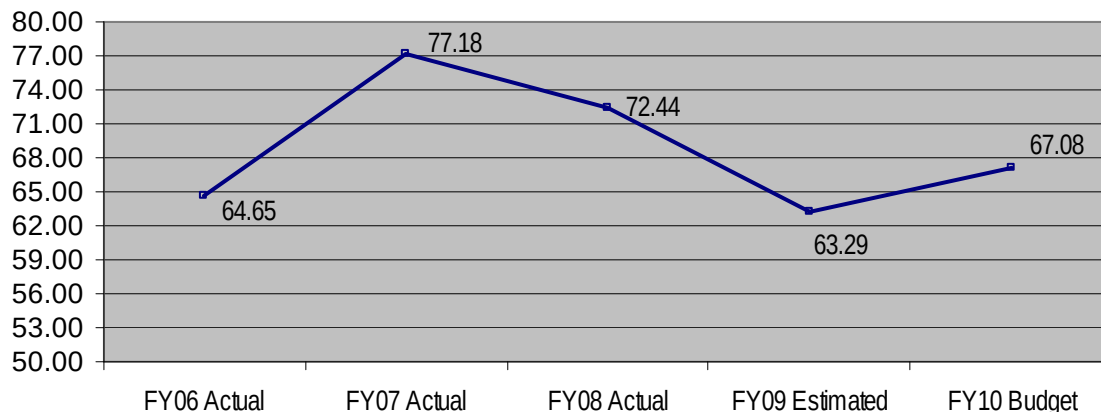
Description of Services

This service area includes the departments of Finance, Facilities Management, Human Resources, and Information Technology. These departments provide administrative and professional support to all departments in the organization. Services provided include providing the Board and the citizens with accurate, understandable information about the County finances, budget preparation and presentation, purchasing, special districts formation and assistance, providing a safe and clean working environment for all employees and citizens, providing repair and replacement to existing facilities and providing leadership in developing capital improvement strategies, job recruitment, administrative support on job classification, and compensation policy, job training, safety and employee benefits, the maintenance and support of networking and programming services. The service area's shared purpose is to build and improve a caring government that serves and protects all citizen's rights. The departments want to create an environment where all of the citizens are afforded the opportunity to participate responsibly.

Per Capita Costs

Per capita costs have shown heavy fluctuations over the last five years. The majority of this is caused by facilities projects. The trend is expected to continue as facilities begins implementing a master plan for the County, causing an increase in per capita costs. Due to the current state of the economy projects are on hold and approved on a case by case basis.

The chart below shows a five year history of the per capita cost of services for Internal Services:



The following chart shows net changes by department for costs per capita:

	<u>FY08 Actual</u>	<u>FY09 Estimate</u>	<u>FY10 Budget</u>	<u>Change: FY09 to FY10</u>
Facilities Management	\$ 25.43	\$ 20.88	\$ 23.79	13.95%
Finance	\$ 11.89	\$ 10.65	\$ 11.43	7.31%
Human Resources	\$ 10.23	\$ 7.99	\$ 9.41	17.75%
Information Technology	\$ 24.89	\$ 23.76	\$ 22.44	-5.54%

INTERNAL SERVICES

Facilities

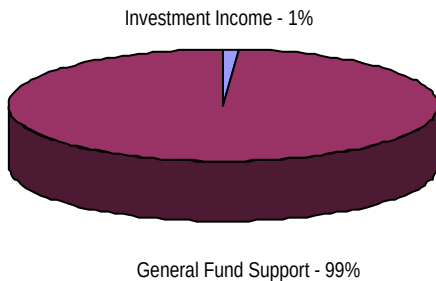
Overview

Facilities Management is responsible for the management and operation of all County-owned buildings and property, lease management, planning, construction, and renovation of facilities, capital repair and replacement, utility management, custodial service, landscape maintenance, and snow removal. They service all County buildings, including those in Flagstaff, Fredonia, Page, Sedona, Williams, and Tuba City.

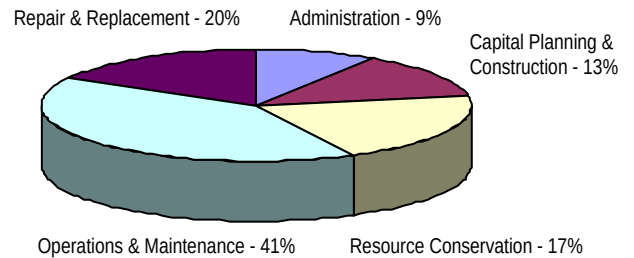
For FY09 Facilities is estimated to be 18% under their revised budget of \$3,641,520 (net of carryovers). This variance is due to capital projects that were not completed in FY09. Their FY10 Adopted Budget of \$3,365,899 is 8% under their FY09 budget. This variance is due to a reduction in Capital Planning and Construction projects.

The following charts illustrate Facility's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

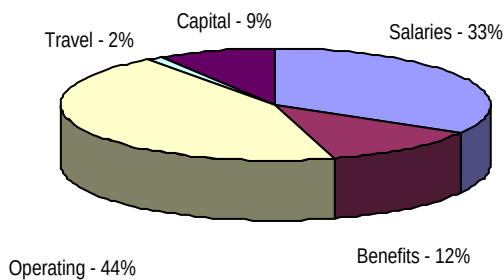
Revenue by Source Type



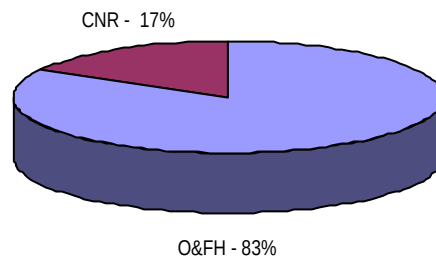
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



INTERNAL SERVICES

Facilities

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Investment Income	\$ 81,425	\$ 42,582	\$ 78,103	\$ 41,613
Miscellaneous	86,480	84,412	87,361	-
Use of Fund Balance**	121,603	(4,000)	243,682	-
Direct General Fund Support	3,445,973	3,518,526	2,560,107	3,324,286
Total Funding Sources	\$ 3,735,481	\$ 3,641,520	\$ 2,969,253	\$ 3,365,899

**A negative use of fund balance indicates an overall fund balance increase.

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 1,096,851	\$ 1,131,084	\$ 1,077,472	\$ 1,124,712
ERE - Benefits	381,746	407,249	387,257	406,887
Operating	1,467,241	1,623,939	1,215,930	1,486,163
Travel	40,006	52,100	51,158	48,500
Capital	457,458	427,148	178,764	299,637
Transfers to Other Funds	292,179	-	58,672	-
Total Direct Expenditures	\$ 3,735,481	\$ 3,641,520	\$ 2,969,253	\$ 3,365,899
Net Indirect Support	-	-	-	-
Total Expenditures, Including Indirect Costs	\$ 3,735,481	\$ 3,641,520	\$ 2,969,253	\$ 3,365,899

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 159,361	\$ 122,994	\$ 162,445	\$ 41,613
Program Expenditures	(3,195,188)	(3,410,073)	(2,722,551)	(3,332,885)
Transfers	(410,146)	(231,447)	-	(33,014)
Total Direct General Fund Support	\$ (3,445,973)	\$ (3,518,526)	\$ (2,560,107)	\$ (3,324,286)
Net Indirect Support	-	-	-	-
Total General Fund Support	\$ (3,445,973)	\$ (3,518,526)	\$ (2,560,107)	\$ (3,324,286)

INTERNAL SERVICES

Facilities

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Administration	O&FH	\$ 304,505
Capital Planning & Construction	O&FH	451,271
Capital Repair & Replacement	O&FH	674,024
Operations & Maintenance	O&FH	1,366,115
Resource Conservation	CNR	569,984
Total FY10 Budget		<u>\$ 3,365,899</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Administration	O&FH	\$ 304,505	\$ -	\$ 304,505
Capital Planning & Construction	O&FH	390,566	-	390,566
Capital Repair & Replacement	O&FH	665,425	-	665,425
Operations & Maintenance	O&FH	1,393,806	-	1,393,806
Resource Conservation	CNR	569,984	-	569,984
Total FY10 Budget		<u>\$ 3,324,286</u>	<u>\$ -</u>	<u>\$ 3,324,286</u>

INTERNAL SERVICES

Facilities

Cultural & Natural Resources

Program: Resource Conservation

Description: This program consolidates the ongoing energy conservation efforts of the Facilities Management Department into one program. The program pays for annual utility costs for the following County buildings: 110 Services Building, 3rd Street Annex, Admin Building, Chase Parking Lot, Courthouse, Fort Valley Campus, Health & Community Services Building, Juvenile Detention, Page H&CS, Page Probation, South Dental Clinic, Tech Center, Fredonia Justice Court, Tuba City Library, Tuba City Board Office, and Williams Justice Court. The program also funds equipment and building upgrade projects aimed specifically at increasing energy efficiency, day-to-day energy management by the O&M staff, and future purchasing of green energy.

Activity: 1. Carpentry. 2. Lock/door/security maintenance and repair—includes key & keypad management and nighttime security checks of buildings. 3. Painting. 4. Plumbing. 5. Bulk maintenance—includes hanging items, assembling office products, minor demolition & construction projects, etc. 6. Electrical maintenance/repair—includes light bulb changes, fire alarm testing, generator service, power system repairs, etc. 7. Environmental quality—manage building systems & infrastructure to meet IAQ, lighting standards, etc. 8. HVAC maintenance/repair—includes heating, cooling and exhaust equipment. 9. Landscaping—includes grounds maintenance, irrigation maintenance & repair and indoor/outdoor plant care. 10. Records management—includes storage, retrieval and final disposition of records for 9 departments. 11. Custodial services. 12. Special cleaning—spills, biohazard and vandalism clean-ups, etc. 13. Special events support—set-up and tear-down of tables, chairs, floor mats, trash receptacles and additional electrical service demands with associated clean-up. 14. O & M of leased space—includes processing requests from County staff, notifying landlord of issues and coordination of repair work with occupants. 15. Snow removal (in-house)—coordinate snow/ice removal on sidewalks & entrances for 12 locations. 16. Contract management—develop specifications, solicit quotes, administer 16 service delivery contracts and schedule/coordinate work of contract vendors. 17. Manage non-contract vendor/volunteer work. 18. Develop and manage department Safety Training Program. 19. Elections support—includes delivery and pick-up of voting equipment to polling sites.

Impact/Outcome: By actively tracking utility usages and costs, the department can detect possible equipment problems as well as areas for potential cost savings. Researching and installing energy efficient upgrades to County buildings lowers energy costs and lessens our impact on natural resources.

Activity: Energy Management	FY08 Actual	FY09 Actual	FY10 Estimate
Total Utility Costs	\$507,385	\$506,220	\$525,000
Annual Utility Cost/Square Foot	\$2.05	\$2.04	\$2.12
Industry Benchmark (FMRT)	\$3.30	\$3.31	N/A
Annual Utility Cost Per FTE	\$807	\$802	\$832
Industry Benchmark (FMRT)	\$1,412	\$1,453	N/A

INTERNAL SERVICES

Facilities

Organizational & Fiscal Health

Program: Administration

Description: This program ensures the effective operation of the Facilities Department by providing leadership, strategic direction, financial management and administrative support to the employees of the department. The support of the administrative staff allows all other Facilities programs to provide the best possible service to our customers, the County employees.

Activity: 1. Establish the mission, goals and operational priorities of the department. 2. Develop plans, policies and operational guidelines for departmental operations. 3. Manage fiscal, human and material resources. 4. Ensure retention and recruitment of staff. 5. Foster employee growth and development. 6. Coordinate inter-departmental projects and communication. 7. Plan and implement department COOP strategy. 8. Develop and manage departmental budgets. 9. Provide monthly financial reports to program managers. 10. Track and disseminate Performance Measure data. 11. Manage day-to-day financial duties including payroll, accounts payable and accounts receivable. 12. Manage department contracts. 13. Provide procurement services. 14. Provide Information Technology support. 15. Provide clerical and data entry support.

Impact/Outcome: This program provides support services and employee development to Facilities employees so that each staff member has the tools they need to effectively and efficiently carry out their assignments. This program also manages department and program expenditures to make efficient use of taxpayer money while providing the level of service expected from our customers.

Activity: Employee Satisfaction	FY08 Actual	FY09 Actual	FY10 Estimate
Employee Turnover Rate (3 Year Average)	7.4%	10.8%	10.7%
Average Employee Longevity	N/A	N/A	9.4 Years

Activity: Budgeting	FY08 Actual	FY09 Actual	FY10 Estimate
Adherence to Department Budget? (Yes/No)	Yes	Yes	Yes

Program: Capital Planning and Construction

Description: This program provides both tactical and strategic planning and implementation for County space needs. It includes capital construction, FMP implementation, and design guidelines for new construction. It also provides leased-space management. It provides for space to deliver County services to citizens in a manner that is accessible, flexible, useful, sustainable and incorporates an effective business and institutional strategy.

Activity: 1. Implementation of the Facilities Master Plan (FMP). 2. Sale/Purchase/Lease of Real Property. 3. Space Utilization/Space Change. 4. Capital Construction Projects: Phase 1 of Tech Center/Court Holding replacement: work will include roof repairs, resource conservation projects, security upgrades and interior improvements; tactical planning until FMP capital construction begins.

Impact/Outcome: 1. Provides a stable internal business system/environment. 2. Provides safe, accessible space for Coconino County to provide the best possible service to the taxpayer. 3. Provides space allocation for service delivery. 4. Increases the value of the County's capital assets. 5. Reduces the cost of lease expenditures. 6. Increases service flexibility and utility. 7. Creates new space based on FMP guidelines. 8. Increases overall facility sustainability. 9. Reduces costs associated with emergency space changes.

INTERNAL SERVICES

Facilities

Organizational & Fiscal Health

Activity: County Leased Space	FY08 Actual	FY09 Actual	FY10 Estimate
Annual Lease Costs	\$454,957	\$577,319	\$577,319

Activity: Space Change	FY08 Actual	FY09 Actual	FY10 Estimate
Space Change Projects Completed	N/A	N/A	N/A
Customer Satisfaction Survey: Percent of Surveys Returned With at Least a 4/5 Satisfaction Rating for Moves & Relocations	N/A	N/A	N/A

Activity: Building Utilization	FY08 Actual	FY09 Actual	FY10 Estimate
County Average Employee Space Allocation	393	387	387
Benchmark Employee Space Allocation (FMRT)	454	454	454

Activity: Facilities Master Plan Implementation	FY08 Actual	FY09 Actual	FY10 Estimate
Current Status, 12 Year Implementation Schedule	N/A	0/12	1/12

Program: Capital Repair and Replacement

Description: This program includes annual Facilities Condition Assessments to prioritize repair and replacement for Coconino County building components. As a result, annual projects are identified, based on the assessments, and submitted for BOS/County Manager approval. Funding for this program was established in FY00 as part of the capital construction plan. The program reduces emergencies due to building component failures. It insures continuity of operations. To date, no lost-time emergencies have occurred in County facilities since the program's inception. The program helps retain employees by providing safe and comfortable work environments. It helps reduce operation and maintenance costs due to resource conservation and improved efficiency. It has virtually eliminated emergency response due to building component failures.

Activity: 1. Reroof portions of Fort Valley #1: roof warranty has expired and roof is blistering with moisture entrapment. Leaks are occurring throughout building. Project will include new roofing enhancements. 2. Recurring costs: emergency contingency, parking lot maintenance and hazardous materials testing.

Impact/Outcome: 1. Provides a stable internal business system/environment. 2. Provides safe, accessible space for Coconino County to provide the best possible service to the taxpayer. 3. Increases the value of the County's assets. 4. Reduces consumption of natural resources. 5. Facilities Condition Assessments done in-house.

Activity: Funding	FY08 Actual	FY09 Actual	FY10 Estimate
Annual R&R Funding	\$516,400	\$240,350	\$145,000
Total Replacement Value of County Assets	\$110,494,767	\$110,494,767	\$110,494,767
R&R Funding/Replacement Value	0.47%	0.22%	0.13%
Industry Average (IFMA)	1.63%	1.55%	N/A

INTERNAL SERVICES

Facilities

Organizational & Fiscal Health

Activity: Completed Projects	FY08 Actual	FY09 Actual	FY10 Estimate
Courthouse Painting Budget	\$9,200	N/A	N/A
Courthouse Painting Actual	\$9,371	N/A	N/A
Courthouse Windows and Stucco Budget	\$33,000	N/A	N/A
Courthouse Windows and Stucco Actual	\$38,287	N/A	N/A
South Health Millwork Budget	\$19,000	N/A	N/A
South Health Millwork Actual	\$22,752	N/A	N/A
East Annex Carpet Budget	\$22,380	N/A	N/A
East Annex Carpet Actual	\$18,827	N/A	N/A
Superior Court Carpet Budget	\$18,170	N/A	N/A
Superior Court Carpet Actual	\$17,843	N/A	N/A
East Annex Parking Lot Budget	N/A	\$145,750	N/A
East Annex Parking Lot Actual	N/A	\$110,978	N/A
King Street/Admin EMS Budget	N/A	\$20,000	N/A
King Street/Admin EMS Actual	N/A	\$19,116	N/A

Program: Operations and Maintenance

Description: Daily operation of facilities occupied by County staff including cleaning and maintenance of building interiors, exteriors and grounds. Perform preventive and predictive maintenance and repairs of building infrastructure, provide 24/7 response to emergencies. Manage computerized building access and locksmith services, limited records management and manage contract services for multiple vendors. Support reconfiguration and installation of office furniture and equipment. Provide snow removal services for sidewalks and parking lots. Support special event set-ups and tear downs as requested. This program provides County staff with secure, accessible, functional and clean work space in which to provide service to visitors and residents of Coconino County. Mandated, contractual and regulatory requirements for work place environments and program delivery needs are met through the efforts of this program.

Activity: 1. Carpentry. 2. Lock/door/security maintenance and repair—includes key & keypad management and nighttime security checks of buildings. 3. Painting. 4. Plumbing. 5. Bulk maintenance—includes hanging items, assembling office products, minor demolition & construction projects, etc. 6. Electrical maintenance/repair—includes light bulb changes, fire alarm testing, generator service, power system repairs, etc. 7. Environmental quality—manage building systems & infrastructure to meet IAQ, lighting standards, etc. 8. HVAC maintenance/repair—includes heating, cooling and exhaust equipment. 9. Landscaping—includes grounds maintenance, Irrigation maintenance & repair and indoor/outdoor plant care. 10. Records management—includes storage, retrieval and final disposition of records for 9 departments. 11. Custodial service. 12. Special cleaning—spills, biohazard and vandalism clean-ups, etc. 13. Special events support—set-up and tear-down of tables, chairs, floor mats, trash receptacles and additional electrical service demands with associated clean-up.

INTERNAL SERVICES

Facilities

Organizational & Fiscal Health

Impact/Outcome: County staff directly benefit (and County citizens indirectly benefit) from this program by having secure, accessible, functional and clean work space which they can rely on to be provided in a consistent and fair process. This work space provides staff an environment conducive to providing their services to County citizens in an efficient manner.

Activity: Maintenance	FY08 Actual	FY09 Actual	FY10 Estimate
Customer Satisfaction Survey: Percent of Surveys Returned With at Least a 4/5 Satisfaction Rating for Facilities Maintenance	N/A	N/A	N/A
Annual Maintenance Cost Per Square Foot	N/A	\$1.97	\$1.85
Industry Benchmark (FMRT)	\$2.01	\$1.99	N/A

Activity: Custodial	FY08 Actual	FY09 Actual	FY10 Estimate
Customer Satisfaction Survey: Percent of Surveys Returned With at Least a 4/5 Satisfaction Rating for Facilities Cleanliness	N/A	N/A	N/A
Annual Custodial Cost Per Square Foot	N/A	\$2.04	\$2.04
Industry Benchmark (FMRT)	\$1.31	\$1.34	N/A

INTERNAL SERVICES

Facilities

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Administrative Operations Manager	1.00	1.00	1.00
Administrative Senior Manager	1.00	1.00	1.00
Administrative Support II	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00
Construction Program Manager	1.00	1.00	1.00
Custodian	11.00	11.00	11.00
Facilities Management Director	1.00	1.00	1.00
Facilities Manager	1.00	1.00	1.00
Facilities Project Coordinator	1.00	1.00	1.00
Lead Custodian	1.00	1.00	1.00
Skilled Trades Worker	3.00	3.00	3.00
Supervisor (Trades)	3.00	3.00	3.00
Trades Worker	2.00	2.00	2.00
Department Total	28.00	28.00	28.00

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Administration	3.10
Capital Planning and Construction	2.15
Capital Repair and Replacement	0.85
Operations and Maintenance	21.55
Resource Conservation	0.35
Department Total	28.00

INTERNAL SERVICES

Finance

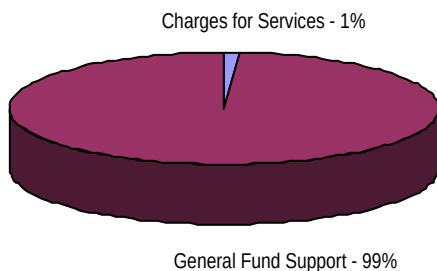
Overview

The Finance department provides all centralized financial, payroll, budget and purchasing functions for the County. The primary mission for the department is the stewardship of County resources. This requires the department to accurately account for County resources, pay employees accurately and timely, prepare a complete and reasonable budget, provide a fair, timely, and cost effective purchasing function, and provide the Board of Supervisors, County Manager, County departments, and taxpayers with accurate, timely and sound financial information. Special districts provides special districts debt retirement billing and collections.

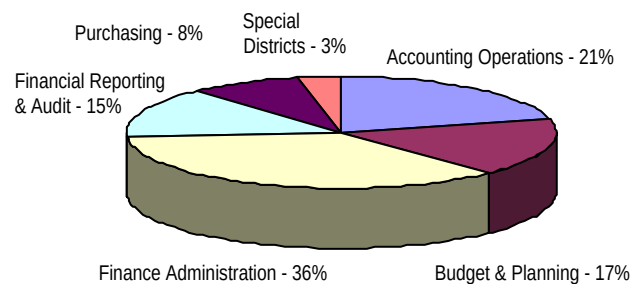
For FY09 the Finance Department is estimated to be 9% under their revised budget of \$1,637,166. This variance is due to operational savings in the Financial Management System's budget and salary and operational savings in the Budget division. Their FY10 Adopted Budget of \$1,617,052 is 1% under their FY09 budget.

