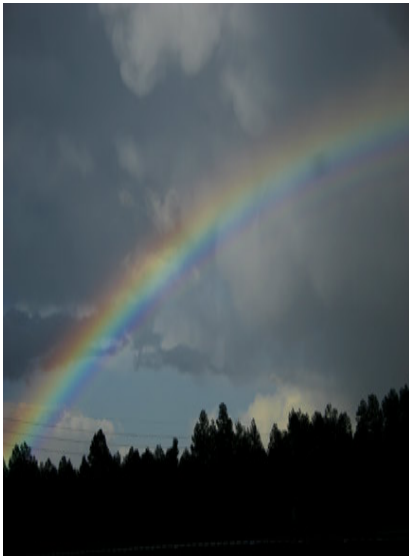




Coconino County Arizona  
Annual Adopted Budget  
Fiscal Year 2006  
(July 1, 2005 - June 30, 2006)







**Adopted Budget  
Fiscal Year 2006  
(July 1, 2005 - June 30, 2006)**

**COCONINO COUNTY BOARD OF SUPERVISORS**

**Carl Taylor  
District 1**

**Elizabeth C. Archuleta  
Chairman  
District 2**

**Matthew G. Ryan  
District 3**

**Deborah Hill  
District 4**

**Louise Yellowman  
Vice-Chairman  
District 5**

**Steve Peru  
Clerk of the Board/  
Deputy County Manager**

**John E. Holmes  
County Manager**

**Jerry Flannery  
Deputy County Manager**

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

**Budget Team**

*Michael Townsend*

*Siri Mullaney*

*Andrew Bertelsen*

*Sally Spagnuolo*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Coconino County  
Arizona**

For the Fiscal Year Beginning

**July 1, 2004**

*Nancy L. Zelle*  
President

*Jeffrey R. Emer*  
Executive Director



**Budget Resolution**

**COCONINO COUNTY BOARD OF SUPERVISORS**

**RESOLUTION 2005 - 45**

**ADOPTING THE COCONINO COUNTY BUDGET FOR FY 2006**

WHEREAS in accordance with the provisions of A.R.S. 42-17101 through 42-17105, the Board of Supervisors on June 21, 2005, made and adopted an estimate of the different amounts required to meet the public expenditures for the ensuing fiscal 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 sections of said Code, and following due public notice, the Board met on the 26th day of July, 2005, at which meeting any taxpayer was invited to appear and be heard in favor of against any of the proposed expenditures or proposed tax levies; and

WHEREAS publication was duly made as required by law of said estimates together with a notice that the Board would meet on the 9th day of August, 2005, in the Board of Supervisors meeting room for the purpose of making tax levies as set forth in said estimates; and

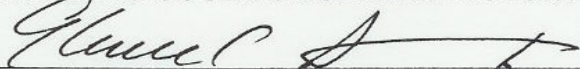
WHEREAS the sums to be raised by primary taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in A.R.S. 42-17101 and 17102; and

WHEREAS by *unanimous* vote of the Board of Supervisors said estimates of revenue and expenditures were adopted as the budget of Coconino County, for Fiscal Year 2006 following the public hearing on July 26, 2005;

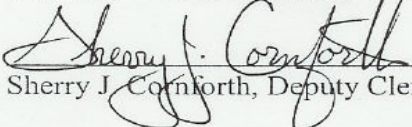
NOW THEREFORE BE IT RESOLVED that the Board of Supervisors adopts the budget of Coconino County for Fiscal Year 2006.

Signed and sealed this 26<sup>th</sup> day of July, 2005.

COCONINO COUNTY BOARD OF SUPERVISORS

  
Elizabeth C. Archuleta, Chairman

ATTEST: Clerk of the Board

  
Sherry J. Cornforth, Deputy Clerk



**Board of Supervisors**

Louise Yellowman  
Vice-Chairman  
District 5

Carl Taylor  
District 1

Deborah Hill  
District 4



Elizabeth C. Archuleta  
Chairman  
District 2

Matthew G. Ryan  
District 3



## ***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 to provide our citizens with accessible local government;
- To provide the most effective and efficient delivery of services;
- To be sensitive to the needs of all citizens in our changing world;
- To challenge, recognize and support our employees because they are the backbone of the County;
- To 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 responsibility for the outstanding performance of the organization including an important role in the work of leadership and management. People excel when given the opportunity for self development, when recognized for their achievements and contributions and when encouraged to use their talents and skills.

Higher performance is achieved by committed people who are interdependent and have a common sense of purpose.



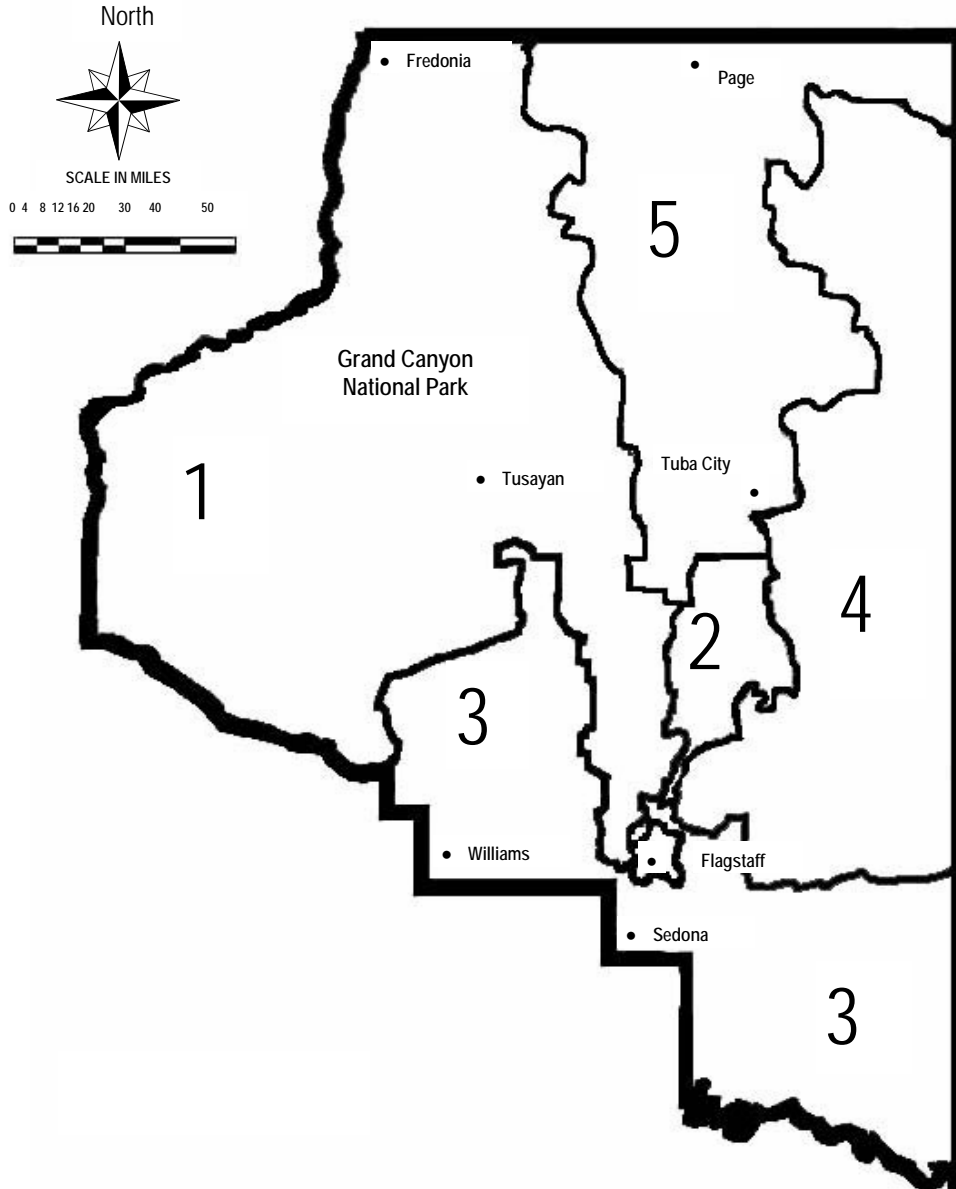
## ***VALUES STATEMENT***

***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 civility.
- **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.