The following charts illustrate the Finance department's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

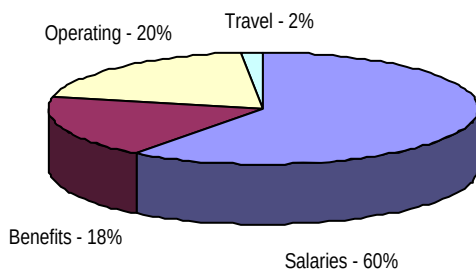
Revenue by Source Type



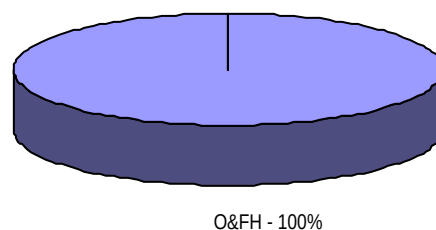
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



INTERNAL SERVICES

Finance

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
NAIPTA IGA	\$ 52,970	\$ -	\$ 2,654	\$ -
Charges for Services	10,123	20,000	11,516	17,340
Investment Income	433	478	425	-
Transfers from Other Funds	99,011	11,473	13,752	11,486
Use of Fund Balance**	2,354	(2,671)	-	-
Direct General Fund Support	1,466,666	1,607,886	1,355,050	1,588,226
Total Funding Sources	<u>\$ 1,631,557</u>	<u>\$ 1,637,166</u>	<u>\$ 1,383,397</u>	<u>\$ 1,617,052</u>

**A negative use of fund balance indicates an overall fund balance increase

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 908,113	\$ 979,902	\$ 933,778	\$ 969,912
ERE - Benefits	274,248	298,027	274,369	291,408
Operating	214,831	317,542	246,818	330,282
Travel	26,474	36,028	15,737	25,450
Capital	207,892	5,667	14,130	-
Total Direct Expenditures	<u>\$ 1,631,558</u>	<u>\$ 1,637,166</u>	<u>\$ 1,484,832</u>	<u>\$ 1,617,052</u>
Net Indirect Support	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures, Including Indirect Costs	<u>\$ 1,631,558</u>	<u>\$ 1,637,166</u>	<u>\$ 1,484,832</u>	<u>\$ 1,617,052</u>

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 53,403	\$ 478	\$ 3,113	\$ -
Program Expenditures	(1,487,824)	(1,585,416)	(1,330,659)	(1,565,254)
Transfers	(32,245)	(22,948)	(27,504)	(22,972)
Total Direct General Fund Support	<u>\$ (1,466,666)</u>	<u>\$ (1,607,886)</u>	<u>\$ (1,355,050)</u>	<u>\$ (1,588,226)</u>
Net Indirect Support	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total General Fund Support	<u>\$ (1,466,666)</u>	<u>\$ (1,607,886)</u>	<u>\$ (1,355,050)</u>	<u>\$ (1,588,226)</u>

INTERNAL SERVICES

Finance

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Accounting Operations	O&FH	\$ 338,212
Budget & Planning	O&FH	277,086
Finance Administration	O&FH	575,789
Financial Reporting & Audit	O&FH	238,502
Purchasing	O&FH	135,665
Special Districts	O&FH	51,798
Total FY10 Budget		<u>\$ 1,617,052</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Accounting Operations	O&FH	\$ 338,212	\$ -	\$ 338,212
Budget & Planning	O&FH	277,086	-	277,086
Finance Administration	O&FH	575,789	-	575,789
Financial Reporting & Audit	O&FH	238,502	-	238,502
Purchasing	O&FH	135,665	-	135,665
Special Districts	O&FH	22,972	-	22,972
Total FY10 Budget		<u>\$ 1,588,226</u>	<u>\$ -</u>	<u>\$ 1,588,226</u>

INTERNAL SERVICES

Finance

Organizational & Fiscal Health

Program: Accounting Operations

Description: The Accounting Operations Division provides services to all County departments and the public as well as assistance to staff in other divisions within Finance. We manage all employee payroll related activities including withholdings, benefits and retirement calculations for County Employees. This process requires compliance with all Federal and State wage laws as well as requirements related to 4 retirement systems, legal requirements related to garnishments, child support etc. Operations also has the responsibility for paying our vendors timely and accurately. Travel related expenditures are closely reviewed and tracked. Operations also provides Accounts Receivable services for the Finance Department. This program's results are critical to the effectiveness and success of the Financial Reporting and Audit, Budget and Planning, Purchasing and Administration programs of the Finance Department.

Activity: Payroll provides bi-weekly payroll services for the County. They pay approximately 1200 employees and provide excellent customer service for those employees with issues regarding their paychecks, taxes, deductions and benefits. They also make timely and accurate payments of all benefits and taxes and other withholdings as legally required. W-2s and all tax reports are generated by Payroll. Invoice payments are initiated at the Department level who authorize the payment. Operations reviews to verify that all County Policies and Procedures are being followed. We pay Use Tax following State Regulations, process Void Checks and have a part in processing the Purchasing Card payment. 1099 tax forms are issued annually by Operations. These processes are performed with outstanding efficiency. We respond promptly to inquiries from departments and the public regarding invoice status. We deposit all miscellaneous Finance Dept. incoming checks, coding to the appropriate account. (Not incl. Special Districts checks).

Impact/Outcome: Deliver payroll on time every two weeks. Assure that all withholding and benefits are paid timely. Validate that the Payroll module of HTE contains accurate information for use by Budget Division and Financial Reporting Division. Process Accounts Payable checks including Travel within 10 days of receipt of the invoice in Finance. Assure that Accounts Payable information is accurate and available in HTE to provide data for Budget, Financial Reporting and Purchasing Division. Assure that the GL reflects correctly any checks received in the Finance Dept. This information is used by Budget and Financial Reporting. Ensures compliance with all applicable Arizona Revised Statutes, Federal laws, labor laws and IRS rules and regulations.

Activity: Accounts Payable	FY08 Actual	FY09 Actual	FY10 Estimate
Average Accounts Payable Entries Per Week	939	856	825
Average P-Card Entries Per Week	292	296	300
Average Dollars on Accounts Payable Per Week	\$959,987	\$944,228	\$950,000
Average P-Card Dollars Per Week	\$49,643	\$48,362	\$49,000
Average Dollars Per Accounts Payable Transaction	\$1,022	\$1,103	\$1,200
Average P-Card Dollars Per Transaction	\$170	\$164	\$180

Activity: Payroll	FY08 Actual	FY09 Actual	FY10 Estimate
Employees Paid Per Pay Period	1,160	1,258	1,240

INTERNAL SERVICES

Finance

Organizational & Fiscal Health

Activity: Accounts Receivable	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Accounts Receivable Checks Processed	174	242	250

Program: Budget and Planning

Description: Budget and planning provides budget development, management analysis and research services to the County Manager and Board of Supervisors. Develops updates to the long-range financial and organizational plan, analyzes, reviews, and reports on the overall County budget, and provides information and analysis on departmental operational functions and legislative impacts on the County finances. The budget division also handles capital financing projects and compiles and keeps an updated County-wide fee schedule and cost allocation plan. This program's results are critical to the effectiveness and success of the Accounting Operations, Financial Reporting and Auditing, Purchasing and Administration programs of the Finance Department.

Activity: This program provides budget and financial planning services to the County, including: Updated revenue and expenditure forecasts. Manage the development and administration of the budget. Manage the development and adoption of the cost allocation schedule. Manage the development and adoption of the user fee schedules. Financial plans. Monitor compliance with financial policies. Review of budget requests. Assistance with the annual budget proposal to the BOS. Monitor department budget execution. Preparation and presentation of quarterly financial reports to the BOS. Administering the position control program. Manage the development of County departmental impact, outcome, and performance measures. Assess the fiscal impact of state and federal policies and actions. Manages the tax rate adoption process.

Impact/Outcome: A transparent financial planning and resource allocation process that results in a balanced budget being adopted in compliance with all state statutes. General fund and special district property taxes are assessed. The County is able to recover the cost of services through user fees. The County is able to recover the cost of internal services thorough indirect rate charges. Bond rating is maintained. Information is presented in a clear and organized manner allowing the Board of Supervisors to make informed financial decisions.

Activity: Budget and Planning	FY08 Actual	FY09 Actual	FY10 Estimate
A Balanced Budget is Adopted	Yes	Yes	Yes
Bond Rating	A3	A3	A3
Receipt of GFOA Distinguished Budget Presentation Award	Yes	Yes	
Percentage of Departments Presenting Performance Measures	0%	0%	100%
Number of Months in which a Monthly Report was Distributed Before the End of the Following Month	N/A	N/A	10
Percentage of Staff Satisfied with Training Sessions Provided by the Budget Staff	N/A	N/A	72%
Percentage of Staff Satisfied with Implementation of Strategic Budget Process	N/A	N/A	55%
Percentage of Staff Satisfied with the Level of Assistance They Received in Response to Questions About the Strategic Budget Process	N/A	N/A	65%

INTERNAL SERVICES

Finance

Organizational & Fiscal Health

Activity: Budget and Planning	FY08 Actual	FY09 Actual	FY10 Estimate
Ratio of Filled Budget Staff to Expenditures Budget	2.5:\$177,199,631	2:\$163,478,618	
Ratio of Filled Budget Staff to Programs Analyzed	N/A	N/A	
Ratio of Budget Staff to Off-Cycle Budget Amendment Requests Reviewed	3:125	3:100	

Program: Financial Administration

Description: The Finance Administration program directs the strategic and operational functions of the Finance Department and oversees the four core Finance Programs - Accounting Operations, Budget, Financial Reporting and Audit, and Purchasing. Included in the Finance Administration Program are the Financial Systems Management and Grants Management functions. Financial Systems Management oversees the operation, maintenance and procedures of the organization's financial management system and acts as a Program Co-Administrator for the County's Procurement Card Program. Grants Management is responsible for the County-wide analysis and coordination of Federal and State grants including compliance, reporting, tracking, application and close-out which ensures that the financial activity is properly reported to grantors, the Board of Supervisors, County Administration and citizens. The Finance Administration program is integral and vital to the success of the Finance Department Accounting Operations, Budget and Planning, Financial Reporting and Audit, and Purchasing programs. Manages the tax rate adoption process.

Activity: Finance Administration provides services to internal and external users of financial information. In addition to the Board of Supervisors, Elected Officials, County Leadership and County Departments Finance Administration is responsible for providing financial information to other governmental entities, the State of Arizona and the citizens of Coconino County. Through oversight of Finance programs ensures compliance with relevant state statutes, labor laws, Governmental Accounting Standards Board Statements(GASB), Generally Accepted Accounting Principles (GAAP) and various other rules and regulations that must be adhered to produce quality, reliable, accurate financial information in order to receive a clean audit opinion and to maintain a good bond rating. Ensures transparency in financial reporting, budget and financial planning processes. Provides financial information useful for decision-making. Financial Systems Management provides system security, maintenance and upgrade services to ensure optimum usage of the system. Creates customized queries for data extraction. Creates and manages data conversions that seamlessly move data between county systems. New software project management including testing, recommending, purchasing and implementation. Maintains databases, and trains employees. Ensures that consistent practices are used throughout the county to maintain the integrity of the system. Works as IT Liaison to meet business requirements. Supports the County's Special Districts billing software. Troubleshoots computers, printers and software within the Finance Department. Oversees Vendor Information Maintenance. Acts as a Program Co-Administrator for the County's Procurement Card Program. Grants Management provides grant analysis assistance to the County, including: Development of County-wide policies and procedures for grants administration; Monthly reconciliation of department grant reports to the County's General Ledger; Monitoring the timeliness of departments' financial reports being submitted to their grantors; Assistance to departments in the setup, management and preparation of their financial reporting requirements to their respective grantors, Training of departments in the use of our Financial Management Software, Planning for the implementation of new grant management software, The program also compiles the Schedule of Expenditures of Federal Awards (SEFA), which includes the Federal grant activity of Coconino County and related expenditures. Coconino County's SEFA and Federal programs are audited annually as part of the County's Single Audit. Assistance to the Financial Management Administrator in the implementation and training on new and existing applications; Assistance to the audit division to ensure year end objectives are met.

INTERNAL SERVICES

Finance

Organizational & Fiscal Health

Impact/Outcome: Timely completion of Financial Statements. Receive a "Clean"/Unqualified Audit Opinion. Customer Satisfaction survey rating of above average or higher. Maintain or improve bond rating. Receive the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA). Provide a secure, auditable financial system that adheres to mandates including accuracy of financial processes. Internal and external customers are able to extract accurate financial data in a timely manner. Data is exchanged seamlessly between other financial systems. A transparent view of the full cost of each grant, enabling the Board of Supervisors and County Managers to make informed decisions. The County collects the maximum in indirect costs as allowed by the granting agency. Departments are able to present timely and accurate financial information to their grantors. The County is able to reduce interest expense and improve cash flow due to timely drawdowns. Minimum non-compliance with federal laws or no significant audit findings for non-compliance with grant requirements.

Activity: Grants Management	FY08 Actual	FY09 Actual	FY10 Estimate
Departments Using Grants Management Software	N/A	0	8
Number of Grant Expenditures Reports Submitted on Time	N/A	8	80
Analysis of Interest Earned with Timely Draw-downs	N/A	N/A	N/A
Number of Qrep Reports Written for Departments	N/A	5	30

Activity: Financial Systems Management	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Time Systems is Available 24/7 in a Year	N/A	90%	90%
Number of Security Additions/Changes on System	2,139	1,025	1,256
Number of Software Modules Supported/Maintained	17	23	23
Number of Support Calls Completed	N/A	180	165

Program: Financial Reporting and Audit

Description: Financial Reporting and Audit provides accurate, timely, useful and complete financial information that complies with federal and state laws and regulations, Generally Accepted Accounting Principles (GAAP), and the pronouncements of the Governmental Accounting Standards Board (GASB). This financial information is needed for planning and budgeting, compliance with contractual agreements, long and short term financing, state shared funding, grant funding, and accountability to the citizens. This program's effectiveness and success is highly dependent on, connected to and interwoven with the outcomes of the Accounting Operations, Budget and Planning, Purchasing, and Administration programs of the Finance Department.

INTERNAL SERVICES

Finance

Organizational & Fiscal Health

Activity: Prepares the County's annual financial reports and manages the annual audit. Responsible for the preparation of the annual Single Audit Report. Annual Expenditure Limitation Report. Annual bonded indebtedness reports. Posts monthly apportioned interest. Posts monthly Mechanical Services charges. Lease excise tax billings for ARS 42-6210. Bi-annual Library District payments. Annual Library District reconciliation and payment. Performs internal audits/reviews. Develops and monitors internal control policies and procedures. Manages the County's capital asset inventory. Reconciles cash to the Treasurer monthly. Reviews and posts cash receipts. Provides monthly financial reports to County Manager and departments. Reviews and posts all adjustments to the County's general ledger. Develops and maintains the chart of accounts. Develops and monitors accounting policies and procedures. Training departments on accounting and internal control policies and procedures. Provide training, assistance, advice and support to departmental customers. Annual Report for Flood Control District, Jail District and Library District. Continuing Disclosure for Debt Issuance.

Impacts/Outcome:

Annual Financial Statements that receive an unqualified audit opinion. Annual Single Audit Report. Annual Expenditure Limitation Report. These three reports ensure the County's compliance with state and federal financial reporting requirements, maintains or improves County's standing with financial institutions, and preserve state funding. These three reports also provide financial information to the public. Accurate, timely, useful and complete financial informs the public, enables the Board of Supervisors and county departments to make informed decisions, enables departments to comply with any reporting requirements they may have to grantors and other outside agencies, provides the information necessary for activities performed by Planning and Budget and Grants Analysis programs. The internal audit function fulfills a fiduciary function by ensuring that the county has the internal controls in place to protect its assets, comply with laws, regulations and contractual requirements, and the county's ability to provide financial information and reports that can be relied on by all users of the information.

Activity: Financial Reporting and Audit	FY08 Actual	FY09 Actual	FY10 Estimate
Final Draft of the Financial Statements Completed	12/30/08	11/01/09	10/01/10
Percentage of Month Reports Distributed by the 15th	100%	100%	100%
Management Letter Findings	1	0	0
Number of Departments Provided Internal Audit Assistance	0	3	6
Unqualified Opinion on the Basic Annual Financial Report	Yes	N/A	N/A
Unqualified Opinion on Comprehensive Financial Statements	N/A	Yes	Yes

Program: Purchasing

Description: The purpose of the County's Purchasing Division is to provide for a fair and equitable opportunity to persons and companies involved in public purchasing with the County, to maximize the value of public funds while maintaining compliance with statutory requirements. Purchasing support is also provided for County departments according to adopted policies and procedures. This program's results are critical to the effectiveness and success of the Accounting Operations, Budget and Planning, Financial Reporting and Audit, and Administration programs of the Finance Department.

INTERNAL SERVICES

Finance

Organizational & Fiscal Health

Activity: Bids and RFP/Qs - Working with end users, develop, notify the public, manage, issue and receive formal solicitations for all County departments. Evaluate and recommend award of bid/contract for the solicitation. Statutory and policy compliance - Requisitions are reviewed for compliance of policy and statutes prior to purchase order issuance. Bids and formal RFP are issued consistent with the statutorily required Purchasing policy. Contract Administration - In conjunction with departments, develop, negotiate and submit contracts for Board approval. Assist with contract renewals and any needed contract consulting services. Procurement Card Program - Purchasing is the Program Administrator for the county's procurement card program. This includes all training, issuing, final reconciliation, payment approval, account numbers, and overall management of the program. Purchasing creates POs from approved requisitions entered by departments in HTE. Requisitions are reviewed for compliance with policy and accepted purchasing procedures. Bidder's Registration - On line bidder's registration is managed by Purchasing. Copier Replacement program - Purchasing manages the replacement and purchase of copiers for eligible County departments. We also manage the master billing for the maintenance of County copiers. Central Supply Inventory- Purchasing manages the assets of Central Supply including copy paper and other paper products. Provide purchasing training to employees in HTE, procurement card and "Purchasing 101".

Impact/Outcome: A fair, open and competitive opportunity for companies or persons to do business with the County. Bid protests and disputes are minimized or eliminated. Purchase orders are issued in order for departments to receive their goods and services on a timely basis and are of the right quality and price. All interested bidders are notified of bid/RFP opportunities. The procurement card program provides an efficient manner for card holders to do business and the County's accounts payables volumes are reduced to the greatest extent possible. The audit of the County's purchasing procedures help insure we maintain our bond rating.

Activity: Purchasing	FY08 Actual	FY09 Actual	FY10 Estimate
Average Purchasing Card Transactions Per Month	1,400	1,207	1,300
Average Purchasing Card Dollars Per Month	\$225,000	\$208,451	\$215,000
Number of Purchasing Card Holders	325	385	425
Average Dollar Value/Transaction	\$200	\$173	\$200
Total Number of Purchase Orders	1,200	998	1,000
Number of Bids	15	19	15
Number of Request for Proposals	15	9	10

INTERNAL SERVICES

Finance

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Accountant	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00
Accounting Operations Manager	1.00	1.00	1.00
Accounting Technician I	2.00	2.00	2.00
Accounting Technician II	2.00	2.00	2.00
Budget Analyst	2.00	2.00	2.00
Budget Manager	1.00	1.00	1.00
Buyer	1.00	1.00	1.00
Chief Fiscal Officer	1.00	1.00	1.00
Financial Analyst	1.00	1.00	1.00
Financial Systems Manager	1.00	1.00	1.00
Payroll Specialist	1.00	1.00	1.00
Payroll Operations Administrator	1.00	1.00	1.00
Purchasing Manager	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00
Transportation Accounting Specialist	1.00	0.00	0.00
Department Total	19.00	18.00	18.00

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Accounting Operations	5.00
Budget and Planning	3.00
Finance Administration	4.00
Financial Reporting and Audit	3.00
Purchasing	2.00
Special Districts	1.00
Department Total	18.00

INTERNAL SERVICES

Human Resources

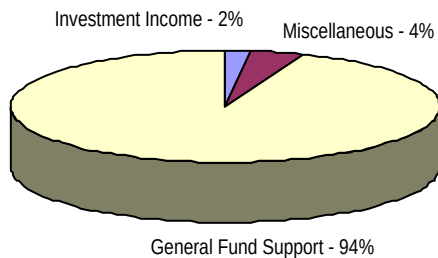
Overview

The Human Resources department provides the centralized administration of comprehensive human resources programs to the County's 1000+ employees. It is an internal services department that is comprised of two divisions: personnel, which administers recruitment, classification/compensation, personnel policy development, and risk management, which administers risk management, loss control, safety and employee benefits.

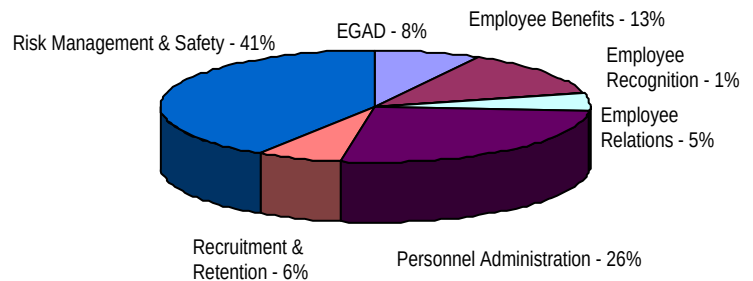
For FY09 the Human Resource department is estimated to be 17% under their revised budget of \$1,345,939. This variance is due to operational savings in the Risk Management & Safety program. Their FY10 Adopted Budget of \$1,330,981 is 1% under their FY09 budget.

The following charts illustrate the Human Resource department's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

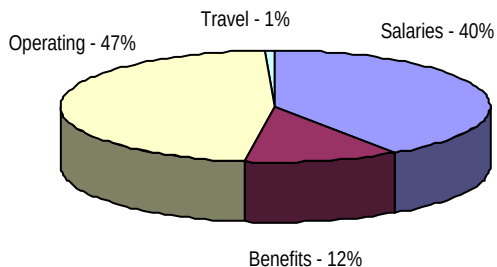
Revenue by Source Type



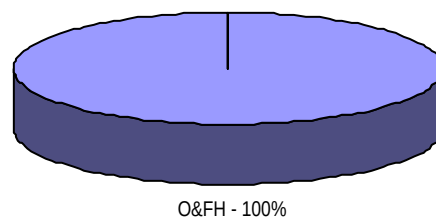
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



INTERNAL SERVICES

Human Resources

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Investment Income	\$ 74,246	\$ 34,542	\$ 59,830	\$ 26,726
Miscellaneous	95,472	50,000	14,353	50,000
Direct General Fund Support	1,234,102	1,261,397	1,039,672	1,254,255
Total Funding Sources	<u>\$ 1,403,820</u>	<u>\$ 1,345,939</u>	<u>\$ 1,113,855</u>	<u>\$ 1,330,981</u>

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 493,745	\$ 523,914	\$ 516,777	\$ 538,179
ERE - Benefits	150,446	160,872	148,656	155,498
Operating	744,652	649,325	425,235	626,425
Travel	14,304	10,828	10,186	10,879
Capital	674	1,000	13,000	-
Total Direct Expenditures	<u>\$ 1,403,820</u>	<u>\$ 1,345,939</u>	<u>\$ 1,113,855</u>	<u>\$ 1,330,981</u>
Net Indirect Support	-	-	-	-
Total Expenditures, Including Indirect Costs	<u>\$ 1,403,820</u>	<u>\$ 1,345,939</u>	<u>\$ 1,113,855</u>	<u>\$ 1,330,981</u>

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 169,718	\$ 84,542	\$ 74,182	\$ 76,726
Program Expenditures	(1,403,820)	(1,345,939)	(1,113,855)	(1,330,981)
Total Direct General Fund Support	<u>\$ (1,234,102)</u>	<u>\$ (1,261,397)</u>	<u>\$ (1,039,672)</u>	<u>\$ (1,254,255)</u>
Net Indirect Support	-	-	-	-
Total General Fund Support	<u>\$ (1,234,102)</u>	<u>\$ (1,261,397)</u>	<u>\$ (1,039,672)</u>	<u>\$ (1,254,255)</u>

INTERNAL SERVICES

Human Resources

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
EGAD	O&FH	\$ 105,444
Employee Benefits	O&FH	173,003
Employee Recognition	O&FH	7,500
Employee Relations	O&FH	63,082
Personnel Administration	O&FH	349,725
Recruitment & Retention	O&FH	83,261
Risk Management & Safety	O&FH	548,966
Total FY10 Budget		<u>\$ 1,330,981</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
EGAD	O&FH	\$ 105,444	\$ -	\$ 105,444
Employee Benefits	O&FH	173,003	-	173,003
Employee Recognition	O&FH	7,500	-	7,500
Employee Relations	O&FH	63,082	-	63,082
Personnel Administration	O&FH	349,725	-	349,725
Recruitment & Retention	O&FH	83,261	-	83,261
Risk Management & Safety	O&FH	472,240	-	472,240
Total FY10 Budget		<u>\$ 1,254,255</u>	<u>\$ -</u>	<u>\$ 1,254,255</u>

INTERNAL SERVICES

Human Resources

Organizational & Fiscal Health

Program: EGAD (Employee Growth & Development)

Description: The EGAD Program offers training and professional development opportunities for Coconino County employees, assisting them in meeting their professional goals while enhancing their knowledge, skills and abilities and improving the quality of service they provide to the residents of Coconino County.

Activity: 1. SDA (Supervisor's Development Academy) - Series of classes designed to train new and experienced supervisors competencies for effective supervision. 2. Professional and personal development training - Provision of various training opportunities such as interpersonal skills, customer service, diversity, organizational policies and best practices. 3. EGAD Committee: Members made up of cross departmental diverse employees meet monthly to make recommendations for an effective training and development 4. EGAD Database/Registration - Management of database and registration activities providing an avenue for tracking and registering employees for classes.