**Supervisory Districts Within Coconino County**



- District 1: Carl Taylor
- District 2: Elizabeth C. Archuleta, Chairman
- District 3: Matthew G. Ryan
- District 4: Deborah Hill
- District 5: Louise Yellowman, Vice-Chairman



**Coconino County Officials**

**BOARD OF SUPERVISORS**

District 1..... Carl Taylor  
 District 2..... Elizabeth C. Archuleta, Chairman  
 District 3..... Matthew G. Ryan  
 District 4..... Deborah Hill  
 District 5..... Louise Yellowman, Vice-Chairman  
 County Manager..... John E. Holmes  
 Clerk of the Board/Deputy County Manager..... Steven Peru  
 Deputy County Manager..... Jerry Flannery

**ELECTED OFFICIALS**

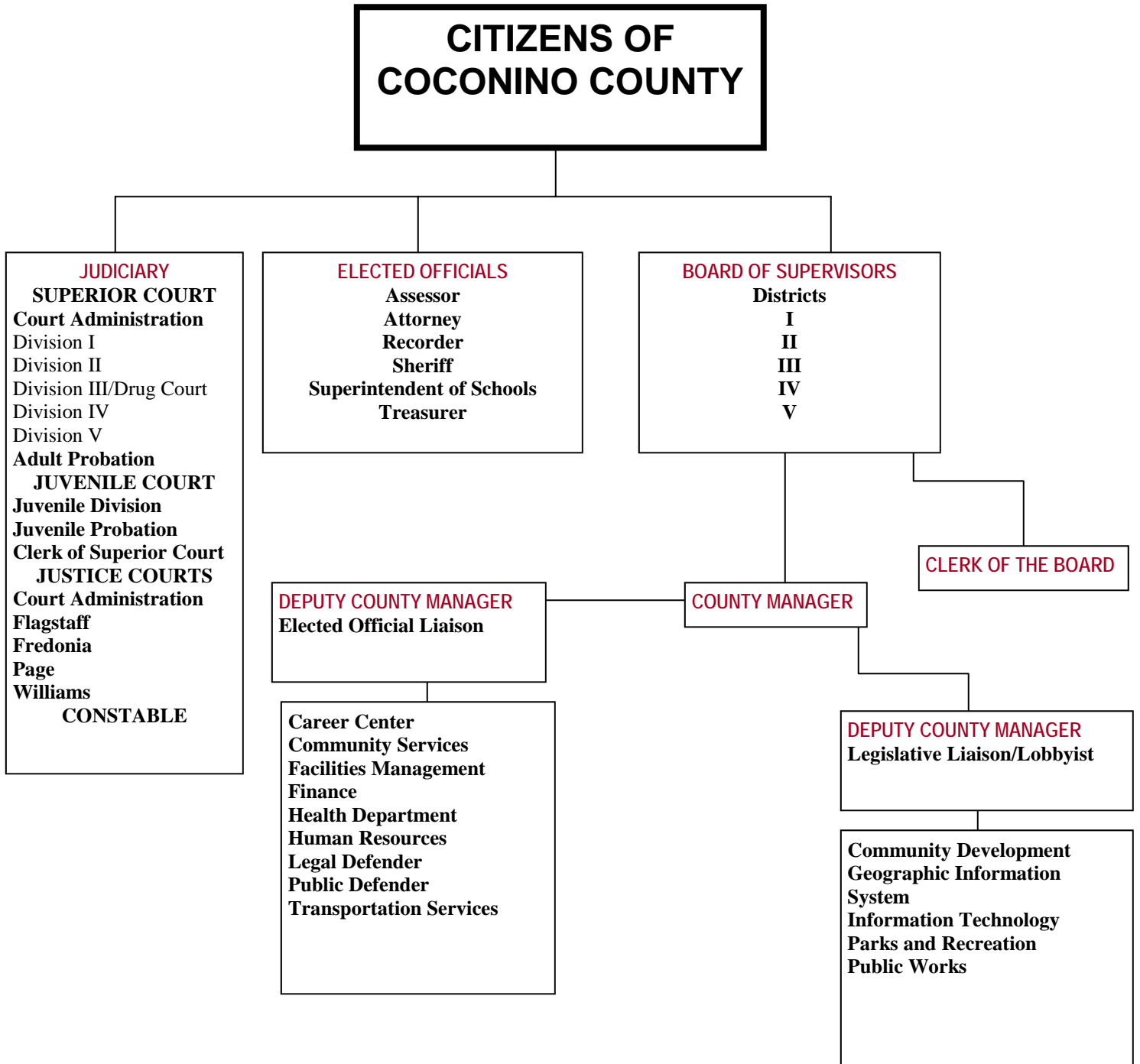
Clerk of the Superior Court..... Debbie Young  
 Constable..... John Weybright  
 County Assessor..... Chris Mazon  
 County Attorney..... Terence Hance  
 County Recorder..... Candace Owens  
 County Sheriff..... William Pribil  
 County Superintendent of Schools..... Cecilia Owen  
 County Treasurer..... 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 (Presiding)  
                                   Division III..... H. Jeffrey Coker  
                                   Division IV..... Charles Adams  
                                   Division V..... Mark Moran

**APPOINTED DEPARTMENT HEADS**

Adult Probation (Chief Probation Officer)..... James Buzard  
 Career Center..... Carol Curtis  
 Community Development..... William Towler  
 Community Services..... Verna Fischer  
 Court Administrator..... Gary Krcmarik  
 Facilities Management..... Jody Gilbert  
 Finance..... Michael Townsend  
 Geographic Information Systems..... Dharmesh Jain  
 Health Department..... Barbara Worgess  
 Human Resources..... Jane Emberty  
 Information Technology..... Larry Dannenfeldt  
 Juvenile Court Services..... Duane Shimpach  
 Legal Defender (Acting)..... Gary Pearlmutter  
 Parks and Recreation..... Todd Graeff  
 Public Defender..... H. Allen Gerhardt  
 Public Works..... John Dobrinski  
 Superior Court Division V Judge Pro Tempore..... Dan Slayton  
 Superior Court Juvenile Court Judge/Commissioner..... Margaret McCullough



Coconino County Organization Chart





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# Letter to the Citizens





**Letter to the Citizens**

July 26, 2005

Dear Citizens of Coconino County,

The Coconino County Board of Supervisors and I are pleased to submit the Final Budget for Fiscal Year (FY) 2006.

**Summary of Financial Condition**

Coconino County is projecting a 5.7% growth in overall budgeted General Fund revenues for FY06. While in the previous two fiscal years the County incorporated the State imposed County Contribution Fund as established in FY04, it is anticipated that the County Contribution Fund will no longer be imposed, returning much needed services to the County. The projected growth in revenues can be attributed to the continuing recovery of the State economy, primarily reflected in the County's share of the State sales tax. The projected revenue growth is also attributable to an increase in indirect costs. The Board has adopted the property tax rate, and the rate for FY06 will remain unchanged from FY05.

Staff estimates County sales tax will grow by 6.0% in FY06 over the current FY05 estimate with the annual growth rate stabilizing at 2.5% through FY10. Currently, the County is collecting more in State Shared Sales Taxes in FY05 than FY04, and this trend is anticipated to continue based on projected State economic growth and the elimination of the State mandated County Contribution Fund. We are projecting a growth rate in State Shared Sales Tax of 5.5% during the FY06 and FY07 Fiscal Years, returning to a more conservative growth rate of 3.5% in FY08 and remaining at 3.5% thereafter.