Impact/Outcome: Employees feel the knowledge learned in EGAD classes provide them with the tools to be successful in their job.

Activity: Professional Development Training	FY08 Actual	FY09 Actual	FY10 Estimate
Number of EGAD Trainings Offered (not including SDA)	67	103	103
Number of Attendees	3,173	996	996
Percentage of Attendees who Rated Classes as "Very Useful" Toward Improvement of Job Performance	84%	85%	85%
Percentage of Attendees who Rated Having a "Greater Understanding" of the Subject After Completion of Training	89%	89%	89%

Activity: Supervisor's Development Academy	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Attendees	30	29	25
SDA Pre-Test Scores (Average%)	43%	39%	39%
SDA Post-Test Scores (Average%)	97%	93%	95%
Percentage Increase in Knowledge Attained	54%	54%	56%

Program: Employee Benefits

Description: The Employee Benefits Program develops and delivers a robust, comprehensive benefit plan to our employees by continuing to review and consider alternative benefit options that place Coconino County in a competitive position with other organizations. The Employee Benefits Program provides health, dental, vision, life, and a variety of optional benefits, as well as coordination of retirement benefits to eligible employees. The Wellness Committee endeavors to encourage employees' personal and professional productivity, and physical and mental well-being. This is achieved through fostering a worksite culture that supports anyone's desire to make healthy lifestyle choices.

INTERNAL SERVICES

Human Resources

Organizational & Fiscal Health

Activity: 1. Northern Arizona Public Employees Benefit Trust (NAPEBT) - Coconino County hosts the Trust meetings as Allison Eckert is the chair. Decisions are made regarding plan design, pricing, optional coverages, trust guidelines, renewals, and future direction of the Trust. 2. Wellness - The Committee has representatives from six County departments, including Human Resources, Health, Courts, Adult Probation, CREC and Public Works. Representatives meet quarterly to plan a variety of activities that benefit Coconino County's workforce. The Committee conducted an employee survey which revealed the leading health topics as weight management, stretching/strength, coping with stress, and nutritious cooking tips. From these survey results the Committee developed (1) Lunch and Learn topics focusing on Healthy Eating, Tai Chi, Self Defense and Mindfulness – Basic Stress Relief; (2) 100 Mile Club (reward employees who walk or bike); (3) Get Up and Go – developed a County policy that encourages (and rewards) employees to use alternative transportation to get to work (i.e., bus, bike, carpool, etc.); and (4) Employee Olympics. Currently, the Committee is drafting a work place exercise policy to be reviewed by County Leadership. In addition, the Committee works with Blue Cross and Blue Shield of Arizona and schedules employee appointments for breast cancer screening services by Mobile Onsite Mammography (MOM mobile) and publishes weekly wellness tips in the County Connector. 3. Financial Health - Employees have access to four Deferred Compensation providers, Lincoln, ICMA, Nationwide and ING. These providers offer 457 investment plans to County employees, allowing them to invest for retirement on a pre-tax basis. Financial fairs are made available so employees can schedule one-on-one meetings with providers. 4. Benefit Administration - HR Benefits staff assist employees with coverage questions, adding new employees, making changes and terminating coverage for medical, dental, vision, life, FSA and HSA coverages. Also coordinate the annual open enrollment process, including promotional materials, enrollment meetings, processing of all changes. 5. Benefit Trainings - through the New Employee Orientation forum, provide benefit training to new employees, assisting them with completing enrollment forms and answering coverage questions. 6. Retirees - as part of our benefit offerings, eligible retirees can remain on our benefit plan until age 65. The administrative duties created by this benefit include managing four retirement systems in the areas of tracking payments from retirees, receiving subsidies, keeping retirees notified of benefit changes and tracking changes.

Impact/Outcome: Employees value the benefits provided by Coconino County and have access to information and assistance with their benefit questions. The Wellness Committee devoted its energy to increasing department representation on the committee and re-defining its scope for Coconino County.

Activity: Benefits	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Employees Enrolled in Benefit Plan	997	1,019	1,022
Number of Employees Enrolled in Flexible Spending Accounts	120	120	140
Number of EAP Visits	354	564	600
Percentage of Employees Accessing EAP Services Reporting Improved Job Performance as a Result	76%	85%	N/A
Number of Employees Enrolled in Health Savings Account	68	71	75
FICA savings to County Based on Employee Pre-Tax Benefit Plans	\$132,000	\$137,000	\$140,000

INTERNAL SERVICES

Human Resources

Organizational & Fiscal Health

Activity: Retiree Insurance Administration	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Retirees in Benefit Plan	116	121	135
Percentage Increase of Retirees Participating in County Benefit Plan	7%	8%	10%

Program: Employee Recognition

Description: A program co-sponsored by Human Resources, Organizational Development, the County Manager's Office and the Celebrating Success Committee. Employee Recognition Programs recognize and reward employees for longevity and outstanding contributions to the organization and community. Feedback received during the annual employee forums indicates a high level of support for a variety of recognition programs. This program provides a variety of management tools and resources to effectively recognize ongoing employee dedication, reinforce and acknowledge significant contributions, and retain employee commitment in support of the County's mission and goals. Methods of recognition are chosen in order to recognize employees in ways that are meaningful to the individual employee. These include award luncheons with peers, awards from supervisor to employee, awards from County leadership, and peer-to-peer awards. These programs seek primarily to recognize individual and team achievement and secondarily to build a culture of recognition and appreciation for contribution above and beyond assigned job responsibilities.

Activity: 1. Service Award Recognition Luncheon - HR staff coordinates the luncheon including working with the vendor regarding gift orders, sending out invitations to bi-monthly event, maintaining an RSVP list, working closely with luncheon facility to ensure all needs are communicated, creating program brochure, submitting a recognition list for publishing in County Connector and sending photos to department. This program is coordinated through the HR Department. 2. Page Recognition Event - This program is an extension of the above employee recognition luncheon specifically for employees in Page and surrounding communities within the County and is coordinated through Organizational Development in conjunction with the HR Department and the County Manager's office. This program provides service recognition for employees in these outlying areas as well as communication and outreach. 3. Thank You Program - This program is designed to allow employees at all levels throughout the organization to recognize and reward fellow employees for demonstrating the organization's values. This program is currently under development and is being coordinated through a partnership between HR and OD Departments. 4. National Public Services Awards - This program is coordinated through a partnership between the County Manager's Office, Board of Supervisors, HR, OD Department and the Celebrating Success Committee. This annual employee recognition program is offered in conjunction with the National Public Employees Roundtable Organization. County employees attend a ceremony and receive an award from the Board of Supervisors for exemplary individual and team accomplishments. 5. National Customer Service Awards Program - This program is coordinated by the Celebrating Success Committee in celebration of National Customer Service Week. It is designed to allow all county employees to recognize others that strive to provide excellent customer service to the public or other employees. Nominations are made and different reward items are selected to be presented to the employee being recognized. Awards are presented by the supervisor or department director along with representatives from the Celebrating Success Committee.

Impact/Outcome: Employees feel valued. Increased employee morale. Increased employee motivation. Employee retention and reward.

INTERNAL SERVICES

Human Resources

Organizational & Fiscal Health

Activity: Employee Recognition Luncheons	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Service Awards	114	156	165
Number of Awards for 20+ Years of Service	13	25	30
Number of Luncheon Attendees	262	273	290
Total Years of Service by Award Recipients	1,100	1,665	1,775

Activity: Thank You Program	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Employees Receiving Thank You Awards	N/A	N/A	N/A

Activity: National Customer Service Awards Program	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Employees Receiving Customer Service Awards	N/A	268	268

Activity: Recognition Program	FY08 Actual	FY09 Actual	FY10 Estimate
Percentage of Employees Rating Their Satisfaction of the County's Overall Recognition Program as "Satisfied" or "Very Satisfied" (based on survey)	N/A	89%	89%

Program: Employee Relations

Description: Employee Relations involves the body of work concerned with maintaining employer-employee relationships that contribute to satisfactory productivity, motivation, and morale. Essentially, Employee Relations is concerned with preventing and resolving problems involving individuals which arise out of or affect work situations.

Activity: 1. Employee Performance Management - Performance Management includes activities and tools to ensure that departmental and organizations goals are consistently being met in an effective and efficient manner. 2. Internal Investigations (Team)- All members of this team are certified in internal workplace investigations and investigate workplace issues to discover problems and prevent their reoccurrence. 3. Equal Employment Opportunity Tracking and Reports - Centrally maintain all County EEO and Appeal Grievances for required federal, state and grant reporting. 4. Departmental/Supervisor/Employee Consultations - Provide consultation services to management and employees to minimize liability and risk of employment law infractions. 5. HR Policy/Rules Interpretation & Coordination - Provide consistent and fair interpretations of employment law and personnel policy. Responsibility also includes keeping abreast of ever changing employment law and maintaining an up-to-date personnel policy manual. 6. ADA Administration/Budget Management - Coordinate efforts with people with disabilities by providing a reasonable accommodation resulting in the hire, retention, and promotion of qualified employees and applicants. 7. EEO Officer - Maintain the County's Diversity Plan, Affirmative Action Plan and Equal Employer Opportunity Plan by ensuring that all personnel practices are administered without regard to any protected class of Title VII. 8. Mediation Services - Provide employees with a service to resolve conflict thus maintaining a healthy and professional work environment. 9. Referrals - Provide departments with professional referral services for employee related issues.

INTERNAL SERVICES

Human Resources

Organizational & Fiscal Health

Impact/Outcome: Employees feel they are treated fairly; prevention or reduction of employee discrimination lawsuits and charges against the County, and compliance with Federal, State, and local employment laws and policies.

Activity: Exit Interview Questionnaires	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Exit Interview Questionnaires Completed	113	62	46
Percentage of Exiting Employees Completing Questionnaires	61%	46%	46%
Top Reason Why Employees are Leaving the County	Compensation/ Cost of Living	Job Opp/ Career Advancement	Job Opp/ Career Advancement
2nd Top Reason Why Employees are Leaving the County	Career Advancement	Family	Family

Program: Personnel Administration

Description: To provide general human resource support including HRIS administration (HTE), strategic planning, budgeting and front level customer services to employees and citizens.

Activity: 1. Front-Line Customer Service - Provide high quality, customer-focused, comprehensive human resources services to citizens and employees. 2. Employee On-boarding - Ensure accurate and timely entries of new employees into payroll system and provide employees with helpful resources. Provide hiring managers with resources and tools to provide employees with a welcome work environment. 3. Record Management - Adhere to guidelines for personnel file record keeping and security. 4. Financial Administration - Administers the department budget. 5. Payroll - Maintain employee information by processing employee payroll changes with accuracy and timeliness. 6. HRIS - Compiling and maintaining data on employees and other HR related information through automated record-keeping processes. 7. Compensation/Classification - Managing the classification and compensation for all staff positions and the establishment of all staff job descriptions. 8. Personnel Policies and Procedures - Reviews policies and practices to ensure compliance to State and Federal regulations and a consistent defensible practice. 9. Administrative Support - The activity provides administrative support to all HR functions, programs and staff.

Impact/Outcome: Ensure employees have a seamless transition into their new position by providing courteous, competent and timely services. Provide timely and accurate payroll entries. Extract and compile data for creation of reports.

INTERNAL SERVICES

Human Resources

Organizational & Fiscal Health

Activity: Employee Actions Data Entry	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Regular New Hires Entered into Payroll	228	230	48
Number of Temporary New Hires Entered into Payroll	287	637	300
Percentage Increase of New Hires Entered in Payroll From Prior Year	-5%	-44%	-63%
Number of Terminations of Regular Employees	186	136	100
Number of Terminations of Temporary Employees	288	467	600
Percentage Increase in Number of Terminations from Prior Year	1%	-27%	-26%

Activity: Employee Organizational Statistics	FY08 Actual	FY09 Actual	FY10 Estimate
Turnover Rate	20%	16%	10%
Turnover Rate (Not including Retirements)	N/A	14%	9%
Vacancy Rate	9%	9%	12%
Retention Rate One Year Post Hire	N/A	N/A	N/A

Program: Recruitment and Retention

Description: The Recruitment and Retention Program provides collaborative services with all County departments in the identification of present and future staffing needs. The goal of the Recruitment and Retention Program is to facilitate the hiring process to attract and retain a diverse, highly-qualified workforce that supports County services.

Activity: 1. Recruitment — Attracting a broad audience of top candidates through a variety of recruitment tools which increases the diversity and efficiency of the County. Working with hiring managers to fill vacancies in an effective and timely manner. Responding to candidates in a professional and timely manner. Reducing turnover by hiring capable individuals who find satisfaction in their work while strengthening the County as a whole. 2. Retention — Develop and implement programs and practices to retain valued employees, such as expanding promotional opportunities, utilizing flex scheduling, creating a better performance evaluation process and developing new retention ideas through the use of a multidisciplinary group, the Premier Employer Committee. 3. Network with the community as representatives of the County promoting County employment through job fairs, Rapid Response Events, outreach, colleges and universities, community activities, websites and advertising. 4. Customer Service - Provide internal and external customer service as the first level of County contact for applicants. Serve the needs of departments and applicants in an effort to maintain adequate staffing levels with quality candidates. Support department users and applicants in their use of the NeoGov application software. Serve as internal consultant to hiring managers to ensure good hiring practices. Develop and implement consistent hiring practices for the County.

Impact/Outcome: Decreased turnover. Increased and enhanced applicant pool. Decreased time to fill a vacant position. Increased outreach. Increased applicant satisfaction with County recruitment process.

INTERNAL SERVICES

Human Resources

Organizational & Fiscal Health

Activity: Recruitment	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Recruitment Posting/Job Announcements	277	267	180
Number of Positions Filled	222	260	110
Percentage of Applicants Rating the Application Process as Excellent or Above Average	81%	82%	81%
Percentage of Applicants Rating Interaction with HR during Recruitment Process as Excellent or Above Average	85%	85%	85%
Percentage of Minority Applicants	N/A	29.5% minority 61.7% white 8.8% unknown	N/A
Number of Job Fairs and Outreach Events Attended	8	10	8

Program: Risk Management and Safety

Description: The Risk Management Division procures, administers, develops and coordinates centralized services to all County Departments for loss control, safety, workers' compensation, and a comprehensive liability insurance package. The division is also responsible for administering the self-insured retention fund as well as the review and processing of claims made against the County.

Activity: 1. Placement of Workers Compensation and Liability/Property Insurance - protecting the County's assets by placing insurance coverage with various insurers, looking for the best combination of coverage and price. 2. Claims Administration - the County self-insures the first \$125,000 of a liability loss, claims are administered internally through the Executive Safety Committee. 3. Agenda Review - Risk Management reviews contracts between the County and outside vendors or other governmental entities to ensure that the contractual insurance and indemnification requirements are met and risk is transferred away from the County whenever possible. 4. Workers Compensation - Coconino County is mandated to provide workers compensation coverage for its employees. Any injury on the job must be tracked for OSHA reporting. Injuries are reported to the Safety Specialist who completes the necessary paperwork to SCF of AZ, State Risk Management and the Industrial Commission of Arizona, ensures employees are returned to work as soon as possible and tracks industrial leaves. The OSHA 300 & 300A reports are compiled annually and the 300A is posted throughout the County. 5. Safety Training - OSHA has mandatory training requirements for employees. Safety training for new employees occurs at New Employee Orientation I. On-line training for Bloodborne Pathogens has been developed and is available through Cocoweb. Training is also delivered through the EGAD system and departmental staff meetings. 6. Safety Committee - representatives from various County Departments participate on the County Safety Committee. Initiatives they have undertaken include: placing AED's in County buildings, safety audits, previewing training opportunities, developing safety programs, and the safety recognition program. 7. Executive Safety Committee - develop agendas, gather information needed to review claims, identifying and inviting employees to discuss damage to County equipment, follow-up action on claims including obtaining releases and ordering settlement checks. 8. CDL Drug Testing - Administer Federally-mandated drug testing program.

Impact/Outcome: Protecting the assets of the County through the purchase of insurance for property and liability, transference of risk through contractual means, eliminating risk through training and protecting employees through workers comp insurance.

INTERNAL SERVICES

Human Resources

Organizational & Fiscal Health

Activity: Liability Claims Filed	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Claims Filed	59	34	42
Total Claim Settlement	\$97,017	\$284,790	\$152,012
Average Cost Per Claim	\$1,428	\$8,376	\$4,041

Activity: Safety Training	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Trainings Offered	60	93	70
Number of Attendees	606	782	644

Activity: Industrial Injuries	FY08 Actual	FY09 Actual	FY10 Estimate
Number of Worker's Compensation Claims	139	124	125
Number of Reported Injuries	231	181	235
Number of OSHA Recordable Injuries	76	57	66
Percentage of Employee Population Who Sustained a Recordable Injury	6%	6%	N/A
Experience Modification (Emod)	0.85 15% discount	0.89 11% discount	N/A

INTERNAL SERVICES

Human Resources

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Administrative Specialist II	1.00	1.00	1.00
Administrative Support I	1.00	0.00	0.00
Director—Human Resources	1.00	1.00	1.00
Human Resources Administrative Specialist	1.00	1.00	1.00
Human Resources Analyst	1.00	1.00	1.00
Human Resources Program Manager	1.00	1.00	1.00
Human Resources Technician	2.00	2.00	2.00
Risk Manager	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00
Talent Acquisition Coordinator	1.00	1.00	1.00
Department Total	11.00	10.00	10.00

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Employee Growth and Development	1.00
Employee Benefits	1.50
Employee Recognition	0.00
Employee Relations	1.00
Personnel Administration	4.00
Recruitment and Retention	1.00
Risk Management and Safety	1.50
Department Total	10.00

INTERNAL SERVICES

Information Technology

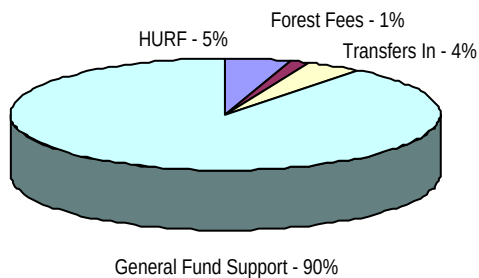
Overview

The Information Technology department is a centralized service department that provides networking and programming services and analysis, computer purchasing, software purchasing and upgrades, and miscellaneous technology consulting services to other County departments. They also oversee the Geographic Information Systems (GIS) division that develops and maintains spatial, or geographic information, in GIS data layers, which enables the County to study multiple data layers together to look at a big picture and assess overall impacts of decision making scenarios in an efficient and timely manner.

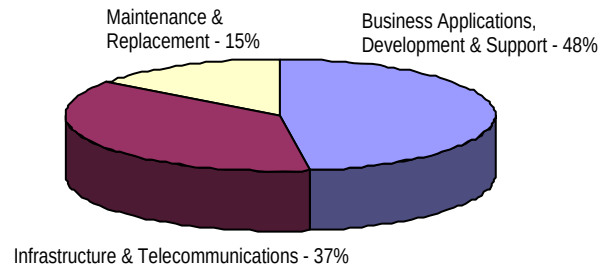
For FY09 IT is estimated to be 6% under their revised budget of \$3,521,862 (net of carryovers). This variance is due to PC replacements that were not purchased in FY09. Their FY10 Adopted Budget of \$3,174,935 is 10% under their FY09 budget. This variance is due to operational savings and a reduction in capital purchases.

The following charts illustrate IT's revenues by source type, expenditures by program, expenditures by category, and budgets by strategic priority area.

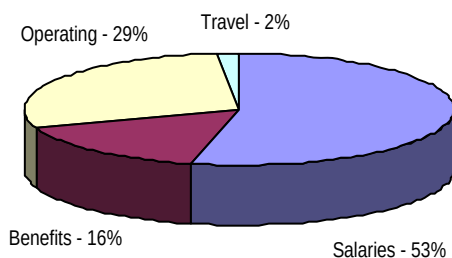
Revenue by Source Type



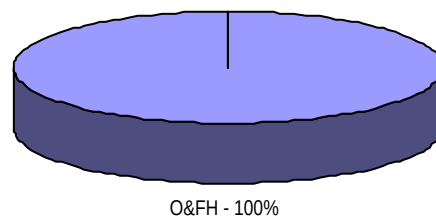
Expenditures by Program



Expenditures by Category



Budget by Strategic Priority Area



INTERNAL SERVICES

Information Technology

Financial Statements

FUNDING SOURCES

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
HURF	\$ 155,335	\$ 158,288	\$ 158,157	\$ 160,688
Title III National Forest Fees	134,155	120,037	60,150	45,575
Charges for Services	11,650	6,000	21,226	6,000
Miscellaneous	2	-	458	-
Transfers from Other Funds	103,611	137,800	110,845	130,371
Direct General Fund Support	3,012,189	3,099,737	2,961,161	2,832,301
Total Funding Sources	<u>\$ 3,416,942</u>	<u>\$ 3,521,862</u>	<u>\$ 3,311,996</u>	<u>\$ 3,174,935</u>

EXPENDITURES BY CATEGORY

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Salaries	\$ 1,379,929	\$ 1,684,981	\$ 1,593,411	\$ 1,703,187
ERE - Benefits	416,760	517,127	482,033	507,416
Operating	1,260,284	1,148,770	1,109,724	910,963
Travel	78,464	64,927	54,945	53,369
Capital	281,505	106,057	71,883	-
Total Direct Expenditures	<u>\$ 3,416,942</u>	<u>\$ 3,521,862</u>	<u>\$ 3,311,996</u>	<u>\$ 3,174,935</u>
Net Indirect Support	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures, Including Indirect Costs	<u>\$ 3,416,942</u>	<u>\$ 3,521,862</u>	<u>\$ 3,311,996</u>	<u>\$ 3,174,935</u>

GENERAL FUND SUPPORT

	FY 2008 Actuals	FY 2009 Budget	FY2009 Estimated Actuals	FY2010 Budget
Direct Program Revenue	\$ 11,652	\$ 6,000	\$ 21,684	\$ 6,000
Program Expenditures	(3,416,942)	(3,521,862)	(3,311,996)	(3,174,935)
Transfers	393,101	416,125	329,152	336,634
Total Direct General Fund Support	<u>\$ (3,012,189)</u>	<u>\$ (3,099,737)</u>	<u>\$ (2,961,161)</u>	<u>\$ (2,832,301)</u>
Net Indirect Support	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total General Fund Support	<u>\$ (3,012,189)</u>	<u>\$ (3,099,737)</u>	<u>\$ (2,961,161)</u>	<u>\$ (2,832,301)</u>

INTERNAL SERVICES

Information Technology

Financial Statements

FY10 EXPENDITURES BY PROGRAM

	Strategic Priority Area	Total Expenditures
Business Applications, Development & Support	O&FH	\$ 1,519,259
Infrastructure & Telecommunications Systems	O&FH	1,180,182
Maintenance & Replacement	O&FH	475,494
Total FY10 Budget		<u>\$ 3,174,935</u>

FY10 GENERAL FUND SUPPORT BY PROGRAM

	Strategic Priority Area	Direct General Fund Support	Net Indirect Support	Total General Fund Support
Business Applications, Development & Support	O&FH	\$ 1,176,625	\$ -	\$1,176,625
Infrastructure & Telecommunications Systems	O&FH	1,180,182	-	1,180,182
Maintenance & Replacement	O&FH	475,494	-	475,494
Total FY10 Budget		<u>\$ 2,832,301</u>	<u>\$ -</u>	<u>\$2,832,301</u>

Organizational & Fiscal Health

Program: Business Applications Development and Support

Description: This program supports organizations through automation of business processes by providing services such as project management, analysis, design, development, and/or procurement of 3rd party solutions and maintenance of existing systems. Our services help other organizational units meet their business needs and deliver results to their customers. We identify opportunities to build upon, consolidate and reuse existing systems, build a line of business or enterprise-wide view of similar business needs and promote informed decisions about IT investments.

Activity: GIS provides information technologies to increase productivity, reduce operating costs, improve services, and empower the public with better access to tools and information. With GIS, the County can streamline business processes, create efficient workflows, and increase access to and quality of information. GIS adds a visual element to much of the information the County manages on a daily basis. This capability can prove effective for illustrating information graphically, revealing patterns or trends, or as a tool to assist with land management and other County-related functions.