The County's General Fund operating expenditure budget is \$49 million for FY06, an increase of 7.5% over FY05 (net of the effects of the contingency budget and National Forest Fee revenue/expenditure reporting changes). Of this increase, approximately \$2.6 million is directly related to the pay plan and increases in employee benefits (health insurance and retirement contributions) for next fiscal year and \$252,000 for supplemental expenditures for mandated programs and other expenditures.

The Budget Team has prepared a five-year financial plan that is used to forecast the County's financial future. In reviewing budget requests, we have kept our long-term financial picture in mind. As a part of this multi-year plan, we are recommending that 15% of General Fund revenues go toward an emergency reserve account. Of the 15%, 10% is recommended for an emergency reserve. The balance of 5% could be available as a revenue smoothing allocation to be used during economic downturns to help alleviate potential cuts to services.

A component of implementing the revenue smoothing allocation would be to fund recurring increments with on-going revenues projected at base levels. The Joint Legislative Budget Committee is projecting State Shared Sales Tax to increase approximately 9% in fiscal year 2006. The Budget Team has found that the average increase over the most recent 10-year period is approximately 5.5%. Thus, in projecting on-going base revenues available for recurring increments, the amount available from State Shared Sales Tax was estimated at the 5.5% growth rate. If State projections are correct, and relatively high growth rates are actually experienced, the additional revenues generated would be added to future revenue calculations after actual returns are realized. If we experience an economic slowdown, and actual revenues collected are below the expected average annual growth, increments would be limited to that year's growth, subject to the priority funding of the pay plan and State mandated programs, utilizing the revenue smoothing reserve to continue adequate funding through the downturn.



## Letter to the Citizens

We have been engaged in a Community Investment Program (CIP) planning and ranking process, and we need to develop a way to finance large capital projects while at the same time manage our current debt load. In doing so, CIP projects could potentially be funded through the use of cost savings, or lapse monies, from prior year's budgets. Such cost savings can be experienced through actual expenditures being lower than the budgeted amounts and actual revenues being higher than amounts estimated during the budget process.

In the interest of fiscal prudence, lapse money currently included in the General Fund balance is being recommended to fund the deficit in the Debt Service Fund, used to pay principal and interest on the Certificates of Participation (COPS) issued in 1998 and 2001. In the early part of FY06, we will research the possibility of pre-paying one or both of the COPS issues in order to release collateral needed to plan for future CIP projects and Parks and Open Space projects, when recommended by the Board of Supervisors. To this end, a \$2 million transfer per fiscal year from the General Fund to the Debt Service Fund is being recommended in FY06 and FY08.

Principal issues the board faced in the development of the FY06 budget include: the need to attract and retain a qualified workforce, changes in State Mandates that affect the budget, the County's need to provide collaborative solutions for the citizens, and the effort we are putting into becoming a high performance organization. While many of our budgetary priorities are on-going from last year's budget to the FY06 budget, ingrained in the current organizational culture, we also understand that our priorities must be adaptable to the current environment. Keeping in mind that a change in the State's priorities can change the amount of funding we receive for any given program, we need to be adaptable to the changing environment, working to best utilize the funding we receive from outside funding sources. As the State and local economies recover, we can then look at providing a higher level of service in our top programs throughout the County. We will rely on our strategic planning efforts to determine our annual budgetary priorities, understanding that economic conditions and even weather conditions affect the resources we can allocate to program tasks. In doing so, we will continue to track our annual budgetary trends, looking at where we have been to best determine our current - and forecast our future - organizational condition.

### **Employees: Our Greatest Asset**

The Board of Supervisors has made a commitment to the employees of Coconino County, addressing quality of life issues and enhancing the ability of departments to attract and retain a qualified workforce. While equipment purchases, supplies and contractual services are necessary to the operation of County government, our employees are what make the County work. In the mid 1990's, the Board addressed the overcrowding of County workspace by embarking on a Facility Construction Program that resulted in projects such as the renovation of the County Courthouse and Page Health Building, as well as a few new buildings, including the Law Enforcement Administrative Facility and the new office building at 110 E. Cherry. These projects provide modern work space for County staff and alleviated a seriously overcrowded and unacceptable space situation.

As we work to overcome the recent recession as well as State actions that have made it challenging for our local government to effectively meet our departmental requirements, we need to remember our greatest asset to the organization - our employees. County employee salaries have fallen behind the market, inhibiting our ability to attract and retain a qualified workforce, disrupting service, and creating significant costs to hire and train new employees.

As a result of the Board of Supervisors Annual Goals Workshop in December of 2003, an employee compensation plan was identified as a major priority. Thus, a Compensation Committee, representing a cross section of County departments and employees, was formed to evaluate the County's compensation program and to suggest appropriate changes. The Committee drafted a Compensation Philosophy and Action Plan, along with a market study survey. The Committee also evaluated factors in the local economy that affect the value of County employee salaries. The Committee found that, on average, the cost of living in Flagstaff exceeds large metropolitan areas in the State by 12%.



## Letter to the Citizens

In FY05 the Compensation Committee recommended, and the Board approved, that County positions receive a 3% market adjustment on July 1, 2004, and an additional increase of 2% on January 1, 2005, increasing all salary ranges by 5%. Also, all employees who are meeting performance standards became eligible each year to receive a 2.5% salary increase on their anniversary dates to allow employees to progress through the salary ranges. This "step system" became part of the base budget in FY05 to be included in future years. For FY06, a 5% market adjustment was approved, effective July 1, 2005, to reflect local and regional economic conditions.

The cost to provide quality health care insurance to employees has been a growing concern for public and private entities throughout the Country. Many organizations are anticipating a 15% to 20% increase in health insurance premiums. Often these costs are offset by the employer. Coconino County is part of the Northern Arizona Public Employees Benefit Trust that also includes the City of Flagstaff, Flagstaff Medical Center, Coconino Community College, and the Flagstaff School District, giving the trust stronger buying power in the health insurance marketplace. While health insurance rates were projected to increase by approximately 12.5%, the group was able to use surplus funds for a one year "buy down" of the health insurance premium to 4.5%. This extremely low rate is an overall benefit to our employees, as employees will not experience a decrease in coverage and cost for dependent care coverage will increase at a much lower rate than anticipated. In addition, the premiums expensed by County programs will reflect a 10% increase, less than the actual 12.5% increase in health insurance premiums.

### ***Intergovernmental Relationships and State Mandates***

Other mandated costs and revenue shifts have been passed to local government and absorbed by local revenue sources. Such mandated costs include legislative pay increases for elected officials, Arizona Health Care Cost Containment System (AHCCCS) cost increases, Arizona Long Term Care System (ALTCS) Increases, Restoration to Competency cost shifts, establishment of a County Contribution Fund to balance the State budget, and establishment of a County Transportation Fund. Based on current legislative activity, we anticipate the State's County Contribution and County Transportation Fund payments to end at the end of FY05, as well as our County HURF contributions returning to higher than anticipated levels.

We remain optimistic about our work at the State legislative level and believe that we are making progress in getting the County's issues communicated. We are also making progress at the local government level, as we continue to form valuable partnerships with the City of Flagstaff, the City of Sedona, NAU and other governmental and nonprofit agencies.

### ***Supplemental Funding for FY06***

While we continue to work hard with State agencies and lawmakers to ensure that the State achieves budgeting goals without placing fiscal stress on our County government, we have also made a strong effort to review increment requests carefully for another year, recommending supplemental funding when increases are mandated by State action or, after discussion with the departments, we found additional spending absolutely necessary. Increments were evaluated on the basis of meeting recommended service area strategies and were also considered when new funding would support collaborative solutions to provide County services or enhance organizational productivity. Requests that are supported by specific funding sources outside the General Fund are also noted.

The total dollars in supplemental funding we are recommending for FY06 is \$25.4 million. Of that amount, \$3.1 million is from the General Fund and \$22.3 million is for Special Revenue Funds and other non-General Funded increments. Within the General Fund, the increments include \$1 million for recurring expenditures and \$2.1 million for one-time expenditures.