Examples of GIS at work in the County include comprehensive land records management and property mapping, Web-based access to information (spatial and non-spatial), customized mapping interfaces for Public Safety, road and infrastructure mapping and inventory, permit and plat application processing, address management, survey/GPS integration, election mapping, Emergency Management planning and response, asset management, and Conservation resource mapping. Long-term goals include a variety of public safety tools and resources, comprehensive land management programs, infrastructure and asset management integration, and the flexibility to quickly build custom map-based applications. Additionally, the County GIS Department intends to strengthen relationships with other agencies and neighboring communities through GIS data and services sharing.

Programming provides expertise for web initiatives like content management, website design, e-commerce and web applications. Examples of this are www.coconino.az.gov and www.cpwac.org as well as cocoweb. Our Bidder application allows vendors to register to receive notification of a bid occurring in their area of expertise. Provide expertise for development initiatives including approximately 100 in-house or 3rd party applications that cover line of business applications and/or enterprise systems. Examples of our work are the Program Funding Requests, EGAD, Assessor and ID Badge systems. We support third party systems such as OASIS, EDMS, Permit Tracking, MPulse and DRVS.

This program provides database/reporting services and integration support. It provides project management discipline for third party software implementations and provides business analysis processes in order to understand the operational needs for a project. It defines the requirements and schedules work by priority to deliver effective solutions. We evaluate needs across the entire County to minimize redundancy and use Total Cost of Ownership to quantify one-time and ongoing costs in support of investment decisions. For example, we assisted Community Services and Victim Witness to find a very low cost solution for tracking volunteers. We assisted in the definition of requirements, selection, and implementation for HR's online applicant software from NeoGov. We worked with a team on Permit Tracking over a large range of process refinements and also assisted the Common Ground team in Health. Our team worked closely with the Clerk of the Board to automate the agenda management process.

CJI identifies opportunities for collaboration among criminal justice agencies and facilitates the electronic availability and secure exchange of information between agencies by providing project management and development services. With CJI, existing flow of data between agencies is proactively managed to protect data integrity, prevent data corruption, and minimize disruption to the end user. We are actively pursuing data mining activities and web reporting to put analysis capability into the hands of decision-makers. Other activity includes inter-agency process analysis and support, interaction with local and state criminal justice agencies, management of vendor work and contract compliance. An example of the value CJI has provided is the complete electronic pathway of citations from offense to disposition (paper by demand).

INTERNAL SERVICES

Information Technology

Organizational & Fiscal Health

Impact/Outcome: Automation and streamlining of processes result in time and cost savings as well as improved customer service. Development teams are very close to the end user, resulting in a high quality product for the end user. Relationships between the development team and the user base can be built, which aids in both communication and expectations on delivery. Business knowledge in the development increases over time, reducing the time required for specification and design, as knowledge of the problem domain is pre-existing. Business and/or Strategic advantage can be realized by employing a team of analysts and developers to provide an automation strategy that takes into account all things important to the County Organization in order to buy and/or build a solution to automate our business processes. Sound cost/benefit analysis and cost savings are realized when a highly skilled internal team is available for consultation and implementation vs. reliance on outside assistance. Support and extensions of new, existing or retiring systems whether in-house or 3rd party are managed by a knowledgeable team that have the County's mission in mind resulting in better solutions. Technology Innovation can occur at a more rapid pace and with an internally expertly trained team that is focused on assisting the user community and the County as whole produce better services. Many services provided by an internal development team would be price and time prohibitive or not readily available such as business analysis, custom data analysis, and reporting and niche development where no 3rd party software exists to fulfill the business need. Many 3rd party systems require internal expertise and assistance. Enterprise level systems demand internal expertise and support to be successful. Reliance on 3rd party support solely often results in unsatisfactory support. CJI creates streamlined processes that enables agencies to make better decisions and improve service to the community. Operational efficiencies among stakeholder agencies are created through reduction of redundant data entry, improved data quality, and reduced flow of paper.

Activity: GIS	FY08 Actual	FY09 Actual	FY10 Estimate
Rural Addressing Areas Completed	6	8	10
Increased Verification and Accuracy	N/A	N/A	N/A
Establishment of County Master Address Database	85%	95%	99%
Land Parcel Database Conversion	40%	55%	65%
Visits to GIS Mapping Website	267,000	272,000	276,000

Activity: Programming/System Development	FY08 Actual	FY09 Actual	FY10 Estimate
Survey for Work Requests Goals Questions 1-6 (1-5, 5 High)	4.6	4.7	4.7
Survey for Work Requests Goals Question 7 (1-10, 10 High)	9.3	9.5	9.5

INTERNAL SERVICES

Information Technology

Organizational & Fiscal Health

Activity: Criminal Justice Integration	FY08 Actual	FY09 Actual	FY10 Estimate
Citations Delivered Electronically from Law Enforcement to Coconino County Attorney	4,656	4,184	4,200
Citations Delivered Electronically from LE to City of Flagstaff Attorney	6,072	6,085	6,100
Citations Delivered Electronically from LE to Coconino County Justice Court (Began October 2008)	0	2,203	2,400
Citations Delivered Electronically to Flagstaff Municipal Court *	12,363	13,296	13,500
No Files (Decline to Prosecute) Sent Electronically From the Coconino County Attorney to Department of Public Safety (DPS)	1,599	1,419	1,500
Initial Appearance Delivered Electronically From LE to Flagstaff Municipal Court	6,968	6,831	6,800
Arrests/Bookings Sent Electronically From LE to Coconino County Attorney	7,399	6,427	6,400
Court Filings Sent Electronically From Coconino County Attorney to Flagstaff Municipal Court	N/A	1,499	1,500

*Deputy Court Administrator of Flagstaff Municipal Court reports that, conservatively, each citation received electronically cuts 5 minutes off of data entry time. For FY08, this translates to approximately 117 8-hour business days of time or roughly 1/2 of an FTE doing data entry.

Program: Infrastructure and Telecommunications Support

Description: This program supports telephones, computers, Internet, data centers, network and VoIP infrastructure, storage, messaging infrastructure, backups and recovery, data and record retention, high availability 24/7/365, virtualization and sustainability, video and wireless, security and other related services for the County.

Activity: This program consists of three teams that support over forty facilities in six communities. 1. Supports Emergency Operations Center and response to line of business continuity of service. 2. Sustainability and Green Efforts: Disposal, virtualization, etc. 3. Provides a common technology platform and standards across the County for IT and business functions. 4. Provides consulting and expertise available to the business line IT staff throughout the County. 5. Interagency support and interaction with state agencies and other providers throughout the County and State. 6. Manages vendor relationships and contracts. 7. The System Administration Team is responsible for the data centers, computer server administration, storage management, network operating systems including related security, email and calendaring. 8. The Network/Telecommunications Team is responsible for telephones, voice messaging, computer network infrastructure and related security, phone and data closets, network monitoring and maintenance. 8. The Customer Service Team is responsible for the IT Helpdesk, desktop and laptop computers including deployment, PC replacement, computer and software inventories, some end user training, computer security policies and procedures, and business continuity planning for the IT Department. 9. Research and development of new technology.

Impact/Outcome: This program is the life blood for the health of Coconino County. Without this program there would not be any electronic communication among the County, the public, and other agencies; because of this program the lines of business can provide premium service to the public.

INTERNAL SERVICES

Information Technology

Organizational & Fiscal Health

Activity: Completed Projects	FY08 Actual	FY09 Actual	FY10 Estimate
90% Uptime for Mission Critical Systems	N/A	N/A	90%
90% Messaging System Availability	N/A	N/A	90%
97% Infrastructure Availability	N/A	N/A	97%
99% Telephone Availability	N/A	N/A	99%
Call Volume Statistics - Calls Per Hour	N/A	N/A	7,000
Internet Utilization	N/A	N/A	85%
90% of Work Requests Completed Within Defined Goals	N/A	N/A	90%
Desktop and Laptop Computers Throughout the County Available	N/A	N/A	99%
PC Replacement Within Same Fiscal Year of Due Date	N/A	N/A	90%

Program: Maintenance and Replacement

Description: Provides the annual replacement schedule for desktops and laptop systems and associated software licenses. Provides the ongoing operational budget for the Telecommunication devices and services currently installed at Coconino County. The recommended replacement schedule is four years.

Activity: 1. Provides for the replacement of desktop and laptop systems that have been purchased for business departments with general fund budget. The system inventory is maintained by the Information Technology team and a replacement schedule is determined for each budget year based on the purchase date of the hardware systems and associated software. Grant funded systems are not scheduled for replacement with these funds and should only be replaced if approved to be funded by general fund budget. 2. Provides for the annual maintenance of the Telecommunication devices and networks that are required to support the department business functions. This includes the telephone systems, the cell phones, the Blackberry devices, and the voice and data network circuits. The Telecom Fund also provides for the voice and data security systems, such as the firewalls and routers. Also included is maintenance for the voice and data access systems, including switches and call handling processors. 3. Software maintenance increases.

Impact/Outcome: 1. Timely replacement of hardware and software assures the business departments that they will have the tools needed to provide services and do the daily workload. Good replacement cycles reduce the number of repairs required to keep the systems available for the line of business needs. Good replacement also provides a shorter time to repair cycle when there is a service failure with one of the hardware devices. Good replacement schedule also provides software license compliance and compatibility. 2. Payment of data and voice circuit fees is required for active service. Failure to pay will result in disconnection of these services by the telecommunication vendor. Maintenance of the telecommunication equipment provides timely repairs when there is service or device failure. Adequate maintenance will guarantee the business departments have the telephone and data service that they need to complete their work and meet their program requirements. 3. Software maintenance increases.

INTERNAL SERVICES

Information Technology

Full-Time Equivalents (FTEs) by Position

Position Title	FY08 Budget	FY09 Budget	FY10 Budget
Administrative Specialist I	1.00	1.00	0.00
Business Manager	1.00	1.00	1.00
Criminal Justice Integration Project Manager	0.50	0.50	0.50
GIS Analyst	5.00	5.00	5.00
GIS Database Administrator	1.00	1.00	1.00
GIS Manager	1.00	1.00	1.00
GIS Technician	0.00	0.00	1.00
IT Training Coordinator	1.00	1.00	0.00
Information Technology Director	1.00	1.00	1.00
Intranet Specialist	1.00	1.00	1.00
Network Analyst	4.00	4.00	5.00
Network Services Manager	1.00	1.00	1.00
Systems Manager	1.00	1.00	1.00
Systems Specialist*	3.50	5.50	5.50
Technical Services Manager	1.00	1.00	1.00
Technical Specialist	2.00	2.00	2.00
Telecommunications Service Specialist	1.00	1.00	1.00
Telecommunications Service Manager	1.00	1.00	1.00
Webmaster	1.00	1.00	1.00
Department Total	28.00	30.00	30.00

*A .50 FTE was moved from the Treasurer's Office to IT in FY08.

Full-Time Equivalents (FTEs) by Program

Program	FTE Count
Business Applications Development and Support	18.00
Infrastructure and Telecommunications Support	12.00
Maintenance and Replacement	0.00
Department Total	30.00

Special Taxing Districts



Fire Districts



Forest Lakes Water Improvement



Road Improvement



Public Library - Flagstaff

SPECIAL TAXING DISTRICTS

Overview

Special taxing districts are usually created to fill a need for services in an area that might otherwise be limited from receiving these services for various reasons, including size, location, or financial limitations. Through the formation of a special taxing jurisdiction, funding can be created for programs by placing the responsibility on those directly benefiting from that service. Funds are collected through the assessment of a tax on all real property or on all sales within the boundaries of the special taxing district.

Statutes specify the formation process and reporting requirements for special taxing districts—including submission of an annual budget to the County Board of Supervisors and the County Treasurer no later than July 20 of each year.

Arizona Statutes currently allow for the formation of 35 various type of special taxing districts, including municipal improvement districts, community facilities districts, fire districts, county improvement districts, rural road improvement districts, special road districts, power districts, electrical districts, hospital districts, flood control districts, County free library district, County jail districts, regional public transportation authorities, and public health services districts.

Currently within Coconino County there are:

- 18 Fire Districts
- 3 Domestic Water Districts
- 1 Facilities District
- 2 Hospital Districts
- 1 Flood Control District
- 1 Special Lighting District
- 1 Community College District
- 12 School Districts
- 4 Joint Technology Districts
- 1 Library District
- 1 Jail District

Please refer to the Financial Summaries that follow for detailed budget information.

Note: The Jail District budget is presented within the Sheriff's department budget. The Flood Control budget is presented within the Community Development budget.

SPECIAL TAXING DISTRICTS

Fire Districts

Fire districts provide services to the public that are deemed necessary for fire protection, preservation of life, and to assist the State Fire Marshal in the enforcement of fire protection standards, including enforcement of the uniform fire code. Each fire district may levy a secondary property tax not to exceed \$3.00 per one hundred dollars of assessed valuation against all property situated within the district.

Additionally, according to Arizona Revised Statute 48-807 the Board of Supervisors shall levy a County Fire District Assistance Tax (FDAT) on the taxable property in the County not to exceed .10 cents per one hundred dollars of assessed valuation. The amount that each fire district will receive will be an amount equal to 20% of the property tax levy adopted by each fire district.

The County does not have a management responsibility for the fire districts. Staff prepares the calculation of the FDAT tax levy and the Board of Supervisors acknowledges each fire district budget. The County does not manage a fire district or adopt a fire district's budget, nor does it have any authority to change a fire district's budget. The County Treasurer is responsible for mailing out and collecting the taxes for each fire district and clearing its warrants.

Below is a list of the 18 County Fire districts and the amount of Fire District Assistance Tax each will receive in FY10. In addition, there is a budget to repay a County loan repayment.

District	FDAT Distribution
Sedona	\$162,895
Summit	300,000
Highlands	300,000
Pinewood	300,000
Forest Lakes	132,066
Fort Valley	210,410
Greenhaven	21,532
Mormon Lake	27,002
Sherwood Forest	22,413
The Woods	789
Kaibab Estates West	18,741
Blue Ridge	157,216
Junipine	12,209
Tusayan	67,758
Ponderosa	98,807
Westwood Estates	16,387
Flagstaff Ranch	85,602
Lockett Ranch	44,101
County Payback: SummitFD	1,419
Total Distribution	\$ 1,979,348

SPECIAL TAXING DISTRICTS

Library District

The Library District is a political subdivision of the State of Arizona. The Board of Supervisors levies a library tax based on secondary property valuations. The tax is levied and collected upon all property in the County, including incorporated cities and towns in the County.

The County has a management responsibility for library districts. The County appoints a representative to the Library District Board. The Library District Board drafts and proposes an annual budget to the County Board of Directors which is the County Board of Supervisors. Coconino County adopts the Library District's budget and authorizes the tax rate.

The Library District put together a five-year plan that they presented to the Board during the FY08 budget process. At their current rate the district was looking at funding shortfalls and budget cuts before the end of that time period. Based on those projections the Board of the Library Districts increased their tax rate from \$0.1899 per \$100 of assessed valuation to \$0.2205 per \$100 of assessed valuation in FY08.

The FY09 Library tax rate had a one time increase of \$0.0087 to cover tax court judgments. For FY10, the tax rate has been decreased back to \$0.2205 per \$100 of assessed valuation.

Below is a list of the County libraries and the FY10 contributions they will receive:

	<u>FY10 Allocation</u>
Ashfork	\$ 10,000
Automation Replacement	130,000
Bookmobile	84,050
County-wide Automation Personnel	146,500
Databases	4,500
Flagstaff	2,486,273
Forest Lakes	92,066
Fredonia	77,881
Grand Canyon	105,262
Havasupai	5,500
Jail Library	66,500
Language Databases	5,500
Law Library	89,153
Library Growth/Expansion	290,000
Page	383,249
Sedona	450,129
Tuba City	229,443
Williams	105,435
Total Allocated	<u><u>\$ 4,761,441</u></u>

SPECIAL TAXING DISTRICTS

Road Improvement Districts

Arizona Revised Statute Title 48, Chapter 6 authorizes the creation of road improvement districts for the purpose of, among other actions, maintaining, landscaping, grading, regarding, or otherwise improving the whole or any portion of one or more streets in the proposed district.

County road improvement districts can take either of three forms: for the purpose of constructing a non-County road to County standards, improving an existing County road to the current road standards, or for the purpose of maintenance. A road improvement district which constructs a road to County standards will be accepted into the County's road system and it will be regularly maintained through the Public Works department. Maintenance districts provide for improvements to a roadway to a lower standards and then provide funds to maintain the road at an annual cost to property owners.

An improvement district is formed by petition. The petition must be signed by a majority of the persons owning real property or by owners of 51% or more of real property within the limits of the proposed district for an improvement district, or 70% for a maintenance district. The petition is the formal request to the County to prepare a preliminary construction estimate for the improvements and for annual maintenance costs.

The Board of Supervisors is the Board of Directors for County road improvement districts. The Board adopted a policy in 2000 that allows the County to absorb costs associated with engineering, bond counsel, and financial advisor fees for improvement districts where the costs of the projects do not exceed \$200,000. In those districts where total construction costs exceed \$200,000, a flat County contributions may be made to the district. For improvement districts where roads are improved to County standards, Coconino County may contribute a percentage of the total costs based upon the functional classification of the roadway(s) being improved, providing funds are available. Specifically, Coconino County may contribute 40% for major collector roads, 25% to minor collector roads, and 10% for local roadways or country lanes. The functional classification will be determined by the Coconino County Public Works department.

In FY02 Coconino County created a revolving loan fund to finance non-building improvements for road districts. Under this program, the County may advance monies to an improvement district to finance the construction of a road with a total cost of \$300,000 or less. A repayment schedule is adopted and twice per year assessments are made on the property owners within the district.

The improvement districts listed in the table below are currently formed.

• Buckboard Trail	• North Stardust and Antelope	• Rodeo Drive
• Hashknife	• Oakwood Pines	• Shoshone
• Kiowa-Comanche	• Pawnee County	• Toho-Tolani
• Linda Lane	• Pinon County	• Tonowanda
• Lupine	• Rio Arroyo	

SPECIAL TAXING DISTRICTS

Road Improvement Districts

The following chart shows the road improvement districts expenditure budget for FY10. All budgets represent interest and principal payments on debt with the exception of Hashknife and North Stardust and Antelope Districts that have construction budgets.

District	FY10 Budget
Buckboard Trail	\$ 17,011
Hashknife	312,581
Kiowa-Comanche	16,992
Linda Lane	518
Lupine	16,778
North Stardust and Antelope	252,474
Oakwood	11,027
Pawnee	13,094
Pinon	11,926
Rio Arroyo	32,425
Rodeo Drive	847
Shoshone	4,096
Toho Tolani	328,400
Tonowanda	5,382
Total FY10 Budget	<u>\$ 1,023,551</u>

SPECIAL TAXING DISTRICTS

Other Districts

There are a number of special districts for which the County is required to set tax rates determined by the taxing jurisdictions. The County has no oversight into how these funds are spent or managed. The only action the Board takes for these districts is to adopt the tax rates.

Updated tax rates are published in the Adopted Budget each year following rate setting and adoption by the Coconino County Board of Supervisors. Please refer to pages J8 - J10 for a list of these rates.

The Kachina Village Improvement District (KVID) was formed to create an operating water and wastewater system for the Kachina Village subdivision which is managed and operated by County staff. KVID is managed as a division of the Public Works department and is funded by charges for services (customer fees).

The County Flood Control District, which is funded through a secondary property tax levy, funds flood control projects throughout the County, and is a division of the Community Development department.

The Jail District operates out of the Sheriff's department. This district was formed for the express purpose of raising the necessary funds, through a County sales tax, to pay for the construction and operation of a new jail and Sheriff's administration facility in Flagstaff and a short-term holding facility in the City of Page. Capital funds were raised through the issuance of Pledged Revenue Obligations in January of 1998 and August of 2000.

The Tusayan Special Lighting District was established to pay for street lights on Highway 64 in Tusayan. It is supported by a secondary property tax assessed on each of the frontage properties along the highway based on a formula set by the district. The budget pays for the electric bill which is about \$1,000 per month.

SPECIAL TAXING DISTRICTS

Tax Rates

	DIRECT TAX <u>LEVY</u>	ASSESSED VALUE LIMITED/ <u>UNLIMITED</u>	****TAX RATE PER \$100 VALUATION****			INCREASE (DECREASE) OVER 2008/2009		
			(LIMITED) <u>PRIMARY</u>	(UNLIMITED) <u>SECONDARY</u>	TOTAL <u>TAX RATE</u>	TOTAL <u>TAX RATE</u>	PERCENT INCREASE (DECREASE)	
COCONINO COUNTY								
General Fund	7,313,399	1,840,775,046	0.3973		0.3973	0.4338	(0.0365)	-8.41%
Library District Fund	5,103,651	2,155,851,009		0.2367	0.2367	0.2293	0.0074	3.24%
Fire District Assistance Fund	1,948,889	2,155,851,009		0.0904	0.0904	0.0972	(0.0068)	-7.00%
Total County			0.3973	0.3271	0.7244	0.7603	(0.0359)	-4.72%
EDUCATION EQUALIZATION								
Total County and State	6,085,602	1,840,775,046	0.3306		0.3306	0.0000	0.3306	N/A
			0.7279	0.3271	1.0550	0.7603	0.2947	38.77%
CITY OF FLAGSTAFF								
Primary	5,119,660	781,985,576	0.6547		0.6547	0.6803	(0.0256)	-3.76%
Secondary	7,631,176	912,165,425		0.8366	0.8366	0.8366	0.0000	0.00%
Total Flagstaff			0.6547	0.8366	1.4913	1.5169	(0.0256)	-1.69%
CITY OF WILLIAMS								
Total Williams	563,067	48,402,570	1.1633		1.1633	1.1633	0.0000	0.00%
			1.1633		1.1633	1.1633	0.0000	0.00%
SPECIAL DISTRICTS								
<u>FIRE DISTRICTS</u>								
SEDONA FIRE F.D.	2,991,718	193,014,061		1.5500	1.5500	1.6500	(0.1000)	-6.06%
SUMMIT F.D.	3,093,425	128,892,703		2.4000	2.4000	2.4000	0.0000	0.00%
HIGHLANDS F.D.(Kach/Mountainair)	3,220,594	119,281,261		2.7000	2.7000	2.7000	0.0000	0.00%
PINEWOOD F.D.	1,719,856	81,125,271		2.1200	2.1200	2.1200	0.0000	0.00%
FOREST LAKES F.D.	660,331	27,963,233		2.3614	2.3614	1.8500	0.5114	27.64%
FORT VALLEY F.D.	1,052,050	43,835,399		2.4000	2.4000	2.4000	0.0000	0.00%
GREENHAVEN F.D.	107,660	9,859,010		1.0920	1.0920	1.0915	0.0005	0.05%
MORMON LAKE F.D.	135,010	7,849,397		1.7200	1.7200	1.7200	0.0000	0.00%
SHERWOOD FOREST F.D.	112,067	7,471,145		1.5000	1.5000	1.5000	0.0000	0.00%
THE WOODS F.D.	3,945	1,315,006		0.3000	0.3000	0.4100	(0.1100)	-26.83%
KAIBAB ESTATES WEST F.D.	93,706	4,685,295		2.0000	2.0000	2.0000	0.0000	0.00%
BLUE RIDGE F.D.(Clear Creek Pine)	786,079	50,318,749		1.5622	1.5622	1.8000	(0.2378)	-13.21%
JUNIPINE F.D.	61,046	3,052,337		2.0000	2.0000	2.0000	0.0000	0.00%
TUSAYAN F.D.	338,789	11,292,958		3.0000	3.0000	2.7500	0.2500	9.09%
PONDEROSA F.D.	494,035	32,935,692		1.5000	1.5000	1.5000	0.0000	0.00%
WESTWOOD ESTATES F.D.	81,937	5,121,074		1.6000	1.6000	1.6900	(0.0900)	-5.33%
FLAGSTAFF RANCH F.D.	428,012	19,455,101		2.2000	2.2000	2.5000	(0.3000)	-12.00%
LOCKETT RANCH F.D.	220,504	16,095,168		1.3700	1.3700	1.3600	0.0100	0.74%

SPECIAL TAXING DISTRICTS

Tax Rates

	DIRECT TAX LEVY	ASSESSED VALUE LIMITED/ UNLIMITED	****TAX RATE PER \$100 VALUATION****			2008/2009 TOTAL TAX RATE	INCREASE (DECREASE) OVER 2008/2009	PERCENT INCREASE (DECREASE)
			(LIMITED) PRIMARY	(UNLIMITED) SECONDARY	TOTAL TAX RATE			
<u>OTHER SPECIAL DISTRICTS</u>								
WILLIAMS HOSPITAL DISTRICT	1,491,422	157,959,261		0.9442	0.9442	1.0300	(0.0858)	-8.33%
ANASAZI TRAIL CID	14,596	491,345		2.9705	2.9705	0.0000	2.9705	N/A
PAGE HOSPITAL DISTRICT	1,300,466	158,825,833		0.8188	0.8188	0.8118	0.0070	0.86%
<u>COCONINO COMMUNITY COLLEGE</u>								
Maintenance and Operations	6,201,571	1,840,775,046	0.3369		0.3369	0.3652	(0.0283)	-7.75%
Bond Interest and Redemption	1,935,954	2,155,851,009		0.0898	0.0898	0.0991	(0.0093)	-9.38%
Total Coconino Comm College			0.3369	0.0898	0.4267	0.4643	(0.0376)	-8.10%
<u>SCHOOL DISTRICTS</u>								
<u>FLAGSTAFF U.S.D. #1</u>								
Maintenance and Operations	35,455,749	1,259,976,883	2.8140		2.8140	3.3287	(0.5147)	-15.46%
Unrestricted Capital	3,209,161	1,259,976,883	0.2547		0.2547	0.2142	0.0405	18.91%
Soft Capital	483,831	1,259,976,883	0.0384		0.0384	0.0000	0.0384	0.00%
Adjacent Ways	429,652	1,259,976,883	0.0341		0.0341	0.0684	(0.0343)	-50.15%
Override	5,860,326	1,474,295,781		0.3975	0.3975	0.5665	(0.1690)	-29.83%
Bond Interest and Redemption	5,120,229	1,474,295,781		0.3473	0.3473	0.6556	(0.3083)	-47.03%
Total Flagstaff U.S.D. #1			3.1412	0.7448	3.8860	4.8334	(0.9474)	-19.60%
<u>WILLIAMS U.S.D. #2</u>								
Maintenance and Operations	2,896,132	116,450,843	2.4870		2.4870	2.8038	(0.3168)	-11.30%
Unrestricted Capital	36,915	116,450,843	0.0317		0.0317	0.1317	(0.1000)	-75.93%
Soft Capital	147,310	116,450,843	0.1265		0.1265	0.0874	0.0391	44.74%
Override	372,188	148,578,027		0.2505	0.2505	0.3013	(0.0508)	-16.86%
Bond Interest and Redemption	-	148,578,027		0.0000	0.0000	0.3554	(0.3554)	-100.00%
Total Williams U.S.D. #2			2.6452	0.2505	2.8957	3.6796	(0.7839)	-21.30%
<u>GRAND CANYON U.S.D. #4</u>								
Maintenance and Operations	487,922	14,731,054	3.3122		3.3122	4.9525	(1.6403)	-33.12%
Unrestricted Capital	163,795	14,731,054	1.1119		1.1119	1.7150	(0.6031)	-35.17%
Soft Capital	-	14,731,054	0.0000		0.0000	0.1556	(0.1556)	-100.00%
Override	239,406	14,809,250		1.6166	1.6166	1.1522	0.4644	40.31%
Bond Interest and Redemption	577,028	14,809,250		3.8964	3.8964	3.0143	0.8821	29.26%
Total Grand Canyon U.S.D. #4			4.4241	5.5130	9.9371	10.9896	(1.0525)	-9.58%
<u>CHEVELON BUTTE U.S.D. #5</u>								
Maintenance and Operations	493,257	63,449,618	0.7774		0.7774	0.7654	0.0120	1.57%
Unrestricted Capital	65,607	63,449,618	0.1034		0.1034	0.1436	(0.0402)	-27.99%
Soft Capital	6,535	63,449,618	0.0103		0.0103	0.0000	0.0103	0.00%
Minimum State School Tax	502,267	63,449,618	0.7916		0.7916	0.7882	0.0034	0.43%
Total Chevelon Butte U.S.D. #5			1.6827		1.6827	1.6972	(0.0145)	-0.85%

SPECIAL TAXING DISTRICTS

Tax Rates

	DIRECT	ASSESSED	****TAX RATE PER \$100 VALUATION****			INCREASE		
	TAX	VALUE	(LIMITED)	(UNLIMITED)	TOTAL	2008/2009	(DECREASE)	PERCENT
	<u>LEVY</u>	<u>LIMITED/</u> <u>UNLIMITED</u>	<u>PRIMARY</u>	<u>SECONDARY</u>	<u>TAX RATE</u>	<u>TAX RATE</u>	<u>OVER</u> <u>2008/2009</u>	<u>INCREASE</u> <u>(DECREASE)</u>
SCHOOL DISTRICTS								
FREDONIA-MOCCASIN U.S.D. #6								
Maintenance and Operations	298,908	19,578,722	1.5267		1.5267	2.8986	(1.3719)	-47.33%
Unrestricted Capital	207,789	19,578,722	1.0613		1.0613	0.0000	1.0613	0.00%
Soft Capital	70,053	19,578,722	0.3578		0.3578	0.1508	0.2070	137.27%
Override	205,974	23,972,750		0.8592	0.8592	1.1338	(0.2746)	-24.22%
Total Fredonia-Moccasin U.S.D. #6			2.9458	0.8592	3.8050	4.1832	-0.3782	-9.04%
PAGE U.S.D. #8								
Maintenance and Operations	1,348,669	142,686,126	0.9452		0.9452	1.8343	(0.8891)	-48.47%
Unrestricted Capital	15,267	142,686,126	0.0107		0.0107	0.1189	(0.1082)	-91.00%
Soft Capital	442,327	142,686,126	0.3100		0.3100	0.1706	0.1394	81.71%
Adjacent Ways	42,235	142,686,126	0.0296		0.0296	0.0292	0.0004	1.37%
Override	1,613,512	146,032,380		1.1049	1.1049	1.1192	(0.0143)	-1.28%
Total Page U.S.D. #8			1.2955	1.1049	2.4004	3.2722	(0.8718)	-26.64%
SEDONA-OAKCREEK U.S.D. #9								
Maintenance and Operations	1,935,270	166,905,566	1.1595		1.1595	1.3195	(0.1600)	-12.13%
Unrestricted Capital	61,588	166,905,566	0.0369		0.0369	0.0574	(0.0205)	-35.71%
Soft Capital	30,043	166,905,566	0.0180		0.0180	0.0433	(0.0253)	-58.43%
Adjacent Ways	74,440	166,905,566	0.0446		0.0446	0.0000	0.0446	0.00%
Minimum State School Tax	-	166,905,566	0.0000		0.0000	0.2182	(0.2182)	-100.00%
Override	214,111	193,066,449		0.1109	0.1109	0.1182	(0.0073)	-6.18%
Bond for Sedona-Oakcreek	1,495,300	193,066,449		0.7745	0.7745	0.3507	0.4238	120.84%
Total Sedona-Oakcreek U.S.D. #9			1.2590	0.8854	2.1444	2.1073	0.0371	1.76%
MAINE CONSOLIDATED S.D. #10								
Maintenance and Operations	1,555,794	37,182,581	4.1842		4.1842	4.7589	(0.5747)	-12.08%
Unrestricted Capital	47,222	37,182,581	0.1270		0.1270	0.0550	0.0720	130.91%
Soft Capital	42,834	37,182,581	0.1152		0.1152	0.0868	0.0284	32.72%
Total Maine Consolidated S.D. #10			4.4264		4.4264	4.9007	(0.4743)	-9.68%
TUBA CITY U.S.D. #15								
Bond Interest and Redemption	-	12,898,213		0.0000	0.0000	4.6306	(4.6306)	-100.00%
Total Tuba City U.S.D. #15				0.0000	0.0000	4.6306	(4.6306)	-100.00%
ASH FORK U.S.D. #31								
Maintenance and Operations	468,979	6,686,524	7.0138		7.0138	7.6829	(0.6691)	-8.71%
Unrestricted Capital	63,489	6,686,524	0.9495		0.9495	0.5675	0.3820	67.31%
Soft Capital	11,394	6,686,524	0.1704		0.1704	0.1983	(0.0279)	-14.07%
Total Ashfork U.S.D. #31			8.1337		8.1337	8.4487	(0.3150)	-3.73%
CCRASD #99								
Maintenance and Operations	-	2,155,851,009		0.0000	0.0000	0.0093	(0.0093)	-100.00%
Total CCRASD #99				0.0000	0.0000	0.0093	(0.0093)	-100.00%
CAVIAT Joint Technology District								
	903,844	1,807,688,188		0.0500	0.0500	0.0500	0.0000	0.00%
NATIVE Joint Technology District								
	6,449	12,898,249		0.0500	0.0500	0.0500	0.0000	0.00%
Valley Academy Education District								
	96,533	193,066,449		0.0500	0.0500	0.0500	0.0000	0.00%
Mountain Insitutute Joint Technology								
	4,691	9,381,234		0.0500	0.0500	0.0000	0.0500	0.00%
COUNTY EDUCATION DISTRICT								
	6,284	228,916	2.7452		2.7452	1.4622	1.2830	87.74%

Capital Acquisition



Equipment



Vehicles

CAPITAL

Definition of Capital and Breakdown of the Capital Budget

Capital Expenditures are expenditures for items of a set substantial value (\$5,000 or more in Coconino County) such as computer systems and vehicles.

The total capital budget for FY10 is \$11,761,521. Of this capital budget, \$6,635,926 is for routine capital items such as Public Works heavy equipment replacement and Facilities repair and replacement projects. An additional \$4,211,391 is budgeted for carryover projects. The remaining \$914,204 is budgeted for non-routine capital projects, which are explained in detail on the following pages.

Routine Capital

The total routine capital budget is broken out by project in the table below.

Project	FY10 Budget
Public Works Road Construction	\$ 2,817,580
Heavy Equipment Purchases	1,361,070
Vehicle Purchases	977,865
Special Districts Road Construction	733,265
KVID Routine Maintenance	244,000
Data Processing Equipment	202,929
Jail District Repair and Replacement	100,000
Facilities Repair and Replacement	70,000
Office Furniture and Space Reconfigurations	68,847
Public Works Shop Equipment	32,370
Parks and Recreation Routine Maintenance	28,000
Total Routine Capital	\$ 6,635,926

Capital information presented in this section includes expenditures of \$892,865 for an Internal Service Fund and \$82,740 for an Agency Fund. These funds are not part of the legally adopted budget, but budget information is presented at the department level because it is material to County budget document users. These expenditures are excluded from the financial information presented in the Budget Summary and State Budget Document sections of this document.

- Public Works Road Construction: Routine road maintenance.
- Heavy Equipment Purchases: Routine replacements of public works heavy equipment.
- Vehicle Purchases: Normal replacement of non-motor pool vehicles.
- Special Districts Road Construction: Special taxing district road improvements administered by the County.
- KVID Routine Maintenance: KVID has routine capital maintenance on their waterline infrastructure and plant equipment.
- Data Processing Equipment: Copier, PC, and printer replacements in excess of the capital threshold.
- Jail District Repair and Replacement: Security replacements as needed.
- Facilities Repair and Replacement: General HVAC, carpet, window, and other building repairs.
- Office Furniture and Space Reconfigurations: Anticipated "churn" for FY10.
- Public Works Shop Equipment: Routine replacements of necessary shop equipment other than heavy equipment.

CAPITAL

Carryover Capital

The total carryover capital budget is broken out by project in the table below.

Project	FY10 Budget
Fort Tuthill Water/Wastewater Project	1,106,519
IT Strategic Repair and Replacement	1,064,777
Raymond County Park	595,210
Doney Park Urban Trail	300,797
Lake Trail Road Millings	250,000
Fort Tuthill Building Renovations	218,157
Stardust Yancey Right of Way	165,000
Administration Building Boiler Replacement	108,831
KVID Blower and Fine Air Diffuser	90,000
Tech Center Generator	60,000
Peaks View County Park	52,270
Cataract Lake	50,000
Public Works SCADA System	40,000
Tuba City Compactor	36,216
Medical Examiner Facility	30,806
Art Barn Demolition	30,000
Fredonia Justice Court Bench	10,000
Sawmill County Park	2,808
Total Routine Capital	\$ 4,211,391

Non-Routine Capital

Project: Modular Facility
Department: Public Works
Funding Source: Highway User Revenue Fees
Project Cost: \$389,000
Project Description: This funding is to purchase a modular unit of 2,160 square feet to offload some staff housed in the existing modular and will provide limited expansion space for the next five years. It will also finalize the purchase of an existing leased modular space. Public Works has experienced extreme overcrowding in the administrative offices in the main facility. This is a short-term strategy until a facilities master plan can be developed.
Operating Costs: \$10,000 for utilities.
Operational Savings/Revenues: Unknown. The cost of leasing space off-site and the time to have staff commune between locations will be saved.

CAPITAL

Non-Routine Capital

Project: Rogers Lake Acquisition
 Department: Parks and Recreation
 Funding Source: County Parks and Open Space Sales Tax
 Project Cost: \$35,000
 Project Description: Parks and Recreation will acquire 1,335 acres of core project area consisting primarily of ephemeral wetland. Negotiations with major partners for funding to acquire an additional 960 acres of upland buffer and negotiations with abutting landowners to permanently protect additional acreage via conservation easement are also underway. Acquiring this land will result in permanent protection of, and public access to, the Rogers Lake Play Area. This is a listed project from the 2002 Coconino Parks and Open Space ballot.
 Operating Costs: None anticipated. This is an open space parcel that will require little to no maintenance.
 Operational Savings/Revenues: None anticipated.

Project: Kachina Area Wetlands
 Department: Parks and Recreation
 Funding Source: County Parks and Open Space Sales Tax
 Project Cost: \$146,041
 Project Description: Parks and Recreation will acquire additional wetlands to enlarge and protect the Pumphouse Greenway. Improvements include a wildlife viewing station above the Pumphouse Meadow; public access and parking at Harrenburg Wash; a trail above Harrenburg Wash; habitat improvements and fencing in critical natural areas. This is a listed and on-going project from the 2002 Coconino Park and Open Space ballot.
 Operating Costs: None anticipated. There is minimal maintenance required.
 Operational Savings/Revenues: None anticipated.

Project: Fort Tuthill County Park Fairgrounds Construction
 Department: Parks and Recreation
 Funding Source: County Parks and Open Space Sales Tax
 Project Cost: \$45,585
 Project Description: Parks and Recreation will develop a sub-base to the two main parking lots within Fort Tuthill. These are the grandstand and fairground lots. They will utilize ADOT asphalt millings generated by the I-17 overlay project that will be provided at no cost. Staffing, equipment, and other materials will be provided by the County.
 Operating Costs: None anticipated. This will result in improvements to existing lots.
 Operational Savings/Revenues: None anticipated.

CAPITAL

Non-Routine Capital

Project: Doney Park Urban Trail System
 Department: Parks and Recreation
 Funding Source: County Parks and Open Space Sales Tax
 Project Cost: \$265,348
 Project Description: Parks and Recreation will design and construct the Timberline Trail, an 8-mile soft-surface rural trail within the Coconino National Forest that parallels SR 89A and connects rural areas to the Flagstaff Urban Trail System. It will provide access to USFS trailheads for the Timberline, Doney Park, and Fernwood neighborhoods, and creates an important alternate route for non-motorized traffic along SR 89A. This is a listed project from the 2002 Coconino Park and Open Space ballot.
 Operating Costs: None anticipated. There is minimal maintenance required on this type of trail system.
 Operational Savings/Revenues: None anticipated.

Project: Peaks View County Park
 Department: Parks and Recreation
 Funding Source: County Parks and Open Space Sales Tax
 Project Cost: \$11,883
 Project Description: This funding will allow Parks and Recreation to finish the recreation areas for the on-going expansion of Peaks View County Park. The expansion includes ramadas, athletic fields, and restrooms. This is a listed and on-going project from the 2002 Coconino Park and Open Space ballot.
 Operating Costs: None anticipated.
 Operational Savings/Revenues: None anticipated.

Capital Planning

All capital projects are planned out to make sure adequate funding is available to support capital projects, and to maintain the on-going operating and maintenance costs associated with them.

Non-routine facilities capital is being planned out through the Facilities Master Plan process that is still on-going. Upon completion of this master plan, the County should be able to identify capital projects that will result in the best long-term facility uses, and potential capital upgrades that may result in energy efficiency savings.

Other non-routine capital for the Capital Parks and Open Space project are planned out under a ten year planning scenario, similar to what is utilized for the General Fund.

The County has worked to establish recurring funds for routine capital projects such as PC replacement, server replacement, strategic IT replacement, and facilities repair and replacement. The establishment of these funds has helped delay major improvements to facilities and IT and has reduced what could have been potential major capital projects in those areas by keeping up on maintenance of our major capital facilities and infrastructure. The IT strategic plan will be implemented using the IT strategic funds.

Other routine replacements for Public Works heavy equipment, road construction projects, and Jail District routine repair and replacement are also scheduled incorporated into the department ten year plans.

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Summary Schedule of Estimated Revenues and Expenditures/Expenses

Fiscal Year 2010

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2009	ACTUAL EXPENDITURES/ EXPENSES** 2009	FUND BALANCE/ NET ASSETS*** July 1, 2009**	PROPERTY TAX REVENUES 2010	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2010
1. General Fund	\$ 68,446,052	\$ 47,552,201	\$ 22,323,330	Primary: \$ 7,313,399	\$ 41,375,449
2. General Fund - Override Election					
3. Total General Fund	68,446,052	47,552,201	22,323,330	7,313,399	41,375,449
4. Special Revenue Funds	89,738,942	72,022,477	36,183,589	Secondary: 7,434,047	84,499,574
5. Debt Service Funds Available	471,748	510,686	9,800,119		3,715,046
6. Less: Designation for Future Debt Retirement			0		
7. Total Debt Service Funds	471,748	510,686	9,800,119		3,715,046
8. Capital Projects Funds	3,088,554	1,124,506	5,507,920		76,871
9. Permanent Funds			0		
10. Enterprise Funds Available			0		
11. Less: Designation for Future Debt Retirement			0		
12. Total Enterprise Funds					
13. TOTAL ALL FUNDS	\$ 161,745,296	\$ 121,209,870	\$ 73,814,958	\$ 14,747,446	\$ 129,666,940

EXPENDITURE LIMITATION COMPARISON

- Budgeted expenditures/expenses
- Add/subtract: estimated net reconciling items
- Budgeted expenditures/expenses adjusted for reconciling items
- Less: estimated exclusions
- Amount subject to the expenditure limitation
- EEC expenditure limitation

	2009	2010
1. Budgeted expenditures/expenses	\$ 163,478,618	\$ 178,059,829
2. Add/subtract: estimated net reconciling items	(26,051,353)	(29,034,775)
3. Budgeted expenditures/expenses adjusted for reconciling items	137,427,265	149,025,054
4. Less: estimated exclusions	85,716,361	100,012,646
5. Amount subject to the expenditure limitation	\$ 51,710,904	\$ 49,012,408
6. EEC expenditure limitation	\$ 51,710,904	\$ 53,212,623

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Summary Schedule of Estimated Revenues and Expenditures/Expenses Fiscal Year 2010

FUND	OTHER FINANCING 2010		INTERFUND TRANSFERS 2010		TOTAL FINANCIAL RESOURCES AVAILABLE 2010	BUDGETED EXPENDITURES/ EXPENSES 2010
	SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$	\$	\$ 2,368,217	\$ 7,666,586	\$ 65,713,809	\$ 65,713,809
2. General Fund - Override Election						
3. Total General Fund			2,368,217	7,666,586	65,713,809	65,713,809
4. Special Revenue Funds			11,916,165	5,264,925	134,768,450	110,536,645
5. Debt Service Funds Available				1,822,063	11,693,102	458,496
6. Less: Designation for Future Debt Retirement						
7. Total Debt Service Funds				1,822,063	11,693,102	458,496
8. Capital Projects Funds			469,192		6,053,983	1,350,879
9. Permanent Funds						
10. Enterprise Funds Available						
11. Less: Designation for Future Debt Retirement						
12. Total Enterprise Funds						
13. TOTAL ALL FUNDS	\$	\$	\$ 14,753,574	\$ 14,753,574	\$ 218,229,344	\$ 178,059,829

*Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

**Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

***Amounts in this column represent Fund Balance/Net Asset amounts except for amounts invested in capital assets, net of related debt, and reserved/restricted amounts established as offsets to assets presented for informational purposes (i.e., prepaids, inventory, etc.).

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Summary of Tax Levy and Tax Rate Information Fiscal Year 2010

	2009	2010
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 7,317,594	\$ 7,313,399
2.		
Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$	
3. Property tax levy amounts		
A. Primary property taxes	\$ 7,317,594	\$ 7,313,399
B. Secondary property taxes		
Library District	\$ 4,717,202	\$ 5,103,651
Flood Control District	2,389,810	2,330,396
CCRASD #99	192,000	
Total secondary property taxes	\$ 7,299,012	\$ 7,434,047
C. Total property tax levy amounts	\$ 14,616,606	\$ 14,747,446
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ 6,917,594	
(2) Prior years' levies	450,000	
(3) Total primary property taxes	\$ 7,367,594	
B. Secondary property taxes		
(1) Current year's levy	\$ 6,888,581	
(2) Prior years' levies		
(3) Total secondary property taxes	\$ 6,888,581	
C. Total property taxes collected	\$ 14,256,175	
5. Property tax rates		
A. County tax rate		
(1) Primary property tax rate	0.4338	0.3973
(2) Secondary property tax rate		
Library District	0.2293	0.2367
(3) Total county tax rate	0.6631	0.6340
B. Special assessment district tax rates		
Secondary property tax rates		
Flood Control District	0.2160	0.2000

*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.

COCONINO COUNTY

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Summary by Fund Type of Revenues Other Than Property Taxes

Fiscal Year 2010

SOURCES OF REVENUES	ESTIMATED REVENUES 2009	ACTUAL REVENUES* 2009	ESTIMATED REVENUES 2010
GENERAL FUND			
Taxes			
Auto in Lieu	\$ 3,539,219	\$ 3,200,000	\$ 2,962,000
County Sales Tax	12,884,933	12,000,000	12,250,000
Excise Tax	115,000	115,318	100,000
Interest and Penalties on Delinquent Taxes	-	-	450,000
Utilities	-	41,666	-
Licenses and Permits			
Building Permits	800,000	498,623	500,000
Liquor Licenses	30,000	30,000	35,000
Marriage Licenses	12,000	18,000	15,000
Peddler's Licenses	2,500	-	2,500
Plan Check Fees	500,000	315,206	250,000
Zoning and Use Permits	108,500	69,556	86,800
Intergovernmental			
Federal Government			
Federal Grant Revenue	65,000	228,716	178,285
Forest Service Co-op	35,000	53,000	56,000
Indirect Costs	199,328	198,103	381,654
National Forest Fee Revenue	555,121	555,121	484,589
Payment in Lieu of Taxes	900,000	2,046,458	1,514,240
State Government			
State Grant Revenue	-	100,790	-
Indirect Costs	200,839	199,861	192,706
Justice of the Peace Reimbursements	113,707	113,787	113,707
State Compensation Fund Reimbursement	-	28,754	-
State Lottery	572,356	543,738	515,120
State Shared Sales Tax	18,188,786	15,500,000	15,750,000
Other Governments			
City Election	95,000	40,000	165,000
Intergovernmental Agreements	-	20,000	-
Morgue Fees	98,000	23,504	46,000

COCONINO COUNTY

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Summary by Fund Type of Revenues Other Than Property Taxes

Fiscal Year 2010

SOURCES OF REVENUES	ESTIMATED REVENUES 2009	ACTUAL REVENUES* 2009	ESTIMATED REVENUES 2010
GENERAL FUND			
Charges for Services			
Assessor	\$ 9,000	\$ 6,000	\$ 5,500
Clerk of the Superior Court	130,000	152,380	140,000
Community Development	2,000	2,000	1,200
Community Services	30,500	30,500	46,580
County Attorney	20,000	25,000	25,000
Constable	25,000	28,000	28,000
Health	7,300	8,331	10,600
Information Technologies	6,000	11,000	6,000
Justice Court - Flagstaff	200,000	160,000	160,000
Justice Court - Fredonia	22,000	25,000	25,000
Justice Court - Page	48,000	36,500	36,500
Justice Court - Williams	33,000	50,112	50,112
Juvenile Court Services	6,085	9,194	6,500
Legal Defender	11,575	11,575	11,000
Non-Departmental: Indirect Costs	1,982,715	1,987,451	2,166,308
Parks and Recreation	333,200	301,988	292,450
Public Defender	112,400	115,000	112,400
Recorder	426,000	358,000	369,000
Sheriff	25,450	35,000	25,450
Superior Court	-	4,000	8,000
Treasurer	20,000	-	500
Fines and Forfeits			
Justice of the Peace Fines	1,370,500	1,103,176	1,103,288
Sheriff Fines	3,000	3,074	3,000
Superior Court Fines	180,000	64,135	70,000
Investments			
Interest and Investment Income	386,663	894,943	379,210
Contributions			
Voluntary Contributions	152,132	146,379	131,460
Miscellaneous			
Other	215,422	231,104	113,790
Total General Fund	\$ 44,773,231	\$ 41,740,043	\$ 41,375,449

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Summary by Fund Type of Revenues Other Than Property Taxes

Fiscal Year 2010

SOURCES OF REVENUES	ESTIMATED REVENUES 2009	ACTUAL REVENUES* 2009	ESTIMATED REVENUES 2010
SPECIAL REVENUE FUNDS			
Adult Probation	\$ 2,425,623	\$ 2,459,259	\$ 2,578,065
Assessor	180,000	160,000	160,000
Career Center	1,559,949	1,938,795	3,450,435
Clerk of the Superior Court	205,600	150,701	203,000
Community Services	4,610,447	4,492,344	11,056,828
County Attorney	1,118,892	982,094	2,018,232
County Improvement Districts	59,533	82,211	14,010
County Jail District	14,953,962	14,604,607	15,115,067
County Library	20,000	147,625	90,150
Finance	20,000	12,160	17,340
Flood Control District	33,904	42,977	49,317
Health	6,578,823	6,274,699	7,793,095
Justice Court - Flagstaff	234,000	215,000	215,000
Justice Court - Fredonia	37,000	26,730	26,730
Justice Court - Page	33,700	32,500	32,500
Justice Court - Williams	60,700	63,500	63,500
Juvenile Probation Service	2,087,594	2,133,548	1,951,696
Kachina Village Improvement	1,286,000	1,277,550	1,236,000
Legal Defender	38,895	5,019	2,560
Non-Departmental	717,805	822,381	4,726,187
Parks and Recreation	1,183,101	1,061,640	821,987
Public Defender	40,900	88,900	69,325
Public Works	14,946,555	14,960,607	26,735,206
Recorder	216,123	166,500	174,000
Superintendent of Schools	1,765,450	1,006,345	2,455,632
Sheriff	913,088	1,594,364	2,575,783
Superior Court	554,202	345,404	847,804
Treasurer	28,500	21,000	20,125
Total Special Revenue Funds	\$ 55,910,346	\$ 55,168,460	\$ 84,499,574

DEBT SERVICE FUNDS

Capital Parks and Open Space	\$ 3,350,000	\$ 3,140,000	\$ 3,252,500
County Improvement Districts	504,708	586,590	462,546
General County Debt	-	313	-
Total Debt Service Funds	\$ 3,854,708	\$ 3,726,903	\$ 3,715,046

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Summary by Fund Type of Revenues Other Than Property Taxes

Fiscal Year 2010

SOURCES OF REVENUES	ESTIMATED REVENUES 2009	ACTUAL REVENUES* 2009	ESTIMATED REVENUES 2010
CAPITAL PROJECTS FUNDS			
County-wide Capital Improvements	\$ 4,005	\$ 2,180	\$ -
County Improvement Districts	1,660,709	428,325	37,621
Kachina Village Improvement District	-	4,150	1,550
Parks and Recreation	510,200	258,398	-
Superintendent of Schools: Accommodation School	1,300	-	37,700
Total Capital Projects Funds	<u>\$ 2,176,214</u>	<u>\$ 693,053</u>	<u>\$ 76,871</u>
 TOTAL ALL FUNDS	 <u>\$ 106,714,499</u>	 <u>\$ 101,328,459</u>	 <u>\$ 129,666,940</u>

*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.

COCONINO COUNTY

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Summary by Fund Type of Other Financing Sources <Uses> and Interfund Transfers - Fiscal Year 2010

FUND	OTHER FINANCING 2010		INTERFUND TRANSFERS 2010	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
1001 General Fund	\$ -	\$ -	\$ 365,566	\$ 220,345
1002 General Fund: Employee Benefit Trust	-	-	150,000	-
1006 General Fund: Emergency Reserve	-	-	70,345	-
1007 General Fund: Financial Management System	-	-	-	125,000
1016 General Fund: Computer Lease/Buy Project	-	-	-	240,566
1052 Title III Forest Fees	-	-	379,444	-
1102 State and Local Assistance	-	-	-	47,582
1150 Special Districts Billing	-	-	-	22,972
1255 Boat Patrol	-	-	-	7,357
1283 Statewide Gang Task Force	-	-	-	31,014
1287 State Homeland Security Grant	-	-	-	1,189
1288 Law Enforcement Terrorism Prevention	-	-	-	1,716
1302 Home Care	-	-	-	117,523
1306 Child Health	-	-	-	4,973
1331 Health Services	-	-	-	2,697,269
1391 Immunization Program	-	-	-	19,359
1419 Housekeeping	-	-	-	2,260
1421 Case Management	-	-	-	128,619
1422 Congregate Meals	-	-	-	41,600
1423 Home Delivered Meals	-	-	-	147,183
1424 Emergency Services	-	-	-	236,328
1452 Family Counseling	-	-	-	4,039
1455 CASA Special Advocate	-	-	-	8,966
1459 Juvenile Treatment Services	-	-	-	1,276
1462 Diversion-Consequences	-	-	-	3,918
1463 Juvenile Probation State Aid	-	-	-	8,571
1468 Diversion-Intake	-	-	-	82,174
1474 Juvenile Victim's Rights	-	-	-	984
1496 Juvenile Intensive Probation	-	-	-	25,353
1521 Adult Probation State Enhancement	-	-	-	65,020
1524 Adult Intensive Probation	-	-	-	30,654
1525 Work Furlough Program	-	-	-	1,061
1547 Community Punishment Program	-	-	-	40,644
1548 Adult Probation Services	-	-	-	33,826
1557 Model Court	-	-	-	1,813
1561 Integrated Family Court	-	-	20,000	-
1578 ADR Grant	-	-	-	47,315
1589 Law Library	-	-	-	25,018
1634 Space Plan	-	-	-	33,014
1691 Legal Defender State Fill the Gap	-	-	5,105	-

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Summary by Fund Type of Other Financing Sources <Uses> and Interfund Transfers - Fiscal Year 2010

FUND	OTHER FINANCING 2010		INTERFUND TRANSFERS 2010	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
1710 Spousal Maintenance	-	-	17,565	-
1728 Fair	\$ -	\$ -	\$ 106,150	\$ -
1740 Debt Service, Parks & Open Space	-	-	547,083	-
1744 Parks Thinning Grants	-	-	-	12,932
1753 Attorney Victim Rights	-	-	-	850
1799 Bad Check Prosecution	-	-	9,915	-
1819 Voter Tabulation System	-	-	-	101,700
1841 Public Works	-	-	160,688	25,000
1849 Solid Waste	-	-	-	593,323
1879 Workforce in Action	-	-	55,985	-
1950 Assessor Storage and Retrieval	-	-	130,371	-
4002 County Library	-	-	350,000	-
4027 County Jail District	-	-	-	2,426,280
Total General Fund	\$ -	\$ -	\$ 2,368,217	\$ 7,666,586
SPECIAL REVENUE FUNDS				
1001 General Fund	\$ -	\$ -	\$ 7,047,661	\$ 1,235,223
1050 National Forest Fees	-	-	1,620,000	-
1052 Title III Forest Fees	-	-	123,674	-
1102 State and Local Assistance	-	-	-	61,174
1150 Special Districts Billing	-	-	-	100,444
1257 Drug Detention	-	-	-	13,736
1522 Adult Probation Fees	-	-	36,130	-
1548 Adult Probation Services	-	-	-	36,130
1556 Superior Court State Fill the Gap	-	-	-	158,825
1589 Law Library	-	-	-	89,153
1610 5% Local Fill The Gap	-	-	195,000	-
1682 Public Defender State Fill the Gap	-	-	28,825	-
1691 Legal Defender State Fill the Gap	-	-	-	5,000
1729 Racing	-	-	-	158,483
1739 Parks Capital Projects	-	-	158,483	-
1740 Debt Service, Parks & Open Space	-	-	1,274,980	-
1755 Anti-Racketeering	-	-	46,000	-
1757 Drug Prosecution	-	-	-	156,000
1781 State Aid	-	-	-	60,000
1782 Federal Anti-Racketeering	-	-	110,000	-
1841 Public Works	-	-	100,444	2,630,000
1849 Solid Waste	-	-	-	62,500

COCONINO COUNTY

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Summary by Fund Type of Other Financing Sources <Uses> and Interfund Transfers - Fiscal Year 2010

SPECIAL REVENUE FUNDS

4001 Flood Control District	-	-	1,010,000	62,079
4002 County Library	-	-	89,153	-
4027 County Jail District	\$ -	\$ -	\$ 13,736	\$ -
4082 Toho Tolani Construction	-	-	-	436,178
6006 Sedona Flood Control	-	-	62,079	-
Total Special Revenue Funds	\$ -	\$ -	\$ 11,916,165	\$ 5,264,925

DEBT SERVICE FUNDS

1001 General Fund	\$ -	\$ -	\$ -	\$ 547,083
1739 Parks Capital Projects	-	-	-	1,274,980
Total Debt Service Funds	\$ -	\$ -	\$ -	\$ 1,822,063

CAPITAL PROJECTS FUNDS

1001 General Fund	\$ -	\$ -	\$ 33,014	
1152 Kachina Village General Funds	-	-	436,178	
Total Capital Projects Funds	\$ -	\$ -	\$ 469,192	\$ -
 TOTAL ALL FUNDS	 \$ -	 \$ -	 \$ 14,753,574	 \$ 14,753,574

COCONINO COUNTY

State Budget Document

Summary by Department of Expenditures/Expenses Within Each Fund Type - Fiscal Year 2010

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
GENERAL FUND				
Adult Probation	\$ 1,441,321	\$ 185	\$ 1,423,353	\$ 1,417,324
Assessor	1,831,814	(8,116)	1,726,348	1,823,511
Board of Supervisors	1,156,360	(41,798)	1,076,868	1,122,583
Clerk of the Superior Court	1,142,796	(8,717)	1,066,849	1,100,677
Community Development	1,753,746	(16,838)	1,538,492	1,593,215
Community Initiatives	350,306	(52,929)	230,640	274,977
Community Services	457,266	72	410,236	978,698
Constable	85,795	(6,725)	79,058	78,374
County Attorney	2,864,134	(15,826)	2,819,803	2,840,160
County Manager	1,815,972	229,932	1,947,162	1,888,087
Facilities Management	3,431,263	(21,190)	2,747,006	3,332,885
Finance	1,538,821	46,595	1,310,381	1,565,254
Health	4,144,656	7,947	4,135,552	4,337,944
Human Resources	1,345,819	120	1,278,660	1,330,981
Information Technologies	3,266,547	255,315	3,425,991	3,174,935
Justice Court - Flagstaff	1,241,959	(13,509)	1,155,269	1,233,246
Justice Court - Fredonia	165,050	(8,580)	148,502	148,462
Justice Court - Page	335,839	(10,251)	322,632	330,034
Justice Court - Williams	342,218	(12,680)	317,553	329,654
Juvenile Court Services	2,545,848	(8,444)	2,470,899	2,508,346
Legal Defender	797,667	80,080	930,066	792,489
Non-Departmental	22,431,344	(3,862,572)	-	16,595,391
Parks and Recreation	1,380,447	(45,268)	1,180,001	1,602,224
Public Defender	2,295,551	377	2,172,842	2,272,608
Recorder	1,650,617	335,675	1,801,583	1,393,648
Sheriff	8,272,964	(21,443)	8,226,067	7,895,481
Superintendent of Schools	490,042	56,757	542,615	484,589
Superior Court	2,399,183	(8,468)	2,478,502	2,659,548
Treasurer	629,318	(8,312)	589,271	608,484
Total General Fund	\$ 71,604,663	\$ (3,158,611)	\$ 47,552,201	\$ 65,713,809

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Summary by Department of Expenditures/Expenses Within Each Fund Type - Fiscal Year 2010

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
SPECIAL REVENUE FUNDS				
Adult Probation	\$ 3,004,838	\$ -	\$ 2,564,019	\$ 3,104,784
Assessor	134,000	-	95,735	92,000
Career Center	1,649,843	(15,000)	1,865,766	3,394,450
Clerk of the Superior Court	203,784	(59,183)	115,942	130,145
Community Services	6,039,827	(382,591)	5,421,432	11,823,569
County Attorney	1,599,927	(5,104)	1,393,756	2,453,671
County Improvement Districts	76,706	(350)	41,250	474,767
County Jail District	15,442,565	268,220	15,370,115	20,236,166
County Library	4,498,518	187,670	4,447,586	5,195,406
County Manager	86,858	9,114	90,942	88,958
Finance	51,750	-	54,824	51,798
Flood Control District	744,925	-	924,213	837,508
Health	9,195,779	346,043	9,265,565	10,687,681
Justice Court - Flagstaff	169,027	-	101,607	239,539
Justice Court - Fredonia	21,658	-	10,653	39,500
Justice Court - Page	18,580	-	17,765	20,000
Justice Court - Williams	29,921	-	24,210	59,760
Juvenile Probation Service	2,690,977	(10,084)	2,129,121	2,445,182
Kachina Village Improvement	1,467,895	-	1,048,835	1,625,957
Legal Defender	2,920	-	3,565	2,455
Non-Departmental	2,105,336	-	-	4,787,234
Parks and Recreation	9,580,270	(794,326)	2,570,966	3,875,109
Public Defender	30,000	-	25,250	30,000
Public Works	25,621,343	69,563	20,619,109	31,673,779
Recorder	391,082	-	361,709	339,009
Superintendent of Schools	2,177,207	(65,076)	997,572	2,559,573
Sheriff	1,235,600	476,654	1,304,638	2,769,141
Superior Court	1,303,709	118,547	1,136,332	1,479,504
Treasurer	20,000	-	20,000	20,000
Total Special Revenue Funds	\$ 89,594,845	\$ 144,097	\$ 72,022,477	\$ 110,536,645

COCONINO COUNTY

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Summary by Department of Expenditures/Expenses Within Each Fund Type - Fiscal Year 2010

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
DEBT SERVICE FUNDS				
County Improvement Districts	\$ 471,748	\$ -	\$ 510,686	\$ 458,496
Total Debt Service Funds	\$ 471,748	\$ -	\$ 510,686	\$ 458,496
CAPITAL PROJECTS FUNDS				
County-wide Capital Improvements	\$ 90,600	\$ 140,847	\$ 192,184	\$ 33,014
County Improvement Districts	1,716,762	-	925,322	565,055
Jail District	-	107,000	7,000	100,000
Kachina Village Improvement District	-	89,000	-	-
Parks and Recreation	-	944,345	-	595,210
Superintendent of Schools:				
Accommodation School	-	-	-	57,600
Total Capital Projects Funds	\$ 1,807,362	\$ 1,281,192	\$ 1,124,506	\$ 1,350,879
TOTAL ALL FUNDS	\$ 163,478,618	\$ (1,733,322)	\$ 121,209,870	\$ 178,059,829

*Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

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Summary by Department of Expenditures/Expenses

Fiscal Year 2010

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
<u>Adult Probation</u>				
1001 General Fund	\$ 1,441,321	\$ 185	\$ 1,423,353	\$ 1,417,324
1521 Adult Probation State Enhancement	750,310	-	779,109	768,711
1522 Adult Probation Fees	80,122	-	72,938	-
1524 Adult Intensive Probation	988,111	-	919,007	891,655
1525 Work Furlough Program	131,180	-	73,576	108,485
1530 Interstate Compact Program	10,800	-	1,400	22,800
1531 Drug Treatment and Education	163,245	-	90,603	132,288
1545 Deferred Prosecution	32,000	-	8,000	121,000
1547 Community Punishment Program	181,362	-	151,678	179,905
1548 Adult Probation Services	667,708	-	467,708	704,940
3999 Budget Planning	-	-	-	175,000
Total Adult Probation	\$ 4,446,159	\$ 185	\$ 3,987,372	\$ 4,522,108
<u>Assessor</u>				
1001 General Fund	\$ 1,831,814	\$ (8,116)	\$ 1,726,348	\$ 1,823,511
1950 Assessor Storage and Retrieval	134,000	-	95,735	92,000
Total Assessor	\$ 1,965,814	\$ (8,116)	\$ 1,822,083	\$ 1,915,511
<u>Board of Supervisors</u>				
1001 General Fund	\$ 1,156,360	\$ (41,798)	\$ 1,076,868	\$ 1,122,583
Total Board of Supervisors	\$ 1,156,360	\$ (41,798)	\$ 1,076,868	\$ 1,122,583
<u>Career Center</u>				
1877 Youth Build	\$ 571,326	\$ -	\$ 619,817	\$ 224,620
1879 Workforce In Action	959,529	-	1,077,210	1,233,909
1881 Career Center Training/Education	103,988	-	168,739	69,338
3999 Budget Planning	15,000	(15,000)	-	1,866,583
Total Career Center	\$ 1,649,843	\$ (15,000)	\$ 1,865,766	\$ 3,394,450
<u>Clerk of the Superior Court</u>				
1001 General Fund	\$ 1,142,796	\$ (8,717)	\$ 1,066,849	\$ 1,100,677
1562 Probate Enhancement Fees	28,677	-	29,139	28,805
1708 Electronic Document Management System	59,183	(59,183)	-	-
1722 Clerk's Forfeiture	81,423	-	55,066	66,805
1723 Clerk's Storage and Retrieval	34,501	-	31,737	34,535
Total Clerk of the Superior Court	\$ 1,346,580	\$ (67,900)	\$ 1,182,791	\$ 1,230,822

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Summary by Department of Expenditures/Expenses

Fiscal Year 2010

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
<u>Community Development</u>				
1001 General Fund	\$ 1,753,746	\$ (16,838)	\$ 1,538,492	\$ 1,593,215
4001 Flood Control District	354,688	-	352,318	452,252
6003 Williams Flood Control	112,769	-	294,427	119,102
6006 Sedona Flood Control	277,468	-	277,468	266,154
Total Community Development	\$ 2,498,671	\$ (16,838)	\$ 2,462,705	\$ 2,430,723
<u>Community Initiatives</u>				
1001 General Fund	\$ 350,306	\$ (52,929)	\$ 230,640	\$ 274,977
Total Community Initiatives	\$ 350,306	\$ (52,929)	\$ 230,640	\$ 274,977
<u>Community Services</u>				
1001 General Fund	\$ 457,266	\$ 72	\$ 410,236	\$ 978,698
1031 CDBG Reinvestments	-	-	-	34,035
1036 CDBG Housing Services	266,428	-	137,791	196,138
1401 Community Services	524,496	87	528,342	-
1402 Community Services Donations	27,291	-	6,342	8,500
1404 Youth Services	157,041	(48,213)	51,676	-
1406 State Housing	167,367	-	251,947	177,936
1408 Flagstaff CDBG Eviction/Foreclosure	80,000	-	80,000	85,000
1414 Arizona State Land Grants	100,000	-	155,142	150,000
1415 CREC Fee for Services	2,415,243	(98,141)	2,070,098	2,687,986
1419 Housekeeping	280,688	(212,027)	68,661	2,260
1421 Case Management	120,297	-	120,297	188,041
1422 Congregate Meals	202,425	-	165,416	161,091
1423 Home Delivered Meals	267,935	23,000	267,389	258,802
1424 Emergency Services	567,191	-	648,219	680,946
1425 Energy Assistance	168,952	-	365,791	228,661
1426 Respite Care	47,297	(47,297)	1,441	-
1427 Home Program	556,000	-	425,300	206,250
1428 Community Service Board	23,503	-	23,503	47,529
1430 FEMA	18,720	-	16,224	17,941
1431 APS Energy Assistance	48,953	-	37,853	48,953
3999 Budget Planning	-	-	-	6,643,500
Total Community Services	\$ 6,497,093	\$ (382,519)	\$ 5,831,668	\$ 12,802,267

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Summary by Department of Expenditures/Expenses

Fiscal Year 2010

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
<u>Constable</u>				
1001 General Fund	\$ 85,795	\$ (6,725)	\$ 79,058	\$ 78,374
Total Constable	\$ 85,795	\$ (6,725)	\$ 79,058	\$ 78,374
 <u>County Attorney</u>				
1001 General Fund	\$ 2,864,134	\$ (15,826)	\$ 2,819,803	\$ 2,840,160
1752 Attorney Enhancement	315,645	(5,104)	164,439	166,916
1753 Attorney Victim Rights	48,521	-	49,087	48,701
1755 Anti-Racketeering	390,529	-	350,450	499,631
1757 Drug Prosecution	292,130	-	292,055	295,745
1760 Victim Restitution	20,000	-	-	20,000
1781 State Aid	138,397	-	161,702	142,536
1782 Federal Anti-Racketeering	200,000	-	200,000	300,000
1793 Victims of Crimes Act	35,000	-	25,425	32,578
1794 Victim Compensation	66,492	-	66,008	65,370
1799 Bad Check Prosecution	93,213	-	84,590	15,085
3999 Budget Planning	-	-	-	867,109
Total County Attorney	\$ 4,464,061	\$ (20,930)	\$ 4,213,559	\$ 5,293,831
 <u>County Manager</u>				
1001 General Fund	\$ 1,815,972	\$ 229,932	\$ 1,947,162	\$ 1,888,087
1150 Special Districts Billing	86,858	9,114	90,942	88,958
Total County Manager	\$ 1,902,830	\$ 239,046	\$ 2,038,104	\$ 1,977,045
 <u>Facilities Management</u>				
1001 General Fund	\$ 2,704,105	\$ 2,913	\$ 2,552,482	\$ 2,574,734
1634 Space Plan	90,600	140,847	192,184	33,014
1637 General Fund: Asset Repair and Replacement Re	727,158	(24,103)	194,524	758,151
Total Facilities Management	\$ 3,521,863	\$ 119,657	\$ 2,939,190	\$ 3,365,899
 <u>Finance</u>				
1001 General Fund	\$ 1,424,622	\$ 218	\$ 1,178,477	\$ 1,357,060
1007 General Fund: Financial Management Syste	114,199	46,377	131,904	208,194
1150 Special Districts Billing	51,750	-	54,824	51,798
Total Finance	\$ 1,590,571	\$ 46,595	\$ 1,365,205	\$ 1,617,052

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FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
Health				
1001 General Fund	\$ 4,144,656	\$ 7,947	\$ 4,135,552	\$ 4,337,944
1301 WIC Grant	624,418	(43,566)	580,489	680,243
1302 Home Care	111,112	266,997	327,449	349,554
1303 Dental Education	14,733	-	12,407	14,739
1304 CVD Heartbeat	99,944	-	94,149	87,625
1305 Family Planning	139,865	-	120,289	164,951
1306 Child Health	60,408	(706)	57,140	56,450
1307 TB Control	24,909	-	18,692	24,155
1309 HIV Education	20,603	-	15,063	17,249
1315 State STD	40,235	-	25,770	-
1317 Supplemental Food Program	9,504	945	10,449	10,449
1318 State MCH Block Grant	119,371	(9,048)	94,534	77,824
1320 Teen Wellness Clinic	48,739	-	22,059	18,376
1327 Family Planning Title X	41,519	91,983	167,277	141,340
1330 Nutrition Grant	51,465	-	2,707	-
1331 Health Services	4,145,668	(26,546)	3,993,513	3,916,944
1334 Bio-Terrorism Grant	320,718	-	346,815	366,771
1335 Child Health Grant	147,334	-	144,389	150,177
1336 Healthy Coconino	15,395	-	3,090	15,150
1337 WIC Breastfeeding Grant	81,342	6,725	88,430	88,429
1338 Vital Records	75,114	-	77,364	98,350
1339 Guidance Center Agreement	22,005	(8,574)	3,414	-
1342 Arizona Nutrition Network	468,448	-	488,469	525,826
1343 Smoke Free Arizona	96,566	-	116,250	116,250
1344 Safe Routes to Schools	17,647	-	25,181	47,000
1346 Health Disparities	-	-	3,464	-
1348 Teen Pregnancy Prevention	120,808	-	125,000	99,383
1350 Healthy Families	1,378,994	-	1,395,861	1,351,821
1354 Health Start	56,800	27,625	78,523	86,590
1361 GOHS Livesafers Conference	-	13,423	3,323	2,650
1368 Forensic Science	-	95,000	95,000	-
1381 Tobacco Program	422,753	(72,753)	344,371	349,750
1384 HIV Outpatient and Support	63,174	(904)	56,232	60,299
1385 HIV Prevention Planning	81,718	(1,938)	39,400	-
1391 Immunization Program	75,072	-	84,179	82,907
1392 Westside Food Bank	2,400	472	2,872	2,594
1393 Common Ground	183,575	20,331	201,951	96,325
3999 Budget Planning	13,423	(13,423)	-	1,587,510
Total Health	\$ 13,340,435	\$ 353,990	\$ 13,401,117	\$ 15,025,625

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Summary by Department of Expenditures/Expenses

Fiscal Year 2010

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
<u>Human Resources</u>				
1001 General Fund	\$ 1,295,819	\$ 120	\$ 1,179,708	\$ 1,235,056
1004 General Fund: Self Insurance Trust	50,000	-	98,952	95,925
Total Human Resources	\$ 1,345,819	\$ 120	\$ 1,278,660	\$ 1,330,981
 <u>Information Technologies</u>				
1001 General Fund	\$ 3,008,214	\$ 32,712	\$ 3,030,858	\$ 2,867,402
1016 General Fund: Computer Lease/Buy Project	258,333	222,603	395,133	307,533
Total Information Technologies	\$ 3,266,547	\$ 255,315	\$ 3,425,991	\$ 3,174,935
 <u>Jail District</u>				
4027 County Jail District	\$ 15,442,565	\$ 268,220	\$ 15,370,115	\$ 20,236,166
4032 Jail District Repair and Replacement	-	107,000	7,000	100,000
Total Jail District	\$ 15,442,565	\$ 375,220	\$ 15,377,115	\$ 20,336,166
 <u>Justice Court - Flagstaff</u>				
1001 General Fund	\$ 1,241,959	\$ (13,509)	\$ 1,155,269	\$ 1,233,246
1625 Flagstaff Justice Court Enhancement	169,027	-	101,607	239,539
Total Justice Court - Flagstaff	\$ 1,410,986	\$ (13,509)	\$ 1,256,876	\$ 1,472,785
 <u>Justice Court - Fredonia</u>				
1001 General Fund	\$ 165,050	\$ (8,580)	\$ 148,502	\$ 148,462
1626 Fredonia Justice Court Enhancement	21,658	-	10,653	39,500
Total Justice Court - Fredonia	\$ 186,708	\$ (8,580)	\$ 159,155	\$ 187,962
 <u>Justice Court - Page</u>				
1001 General Fund	\$ 335,839	\$ (10,251)	\$ 322,632	\$ 330,034
1627 Page Justice Court Enhancement	18,580	-	17,765	20,000
Total Justice Court - Page	\$ 354,419	\$ (10,251)	\$ 340,397	\$ 350,034
 <u>Justice Court - Williams</u>				
1001 General Fund	\$ 342,218	\$ (12,680)	\$ 317,553	\$ 329,654
1628 Williams Justice Court Enhancement	29,921	-	24,210	59,760
Total Justice Court - Williams	\$ 372,139	\$ (12,680)	\$ 341,763	\$ 389,414

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FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
<u>Juvenile Court Services</u>				
1001 General Fund	\$ 2,545,848	\$ (8,444)	\$ 2,470,899	\$ 2,508,346
1452 Family Counseling	22,831	-	21,884	20,195
1453 Juvenile Probation Service	134,390	-	47,758	115,591
1454 Healthy Community/Youth	7,000	-	7,000	7,000
1455 CASA Special Advocate	86,258	(1,305)	82,979	86,722
1459 Juvenile Treatment Services	311,081	-	348,452	364,590
1462 Diversion-Consequences	136,493	-	98,344	109,262
1463 Juvenile Probation State Aid	294,901	(1,245)	261,695	306,795
1464 USDA Food Grant	38,966	-	37,108	41,729
1468 Diversion-Intake	771,017	-	636,234	651,664
<u>Juvenile Court Services</u>				
1471 Juvenile Detention Enhancement	\$ -	\$ -	\$ 208	\$ -
1474 Juvenile Victim's Rights Implementation	24,370	(270)	24,099	25,755
1475 Juvenile Diversion Fees	64,533	1,336	25,226	88,546
1477 Juvenile Account Incentive Block Grant	34,761	(3,125)	14,257	20,073
1485 Probation Fees Over \$40	40,195	-	-	57,067
1486 Diversion Fees Over \$40	28,312	-	-	36,966
1487 Juvenile Crime Reduction	9,208	(9,208)	-	-
1488 Step Up Mentoring Program	34,120	3,733	38,350	37,853
1492 PIC Act	70,556	-	-	72,574
1496 Juvenile Intensive Probation	560,495	-	464,374	380,252
1557 Model Court	21,490	-	21,153	22,548
Total Juvenile Court Services	\$ 5,236,825	\$ (18,528)	\$ 4,600,020	\$ 4,953,528
<u>Kachina Village Improvement District</u>				
1843 Forest Highlands Wetlands Project	\$ -	\$ 89,000	\$ -	\$ -
4019 Kachina Village Improvement	1,467,895	-	1,048,835	1,625,957
Total Kachina Village Improvement District	\$ 1,467,895	\$ 89,000	\$ 1,048,835	\$ 1,625,957
<u>Legal Defender</u>				
1001 General Fund	\$ 777,692	\$ 80,080	\$ 922,383	\$ 774,894
1692 General Fund: Legal Defender Fees for Sen	19,975	-	7,683	17,595
1693 Legal Defender Training	2,920	-	3,565	2,455
Total Legal Defender	\$ 800,587	\$ 80,080	\$ 933,631	\$ 794,944

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Summary by Department of Expenditures/Expenses

Fiscal Year 2010

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
<u>Non-Departmental</u>				
1001 General Fund	\$ 14,297,540	\$ (3,862,572)	\$ -	\$ 9,239,564
1006 General Fund: Emergency Reserve	8,133,804	-	-	7,355,827
1053 Title II Forest Fees	-	-	-	787,234
3999 Budget Planning	-	-	-	4,000,000
4001 Flood Control District	1,333,209	-	-	-
4002 County Library	772,127	-	-	-
Total Non-Departmental	\$ 24,536,680	\$ (3,862,572)	\$ -	\$ 21,382,625
<u>Parks and Recreation</u>				
1001 General Fund	\$ 1,380,447	\$ (45,268)	\$ 1,180,001	\$ 1,602,224
1727 Raymond Park	-	944,345	-	595,210
1728 Fair	440,519	30,985	419,310	289,472
1729 Racing	563,765	-	563,765	449,283
1730 Peaks View Park	28,000	-	-	28,000
1733 Livestock Auction	87,573	25,830	113,403	100,599
1737 Forest High Unit #5 Trail	2,935	-	1,168	5,528
1739 Parks Capital Projects	7,896,025	(349,095)	1,440,466	3,002,227
1743 Flagstaff Loop Trail Heritage	61,453	(2,046)	8,529	-
1744 Parks Thinning Grants	-	-	24,325	-
3999 Budget Planning	500,000	(500,000)	-	-
Total Parks and Recreation	\$ 10,960,717	\$ 104,751	\$ 3,750,967	\$ 6,072,543
<u>Public Defender</u>				
1001 General Fund	\$ 2,175,551	\$ 377	\$ 2,109,342	\$ 2,152,608
1681 Public Defender Training	30,000	-	25,250	30,000
1683 General Fund: Public Defender Fees for Ser	120,000	-	63,500	120,000
Total Public Defender	\$ 2,325,551	\$ 377	\$ 2,198,092	\$ 2,302,608
<u>Public Works</u>				
1100 Emergency Services	\$ 49,635	\$ -	\$ 6,529	\$ 60,424
1101 Emergency Services - Supplies	3,000	-	2,718	3,000
1102 State and Local Assistance	190,016	13,661	214,999	188,756
1841 Public Works	22,836,072	32,505	18,046,106	18,217,959
1849 Solid Waste	2,275,597	-	2,260,077	1,974,812
1851 Community Emergency Response Team	6,332	45,588	41,180	8,828
1852 Homeland Security Grant	-	238,500	47,500	120,000
3999 Budget Planning	260,691	(260,691)	-	11,100,000
Total Public Works	\$ 25,621,343	\$ 69,563	\$ 20,619,109	\$ 31,673,779

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FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
<u>Recorder</u>				
1001 General Fund	\$ 1,650,617	\$ 335,675	\$ 1,801,583	\$ 1,393,648
1818 Recorder's Storage and Retrieval	297,782	-	266,701	237,309
1819 Voter Tabulation System	93,300	-	95,008	101,700
Total Recorder	\$ 2,041,699	\$ 335,675	\$ 2,163,292	\$ 1,732,657
<u>Sheriff</u>				
1001 General Fund	\$ 8,272,964	\$ (21,443)	\$ 8,226,067	\$ 7,895,481
1251 Outside Pay	11,439	-	14,405	9,805
1252 Cannabis Eradication	9,092	-	5,000	4,224
1254 Metro Unit	71,813	-	112,632	131,830
1255 Boat Patrol	241,600	(9,871)	239,405	240,719
1263 Sheriff Donations	3,750	-	14,550	22,000
1269 Government Office of Highway Safety Grants	25,000	-	15,127	-
1272 Jail Enhancement	439,321	40,200	253,341	363,900
1274 Inmate Welfare	311,282	389	185,049	284,959
1275 Local Law Enforcement Block Grant	10,000	-	3,323	75,000
1283 Statewide Gang Task Force	112,303	-	83,575	206,760
1284 Protective Vest	-	-	-	1,000
1287 State Homeland Security Grant	-	51,129	50,930	-
1289 Arizona Anti-Meth Initiative	-	-	-	(25,792)
1290 OUI Command Trailer	-	78,350	78,350	-
1291 Cold Case Grant	-	180,728	140,507	123,719
1292 Homeland Security Grant	-	126,285	99,000	27,285
1293 COPS Methamphetamine	-	9,444	9,444	80,758
3999 Budget Planning	-	-	-	1,222,974
Total Sheriff	\$ 9,508,564	\$ 455,211	\$ 9,530,705	\$ 10,664,622

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FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
<u>Special Districts</u>				
4002 County Library	\$ 4,498,518	\$ 187,670	\$ 4,447,586	\$ 5,195,406
4014 Tusayan Special District	76,706	(350)	12,644	77,487
4035 Rio Arroyo Debt Service	33,055	-	32,469	32,425
4038 Kiowa Comanche Debt Services	19,643	-	27,164	16,992
4042 Rodeo Drive Debt Service	1,687	-	1,692	847
4048 Linda Lane Debt Service	\$ 3,407	\$ -	\$ 4,509	\$ 518
4054 Pinon County Debt Service	12,654	-	16,254	11,926
4055 Tonowanda Debt Service	7,188	-	13,017	5,382
4064 Buckboard Trail Debt Service	18,514	-	22,845	17,011
4065 Hashknife Construction	364,600	-	49,290	312,581
4070 Lupine Debt Service	17,572	-	21,676	16,778
4074 Oakwood Pines Debt Service	12,761	-	10,977	11,027
4076 North Stardust and Antelope Construction	1,263,500	-	595,827	252,474
4078 North Stardust and Antelope Debt Service	-	-	10,731	-
4082 Toho-Tolani Construction	88,662	-	280,205	-
4084 Toho-Tolani Debt Service	325,976	-	330,275	328,400
4087 Pawnee County Debt Service	15,182	-	14,968	13,094
4092 Shoshone Debt Service	4,109	-	4,109	4,096
4095 Anasazi Trails Construction	-	-	28,606	397,280
Total Special Districts	\$ 6,763,734	\$ 187,320	\$ 5,924,844	\$ 6,693,724
<u>Superintendent of Schools</u>				
1001 General Fund	\$ 490,042	\$ 56,757	\$ 542,615	\$ 484,589
1050 National Forest Fees	1,273,445	-	-	1,708,736
1074 County School	903,762	(65,076)	997,572	850,837
2158 Classroom Site - Esperanza	-	-	-	57,600
Total Superintendent of Schools	\$ 2,667,249	\$ (8,319)	\$ 1,540,187	\$ 3,101,762

COCONINO COUNTY

State Budget Document

Summary by Department of Expenditures/Expenses

Fiscal Year 2010

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
<u>Superior Court</u>				
1001 General Fund	\$ 2,399,183	\$ (8,468)	\$ 2,478,502	\$ 2,659,548
1556 Superior Court State Fill the Gap	404,138	-	469,530	465,075
1558 IV-D Case Process Enhancement	-	-	16,474	19,003
1561 Integrated Family Court	369,426	18,186	195,175	-
1565 Adult Drug Court Grant	45,897	(3,936)	41,961	47,078
1566 Access to Recovery	-	138,800	-	276,796
1578 ADR Grant	58,754	-	58,197	59,315
1579 Court Enhancement	129,649	-	84,288	185,013
1585 Conciliation Court	54,940	-	78,817	52,978
1586 Drug Enforcement Administration	41,289	(2,112)	39,218	39,732
1589 Law Library	167,225	-	152,672	162,921
1710 Spousal Maintenance	-	-	-	3,500
3999 Budget Planning	32,391	(32,391)	-	168,093
Total Superior Court	\$ 3,702,892	\$ 110,079	\$ 3,614,834	\$ 4,139,052
<u>Treasurer</u>				
1001 General Fund	\$ 629,318	\$ (8,312)	\$ 589,271	\$ 608,484
1955 Taxpayer Information	20,000	-	20,000	20,000
Total Treasurer	\$ 649,318	\$ (8,312)	\$ 609,271	\$ 628,484
TOTAL ALL DEPARTMENTS	\$ 163,478,618	\$ (1,733,322)	\$ 121,209,870	\$ 178,059,829

*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.

Glossary of Terms



Glossary

Accrual Basis of Accounting - A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.

Activity - An effort which contributes toward the achievement of a specific set of objectives or goals. Several activities may fall under one goal as there are sometimes several steps, or tasks, required to reach the desired end result.

Ad Valorem Taxes - Generally referred to as property taxes, these are taxes levied on real and personal property according to the property's assessed valuation and the current tax rate.

Adopted Budget - A plan of financial operations approved by the Board of Supervisors and established by resolution which reflects approved tax rates, estimates of revenues, expenditures, transfers, departmental objectives and performance/workload indicators for a fiscal year.

Agency Funds - These funds account for assets held by an entity in a trustee capacity or as an agent for individuals, private organizations, other governmental organizations or other funds. This is a type of fiduciary fund.

AHCCCS - An acronym for "Arizona Health Care Cost Containment System." Arizona counties make a contribution to the State-managed AHCCCS system based on a formula proscribed by State law. The AHCCCS program provides indigent health care.

ALTCS - An acronym for "Arizona Long-Term Care System" which provides indigent long-term care. Counties make a contribution to ALTCS based on a formula established by State law.

Annual Financial Audit - The independent review of the financial position and reporting procedures of a local government entity, which for Coconino County is reported to the State Auditor General and the Board of Supervisors.

Annualize - To calculate the full-year cost of any budget changes made mid-fiscal year for the purpose of adding that cost to a prepared annual budget.

Appropriation - An authorized amount approved by the Board of Supervisors for a specified unit or agency of the County government against which expenditures may be incurred and obligations made for specific purposes within a specified fiscal year.

AS400 Project - This project involves upgrading and maintaining the County Financial Management System and allowing for greater backup capabilities.

Assessed Valuation - The valuation of real estate or certain personal property for purposes of taxation, which is a statutorily determined percentage of market value.

Assessment Ratio - The ratio at which the tax rate is applied to the tax base.

Asset - Resources owned or held by a government which have monetary value.

Attrition - A method of reducing personnel by not filling positions made vacant through resignation, reassignment, transfer, retirement, termination or means other than layoff.

Balanced Budget - A budget in which the sum of estimated net revenues and appropriated fund balances are equal to appropriated expenditures.

Base Budget - The base cost of continuing existing funding for provided services in the current budget year.

Bond - A long-term promise to repay a specified amount (on the face of the bond) on or by a particular date; used primarily to finance capital projects.

General Obligation Bond - A bond backed by the credit and taxing power of the government.

Revenue Bond - A bond backed by revenues specific to a project or undertaking, such as a jail or new building construction.

Bond Refinancing - The payoff and re-issuance of bonds in order to obtain an improved interest rate and/or bond conditions.

Budget - A plan for financial activity for a specified period of time (in Coconino County, a fiscal year from July.

Glossary

Budget Amendment - A change to the Adopted Budget for the purposes of re-allocating appropriations during a fiscal year.

Budgetary Basis - The basis of accounting used by a government agency to estimate financing sources and uses in its budget, which are generally GAAP, cash or modified cash accrual bases.

Budget Calendar - The schedule of key dates which a government follows in the preparation and adoption of its budget.

Budgetary Control - The management of a government in accordance with its approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Capital Assets - Assets of a determined value (\$5,000 or more for Coconino County) which generally have a useful life of several years; also called fixed assets.

Capital Budget - A spending plan for improvements to or acquisition of County-owned land, facilities, and/or infrastructure. The capital budget (1) balances revenues and expenditures, (2) specifies the sources of revenues, (3) lists each project of acquisition, and (4) must ordinarily be approved by the legislative body.

Capital Outlay - Expenditures for items of a set substantial value (\$5,000 or more in Coconino County) such as computer systems or vehicles.

Capital Project - A major construction, acquisition or renovation activity which adds value to a government's physical assets or significantly increases its useful life; also called a capital improvement.

Capital Projects Fund - A type of governmental fund established to account for expenditures related to capital projects.

Capitalized Interest - A portion of the proceeds of an issue that is set aside to pay interest in the securities for a specified period of time. Interest is commonly capitalized for the construction period of a revenue-producing project and sometimes for a period thereafter, so that debt service expense does not begin until the project is expected to be operational and producing revenues. Sometimes referred to as "funded interest."

Carryover Funds - Unexpended budgeted funds from the previous fiscal year, which may be carried into the next fiscal year to make payments to complete a project or continue a program.

Cash Basis - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Certificate of Participation (COP) - An instrument producing a pro rata share in a specific pledged revenue stream, usually lease payments by the issuer that are subject to annual appropriation. The certificate generally entitles the holder to receive a share, or participation, in the lease payments from a particular project. The lease payments are passed through the lessor to the certificate holders. The lessor typically assigns the lease and lease payments to a trustee, which then distributes the lease payments to the certificate holders.

Chart of Accounts - A chart that assigns a unique number to each type of transaction (e.g., salaries or property taxes) and to each budgetary unit in the organization. The chart of accounts provides a system for recording revenues and expenditures that fits the organizational structure and adheres to statutory and financial reporting requirements.

Commodities - Expendable items that are consumable or have a short life span, such as office supplies, gasoline, and small equipment.

Community Investment Program (CIP) - Also known as a capital improvement plan, this is a detailed plan for the expenditure of funds towards capital projects, usually over five years.

Compensated Absences - Compensated absences are absences for which employees will be paid, such as vacation, sick leave, or other leave.

Constant or Real Dollars - The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

Glossary

Consumer Price Index - A statistical description of price levels provided by the U.S. Department of Labor and used as a measure of the increase in the cost of living to reflect economic inflation.

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services - Services rendered to a government by private firms, individuals or other governmental agencies, e.g. rents, maintenance agreements and professional consulting services.

Cost-of-Living Adjustment (COLA) - An increase in salaries to offset the adverse effect of inflation on compensation.

County Contribution Fund - This is a portion of State Shared Sales Taxes required to be remitted back to the State to balance the State budget. This requirement was enacted for two years in FY04 and is expected to revert back to the County beginning in FY06.

County Permitting System - This is a multi-departmental permitting system purchased by the County in FY04 and being implemented in stages. It will allow the County to efficiently track all licenses and permits, including building permits, animal licenses, and food services permits.

County Sales Tax - A general excise tax levied on all applicable categories of sales expressed as a percentage of the State Sales Tax. Coconino County's Sales Tax is 10% of the State Sales Tax, which, for most retail sales, constitutes a 1/2 cent per dollar of sales.

County Transportation Fund - This is a portion of Highway User Revenues required to be remitted back to the State to balance the State budget. This requirement was enacted for two years in FY04 and is expected to end in FY06.

Debt Service Fund - A type of governmental fund established to account for the payment of general long-term debt which includes principal and interest.

Dedicated Tax - A tax levied to support a specific government program or purpose.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department - The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation - This is the amount of expense charged against earnings by an organization to write off the cost of a capital asset over its useful life, giving consideration to wear and tear, obsolescence and salvage value. If the expense is assumed to be incurred in equal amounts in each business period over the life of the asset, the depreciation method used is straight line (SL). If the expense is assumed to be incurred in decreasing amounts in each business period over the life of the asset, the method used is said to be accelerated.

Designated Fund Balance - Current operating funds that have been limited for a specific purpose by specific action of the Board of Supervisors for fiscal reserve purposes or by an administrative unit authorized by the Board to designate funds.

Development-Related Fees - Fees and charges generated by building, development and growth in a community.

Emergency Reserve - This is a portion of General Fund revenues set aside for unbudgeted emergency expenditures and revenue smoothing purposes.

Employee Related Expenditures (ERE) - The ERE included in the Adopted Budget are the County's share of an employee's fringe benefits and taxes. ERE provided by Coconino County include FICA (Social Security), Medicare, employee and dependent health insurance, dental, vision, unemployment, and life insurance, retirement and workers compensation. The amount of most ERE's is based on a set percentage of employees' salaries. This percentage varies per fringe benefit category.

Encumbrance - A reservation of funds for an anticipated expenditure prior to actual payment of that specific item. Funds usually are reserved or encumbered with a purchase order prior to the actual cash payment being disbursed.

Glossary

Enterprise Fund - A proprietary fund established to account for governmental facilities and services that are entirely or predominantly self-supporting by user charges; or when the governmental unit has decided periodic determination of revenues earned, expenses and/or net income is appropriate, (i.e., governmentally owned utilities.)

Environmental Scans - These are service areas identified at the Strategic Advance to have similar goals and priorities where the possibility exists to provide services as a unit working together, not just as individual departments.

Expendable Trust Funds - These funds account for assets held by an entity in a trustee capacity where the principle and income may be expended in the course of the funds' designated operations.

Expenditure - A decrease in net financial resources. Expenditures include payment in cash for current operating expenses, capital outlays and debt service.

Expenditure Limit - In 1980 the Arizona Constitution was amended to limit the expenditures for counties and other local governments. Adjustments are allowed for increases in inflation or deflation and population growth. Set expenditure limitations can only be adjusted by a vote of the constituents.

Expense - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Facilities Master Plan - This is a plan that is being developed to make the most efficient and effective use of available County space while meeting the existing and long-term projected space needs of every department.

Fiduciary Fund - Fund held by a governmental unit in a fiduciary capacity for an external party.

Fiscal Policy - A government agency's adopted policy for managing revenues, spending and debt related to the government services and programs it provides and its capital investment; fiscal policy establishes agreed-upon principles and guidelines for the planning and programming of government budgets and their funding.

Fiscal Year (FY) - the 12-month period to which the annual operating budget applies. The Coconino County fiscal year begins July 1 and ends June 30. The County's fiscal year is expressed in terms of the ending date, for example, "FY 2006" refers to the fiscal year that begins July 1, 2005 and ends June 30, 2006.

Flood Control District - This is a special taxing district that addresses flood control problems and issues through capital projects in Williams, Sedona, and some unincorporated areas of the County.

Full Accrual Accounting - A basis of accounting in which revenue is recognized when earned and expenses are recognized when incurred.

Full-Time Equivalent (FTE) - A measure of the authorized hours for a position, or a group of positions, expressed in terms of the authorized hours for a full-time position (2,080 annual hours). For example, a van driver authorized and budgeted for 1,040 annual hours would be an FTE of .5; or three half-time positions would equal 1.5 FTE's.

Function - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fund - A fiscal and accounting entity with a self-balancing set of accounts which is segregated for the purpose of carrying on specific activities or objectives in accordance with specific regulations, restrictions, or limitations. The County has several funds. Governmental accounting information is organized into funds, each with separate revenues, expenditures, and fund balances.

Fund Balance/Equity - The difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes, such as contingencies or encumbrances, carried forward into the next fiscal year, or reverted back to a granting agency if such is contractually stipulated.

oversight bodies; investors, creditors and others who provide resources to governments; and citizen groups and the public in general.

Glossary

GASB 34 - Refers to Statement 34 issued by the Government Accounting Standards Board which establishes new requirements for the annual financial reports of State and local governments. The statement was developed to make annual reports easier to understand and more useful to the people who use governmental financial information to make their decisions (or who may do so in the future): legislators, their staff and members of oversight bodies; investors, creditors and others who provide resources to governments; and citizen groups and the public in general.

Generally Accepted Accounting Principles (GAAP) - These are the uniform minimum standards for financial accounting and reporting, reflecting the rules and procedures that define accepted accounting principles.

General Fund - The governmental fund used to account for all revenues and expenditures of the County that are not required to be accounted for in other funds. Revenues are primarily from property taxes, County sales tax, vehicle license taxes, license and permit fees, and State-shared sales tax. General Fund expenditures include costs for every service area and function and transfers to other funds. The General Fund is the largest fund in the County budget.

Goal - A goal is the purpose towards which an endeavor is directed. A goal supports a department's Mission Statement and a Countywide priority. Goals should include expected performance levels (i.e. citizen satisfaction levels, turnaround times, efficiencies, etc.) and are results-oriented, specific, state outcomes in measurable terms and attainable within a specifically stated time frame.

Governmental Fund - A generic classification used by GASB to refer to all funds other than proprietary and fiduciary funds. The General Fund, Special Revenue Funds, Capital Projects Funds, and Debt Service funds are the types of funds referred to as governmental funds. Governmental funds are said to be expendable; that is, resources are received and expended, with no expectation that they will be returned through user or departmental charges. Revenues and expenditures (not expenses) of governmental funds are recognized on the modified accrual basis of accounting.

Grant - A contribution made by one governmental unit or other organization to another to support a specific function. Grants may be classified as either operational or capital, depending upon the grantee.

Grant Revertment - When a government entity in receipt of a grant reverts any unexpended funds from the grant award to the granting agency.

Highway User Revenue Fund (HURF) - This revenue is derived from the gas tax, a portion of which is returned to counties by the State.

Home Rule - A limited grant of discretion from a State government to a local government, concerning either the organization of functions or the raising of revenue. Without home rule, local governments are restricted to whatever functions, organization, revenue policies, and borrowing restrictions are specified by the State government.

HTE - The County Financial Management System.

Improvement District - In accordance with Arizona Revised Statute Title 48, Chapter 6, a special district created for the purpose of, among other actions, maintaining, landscaping, grading, regarding or otherwise improving the whole or any portion of one or more streets in the proposed district.

Incremental Budgeting - A budgeting process in which precedent determines how funds will be allocated among departments and programs. Under incremental budgeting, increases in allocations usually occur in small increases over past levels.

Increments - The term used in the County budget process to identify increased costs due to a program or service demand change. A program increment covers: maintenance of an existing program, an expansion/improvement of an existing program, a new program, or a proposal to fund from local dollars a program which has previously been supported by non-local sources of revenue. Sometimes an increment is adding staff or other resources to a program in order to continue the present level of service. Absence of an increment in the face of a growing population's service demands could lower the quality of service.

Glossary

Indirect Cost - A cost necessary for the functioning of an organization as a whole but which cannot be directly assigned to one service.

Infrastructure - The physical assets of a government (for example streets or bridges).

Interfund Transfer - The transfer of money from one fund to another in a governmental unit. Interfund transfers usually have to be approved by the governing body and are normally subject to restrictions in State and local law.

Intergovernmental Revenue - Revenues from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Internal Service Funds - One or more funds that account for the goods and services provided by one department to another within government on a cost-reimbursement basis. This is a type of proprietary fund.

Investment Trust Funds - Those funds that account for investments made by the County on behalf of other governmental agencies. This is a type of fiduciary fund.

Jail District - This is an other taxing district approved by the voters to enact a sales tax to fund the Coconino County Jail and its operations. It is a separate legal entity.

Kachina Village Improvement District (KVID) - A water/wastewater treatment plant established to service the citizens of the Kachina Village subdivision.

Land Development - Capital improvements to preserve land or to enhance its public use. This includes fencing, outdoor lighting, drainage/storm runoff, and planting vegetation, as well as forest thinning.

Lapse Monies - A term for budgeted appropriations that were not expended in a given fiscal year.

Leadership Team - A committee made up of appointed County officials.

Lease Purchase - This method of financing allows the County to construct or acquire property and pay for it over a period of time by installment payments rather than an outright purchase. The time payments include an interest charge, which is typically lower than standard rates because the recipient does not have to pay income tax on the interest.

Levy - To impose taxes for the support of governmentally provided services.

Levy Limit - In 1980 the Arizona Constitution was amended to limit the amounts which could be levied on property by counties and other local governments. Coconino County is estimated to be under the limit in FY 2006 by \$358,914.

Liability - Resources owned by a government which have monetary value.

Limited Appointment - A position whose appointment is made for a specific project within a specific time frame. Limited appointments must be for no more than 24 months in duration.

Line Item Budget - A budget that reflects appropriation by specific expenditure categories. Coconino County does not publish a line item budget but uses it for internal management.

Long-Term Debt - This is all debt, including bonds, debentures, bank debt, mortgages, and capital lease obligations with a repayment period greater than one year.

Lottery Revenue - The State allocates a portion of the lottery proceeds to counties based on a formula.

Major Fund - A fund consisting of: 10% or more of the associated total revenues, expenditures/expenses, assets or liabilities of all governmental or all enterprise funds, and 5% or more of revenues, expenditures/expenses, assets or liabilities of all governmental funds and enterprise funds.

Marginal Cost - The additional cost of providing service to one more resident or consumer. Once capacity is reached, additional service capacity must be funded, and marginal cost increases substantially.

Measure - Measures are the indicators which provide means of measuring how well a department or program is doing in meeting a stated goal. Measures say whether the division is on target. They answer the question of "How well are we doing?" and quantify effectiveness and/or efficiency in terms of providing service.

Glossary

Mission Statement - A written description stating the broad purpose of an organization and its function. Coconino County's mission statement appears at the beginning of this budget document.

Modified Accrual Basis of Accounting - A type of accounting in which revenue is recognized when it is measurable and available to finance the expenditures of the current period and expenditures are generally recorded when the related fund liability is incurred (with some exceptions).

Mountain Line - The Flagstaff general bus transportation system.

National Forest Fee Revenue - This is revenue generated by logging activities on National Forest Service land that goes to support Public Works projects and County School Districts. A portion of this revenue is allocated to Title III.

Net Budget - The legally Adopted Budget less all interfund transfers and interdepartmental charges.

Net Cost to the County - An amount of funds, other than State and Federal grants, program-specific fees, and fund balance required to fund a program at a desired level. For example, a program with a budget of \$100,000 and a Federal grant for \$25,000 and generating local fees of an additional \$25,000 would result in a \$50,000 "net cost to the County."

Net Present Value (NPV) - A method used to calculate the economic value of capital projects. NPV uses a discount rate to take account of the discrepancy between the present costs of undertaking a project and its future stream of benefits. The greater the NPV of a project, the more economically attractive it will be.

Object of Expenditure - An expenditure classification, referring to the lowest and most detailed level, such as electricity, office supplies, office furniture, etc.

Objective - An activity to be achieved in well-defined and measurable terms within a specific time frame.

Obligations - Amounts which a government may be legally required to meet out of its resources, including both actual liabilities and encumbrances not yet paid.

One-Time Increment - An expenditure that, once added to the budget, will increase expenditures for one fiscal year and disappear from the next fiscal year's budget. An example of a one-time increment would include funding to purchase a specific piece of equipment.

Operating Budget - That portion of a budget which deals with recurring expenditures such as salaries, electric bills, postage, printing and duplicating, paper supplies, and gasoline. Taken together, the operating and the capital budgets should equal the total amount of spending for the fiscal period.

Operating Expenses - The cost for personnel, materials and equipment required for a department to function.

Operating Revenue - Funds that the government receives as income to pay for ongoing day-to-day operations; includes taxes, fees from specific services, interest earnings and grant revenues.

Outcome - The quantified result of an accomplished goal as determined by its measure.

Output Indicator - A unit of work accomplished without reference to the resources required for the work (for example, number of permits issued, number of arrests made, miles of road refurbished). Output indicators do not reflect the effectiveness or efficiency of the work performed.

Parks and Open Space Tax - This is a tax passed by the voters authorizing the County to collect up to \$30 million in revenue to be spent on parks and open space projects in the County.

Pay-as-you-go Basis - A term used to describe a financial policy whereby capital outlays are financed from current and available revenues rather than borrowing.

Payment in Lieu of Taxes (PILT) - This revenue is received from the Federal government by counties with public lands. Some counties have a large percentage of their area in public lands, and find themselves responsible for providing services to thousands of visitors each year. This revenue partially offsets those expenses incurred from public land use, and compensates for revenue lost due to the presence of public, non-taxable Federal property in a county. Annually, Coconino County receives at least ten cents per acre for the 4.7 million acres of Federal land in the County. The United States Congress determines the PILT appropriation, and the Bureau of Land Management (BLM) manages the program.

Glossary

Payment in Lieu of Taxes (PILT) - This revenue is received from the Federal government by counties with public lands. Some counties have a large percentage of their area in public lands, and find themselves responsible for providing services to thousands of visitors each year. This revenue partially offsets those expenses incurred from public land use, and compensates for revenue lost due to the presence of public, non-taxable Federal property in a county. Annually, Coconino County receives at least ten cents per acre for the 4.7 million acres of Federal land in the County. The United States Congress determines the PILT appropriation, and the Bureau of Land Management (BLM) manages the program.

Performance Budget - A budget format that includes (1) performance goals and objectives and (2) demand, workload, efficiency, and effectiveness (outcome or impact) measures for each governmental program.

Performance Indicators - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Performance Measure - As defined by GFOA, a specific quantitative measure or qualitative assessment of results obtained through a program or activity. It summarizes the relationship between inputs and outputs in achieving outcomes with respect to effectiveness, cost (efficiency) and quality.

Performance Measurement - As defined by GFOA, a process for determining how a program is accomplishing its mission, goals, and objectives through the delivery of products, services, or processes.

Personal Property - For property tax purposes in Arizona, personal property is designated as all types of property except land, buildings or other real property improvements. Taxable personal property includes movable items used for agricultural, commercial, industrial or rental-residential purposes. Personal property is not attached permanently to real property and may be removed by its owner without damage to the real property. Mobile homes are also personal property unless the owners file an affidavit affixing the mobile home to their real property.

Pledged Revenues - These are moneys obligated for the payment of debt service and the making of other deposits required by the bond contract.

Gross pledge or gross revenue pledge - A pledge that all revenues received will be used for debt service prior to deductions for any costs or expenses.

Net pledge or net revenue pledge - A pledge that net revenues will be used for payment of debt service.

Primary Property Taxes and Values - Primary or "limited" values are used to calculate primary property taxes which are collected to fund the maintenance and operation of school districts, community college districts, counties, cities and State government. Primary values and taxes are both "limited" as to how much they can increase if no changes have been made to the property.

Program - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Budget - A budget which allocates money to the functions or activities of a government rather than to specific items of cost to specific departments.

Program Performance Budget - A method of budgeting whereby the services provided to the residents are broken down into identifiable service programs or performance units. A unit can be a department, a division or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

Program Revenue - Revenues earned by a program including fees for services, license and permit fees and fines.

Property Tax System - Arizona's property tax system is unique in that it uses two types of property values for taxing purposes, primary and secondary (see definitions of each). Property taxes are applied to each \$100 of assessed valuation on real and personal property. The total FY2006 property tax rate for the Coconino County General Fund is .4753 per \$100.

Proposed Budget - A plan of financial operations submitted by the County Manager to the Board of Supervisors. This plan reflects estimated revenues, expenditures, transfers, and departmental goals, objectives, and performance/workload indicators.

Glossary

Proprietary Funds - Sometimes referred to as "income determination," "non-expendable," or "commercial-type" funds. They are used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (enterprise and internal service funds). Revenues and expenses (not expenditures) are accounted for on the full accrual basis.

Public Hearing - An open meeting regarding proposed operating or capital budget allocations which provides citizens with an opportunity to voice their views on the merits of the proposals.

Purpose - A broad statement of the goals in terms of meeting public service needs that a department is organized to meet.

Real Property - Real estate, including land and improvements (buildings, fencing, paving) classified for purposes of assessment.

Recurring Increment - An expenditure that, once added to the budget, will be incurred every fiscal year. An example of a recurring increment is the cost of salaries related to hiring new employees.

Regressive Tax - A tax that is relatively more burdensome on lower-income households.

Reserves - Fund balances that cannot be used for recurring expenditures but are available for emergency or one-time expenditures.

Reserves For Unforeseen Contingencies - Funding for nonrecurring, unanticipated expenditures; the funds protect the local government from having to issue short-term debt to cover such needs.

Residual Equity Transfer - A one-time transfer of cash from an existing fund to a new fund would fall under the definition of a non-capitalized asset residual equity transfer.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - The total amount available for appropriation including estimated revenues, fund transfers and beginning fund balances.

Revenue - An increase in assets or financial resources.

Revenue Bond - A bond that is payable from a specific source of revenue and to which the full faith and credit of an issuer with taxing power is not pledged. Revenue bonds are payable from identified sources of revenue and do not permit the bondholders to compel taxation or legislative appropriation of funds not pledged for payment of debt service. Pledged revenues may be derived from operation of the financed project, grants and excise or other specified non-ad-valorem taxes.

Revenue Neutral Position - A position is considered to be revenue neutral when its expenditure impact, i.e., its total cost, is directly offset by the generation of incremental (or "new") revenue.

Roadrunner - The Sedona transit system.

Salary Savings - The reduced expenditures for salaries that result when a position remains unfilled for part of a year or when a more senior employee is replaced by a newer employee at a lower salary.

Secondary Property Taxes and Values - Secondary or "full cash" values are synonymous to market values. They are used to calculate secondary property taxes to support voter-approved budget overrides, bond issues and other debt service, such as special districts. Coconino County collects secondary taxes for the Library District Fund, Fire District Assistance Fund and Flood Control District.

Service Area - These are made up of departments with similar goals and priorities with a common purpose and common issues to address.

Service Level - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures or workload.

Source of Revenue - Revenues are classified according to their source or point of origin.

Special Assessment - A tax or levy customarily imposed against only those specific parcels of real estate that will benefit from a proposed public improvement like a street or sewer.

Glossary

Special Districts - An independent government unit organized to perform a single governmental function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are water districts, drainage districts, paving districts, flood control districts, hospital districts and fire protection districts.

Special Revenue Fund - A governmental fund used to account for revenues legally earmarked for a particular purpose. For example, if revenues from a hotel/motel occupancy tax are earmarked for tourism and convention development, a hotel/motel tax fund would account for the revenues and expenditures associated with such purposes.

SRP In-Lieu Contribution - The Salt River Project (SRP), a quasi-governmental agency in Arizona, pays a "contribution" to the County as prescribed by State statute based upon the current tax rates.

Standard Addressing Project - This project being implemented by GIS involves correcting duplicate addresses and assigning street names and address to the unincorporated areas of Coconino County. It will allow for 911 service to be expanded to those areas and assist the United States Postal Service with mail delivery.

State Shared Sales Tax - Sales Tax collected by the State and distributed to cities and counties based on a formula set by State statute.

Strategic Advance - A meeting of the Board of Supervisors, Elected Officials, and Leadership Team to develop strategies for becoming a high performance organization.

Supplemental Appropriation - An additional appropriation made by the government body after the budget year has started. In Coconino County, this is accomplished by process of budget amendment approved by the Board of Supervisors.

Target Budget - Desirable expenditure levels provided to departments in developing the coming year's recommended budget; based on the prior year's Adopted Budget, excluding one-time expenditures, projected revenues and reserve requirements.

Tax Levy - The resultant product when the tax rate per one hundred dollars of assessed value is multiplied by the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefits of the people. This term does not encompass special assessments.

Tentative Budget - A preliminary adoption of the budget that sets the expenditure "ceiling" that legally cannot be exceeded during a given fiscal year.

Tipping Fees - The cost for use of solid waste facilities charged to individual users. This may be levied on tonnage or cubic foot or cubic yard of solid waste. In Coconino County the tipping fees are levied by the cubic yard and do not cover the entire cost of solid waste handling.

Title III - These are a portion of National Forest Fee revenue allocated by the board.

Title V - Subsidized employment to those 55 and over to train in new skills and reenter the workforce.

Transfers In/Out - Amounts transferred from one fund to another to assist in financing the services of the recipient fund.

Unencumbered Fund Balance - Amount of an appropriation neither expended nor encumbered; generally available for future purposes.

User Fees/Charges - Fees imposed for direct receipt of a public service on the party receiving the service.

VanGo - The Flagstaff ADA compliant para-transit system.

Variable Cost - A cost that increases or decreases relative to increases/decreases in the amount of service provided.

Vehicle License Tax - Also known as Auto-Lieu, a tax paid to the State by drivers when registering vehicles as part of the total registration cost, a portion of which is returned to the counties by the State.

Glossary

Working Cash - Excess of readily available assets over current liabilities; cash-on-hand equivalents which may be used to satisfy cash flow needs.

Workload Indicator - A unit of work to be done (for example, number of permit applications received/processed, number of criminal investigations, etc.)

Zero-based Budgeting - Zero-based budgeting is a method by which decision makers conduct an annual evaluation of each program's purpose and priority, weighing it against all other spending possibilities; as a consequence of this evaluation, decision makers may decide not to renew funding for an existing program, or opt to fund an enhanced spending package, provide for another decision unit, or to provide base level funding for an entirely new initiative.

Acronym List

ACRONYM	DEFINITION
ACJC	Arizona Criminal Justice Commission
ADA	Americans with Disabilities Act
ADEQ	Arizona Department of Environmental Quality
ADHS	Arizona Department of Health Services
ADOT	Arizona Department of Transportation
ADR	Alternate Dispute Resolution
AHCCCS	Arizona Health Care Cost Containment System
ALTCS	Arizona Long Term Care system
AOC	Administrative Office of the Courts
API	Arizona Preserve Initiative
APS	Arizona Public Service
ARS	Arizona Revised Statutes
ASRS	Arizona State Retirement System
ATF	Alcohol Tobacco and Firearms
AZEIP	Arizona Early Intervention Program
BIA	Bureau of Indian Affairs
BOS	Board of Supervisors
CDBG	Community Development Block Grant
CDC	Center for Disease Control
CERT	Community Emergency Response Team
CI	Community Initiative
CID	County Improvement District
CIP	Capital Improvement Plan
CJ	Criminal Justice
CJCC	Criminal Justice Coordinating Council
CJI	Criminal Justice Integration
CJRIP	Criminal Justice Records Improvement Program
COPS	Certificates of Participation
CPAF	Case Processing Assistance Fund
CPOS	Coconino Parks and Open Space
CREC	Coconino Rural Environmental Corp
CVD	Cardiovascular Disease
DARE	Drug Abuse Resistance Education
DEA	Drug Enforcement Administration
DES	Department of Economic Security
DOR	Department of Revenue
DPS	Department of Public Safety
DRE	Drug Recognition Experts
EAP	Employee Assistance Program
EDMS	Electronic Document Management System
EEC	Economic Estimates Commission
EGAD	Employee Growth and Development
ERE	Employee Related Expenditures
FARE	Fines, Assessments, Restitution Enforcement Program
FDAT	Fire District Assistance Tax
FEMA	Federal Emergency Management Association
FMP	Facilities Master Plan

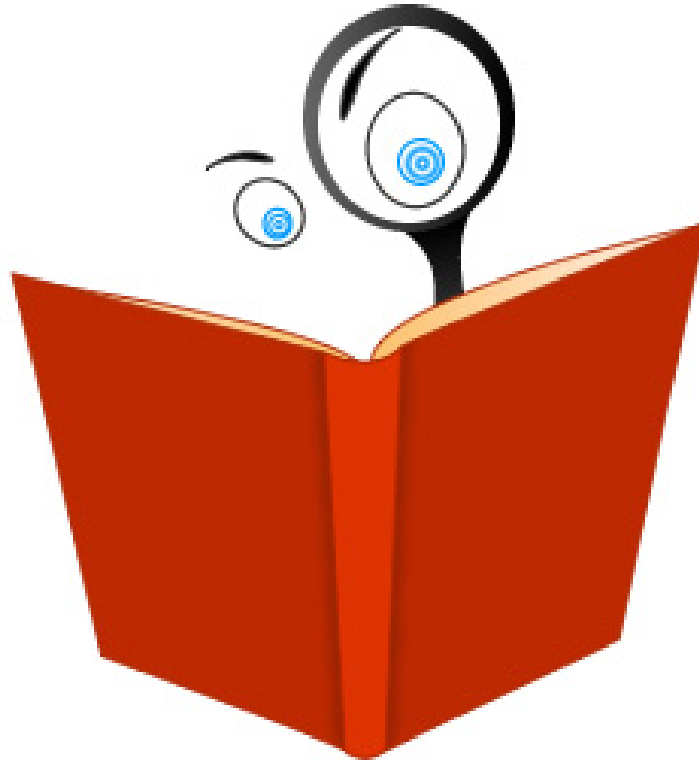
COCONINO COUNTY

Acronym List

ACRONYM DEFINITION

FMS	Financial Management System
FTCP	Fort Tuthill County Park
FTE	Full-Time Equivalent
FY	Fiscal Year
GASB	Governement Accounting Standards Board
GDP	Gross Domestic Product
GED	General Equivalency Diploma
GF	General Fund
GFOA	Governement Finance Officers Association
GIS	Geographic Information Systems
GITEM	Gang Intelligence Team Enforcement Mission
GPD	Gallons Per Day
HMEP	Hazardous Materials Emergency Preparedness
HR	Human Resources
HURF	Highway User Revenue Fund
IGA	Intergovernmental Agreement
IT	Information Technology
JC	Justice Court
JCEF	Justice Court Enhancement Fund
JIPS	Juvenile Intensive Probation
KVID	Kachina Village Improvement District
MCH	Maternal and Child Health
MOE	Maintenance of Effort
NACOG	Northern Arizona Council of Governments
NAIPTA	Northern Arizona Intergovernmental Public Transportation Authority
NAPEBT	Northern Arizona Public Employee Benefit Trust
NICP	Neonatal Intensive Care Program
OD	Organizational Development
OUI	Operating Under Influence
PC	Personal Computer
PIC	Practice Improvement Collaborative
PILT	Payment in Lieu of Taxes
PVCP	Peaks View County Park
RANNA	Resource Action Network Northern Arizona
RCP	Raymond County Park
RFP	Request for Proposal
SRP	Salt River Project
TB	Tuberculosis
TNT	Truth in Taxation
USDA	United States Department of Agriculture
USFS	United States Forest Services
VITA	Volunteer Income Tax Assistance
VOCA	Victims of Crime Act
VRIA	Victims' Rights Implementation Act
WIA	Workforce in Action
WIC	Women, Infants, and Children
YCC	Youth Conservation Corp

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