## Letter to the Citizens

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We did not approve funding for new full-time positions in the FY06 General Fund, except for those positions that meet the criteria above, in part because of the recurring nature of these additional costs and due to priority being placed on the pay plan.

The County is constantly looking at collaborative solutions to provide County services or enhance organizational productivity, as productivity improvements could lead to future cost savings. Collaborative solutions can help departments provide a more streamlined level of service to citizens by avoiding duplication of effort or redundancy in the service delivery. Such collaborative implementation processes between County departments or with other agencies include:

- The new County Permitting System currently being implemented by Community Development, Public Works, Environmental Health, Geographic Information Systems, and Information Technology.
- The Standard Addressing Project to develop and maintain a County-wide street centerline (roads and streets network) database.
- The AS 400 Project - in FY05 the Finance Department and Treasurer's Office became part of a cooperative purchasing agreement with the City of Flagstaff to implement a project that upgraded the County's financial management system, making the County and the City of Flagstaff interchangeable hot sites for emergency backup purposes. The project also includes continuous support and maintenance for the Finance Department's financial management software.
- The Computer Services Inter-Governmental Agreement (IGA) on the law enforcement front - the City of Flagstaff, Coconino County, and the Jail District are engaged in a successful IGA, in which the Sheriff's Office provides computer services to the Jail District, Flagstaff Police Department and Northern Arizona University (NAU) Police, while working to not increase costs to the Jail District or the General Fund.
- The Criminal Justice Coordinating Council, which is a collaboration of County, City and State criminal justice and law enforcement agencies, is working to improve the criminal justice system.

The County Budget Team will continue to work with all County departments to find solution oriented ways to provide quality service to the citizens of the County.

### ***Improving Performance and Budgeting Effectively***

While we are constantly challenged by limited resources and an increasing population to serve in the County, we must continue to focus on improving productivity. In response to the Board of Supervisors direction, we continue towards the effort to raise performance in becoming a high performance organization.

At the Strategic Advance held in late March, the Board of Supervisors, the Leadership Team and Elected Officials of the County had the opportunity to come together to be creative, share ideas, get to know each other better and, most importantly, identify the major directions for Coconino County. Several positives came of this Strategic Advance, the most important being the Board and the Leadership Team coming together to think, create, and collaborate on the development of a vision for the future of Coconino County.

This Strategic Advance with the Board of Supervisors moved us forward in the direction of a higher performing organization.



## Letter to the Citizens

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Some of the positive outcomes included:

- The Board endorsed the work of the five committees representing the five major source areas of the County and asked the Budget Team to prepare action plans for implementation of the strategies recommended by these committees.
- The Board recognized additional work that needs to be done on the vision statement and agreed to meet in the near future to work on it.
- The Board joined with the elected and appointed officials in the brainstorming session on the 2020 vision.

As a follow up to the Advance, the Chairman and Board Members immediately scheduled a session to work on a vision statement and included representatives from the Leadership Team in the five areas that were used for the Environmental Scans. Participants developed three alternative vision statements, with the statements being a combination of an Organization and a Community-wide vision. The Board of Supervisors and Leadership Team are currently working to bring together the three statements into one.

During the Board budget hearing process, the Budget Team scheduled the Department meetings by Service Area in response to the Board's excitement and approval of the Leadership Team's work on the Service Area Environmental Scans, which notes the top strategies to address the major issues within each Service Area. In doing this, each department related their accomplishments, goals, outstanding issues, and incremental funding requests to their respective Service Area strategies.

### **All on Board**

It was recognized from the start that, in order to work toward our goals, we as a County must become more entrepreneurial and participative in our approach to leadership. A survey of employees with a 39% response rate identified the values that we will live by: honesty, respect, integrity, responsibility and community. The County will also continue to work on improving upon the themes that emerged from the employee forums held in 2004: the need for a pay plan, better internal communications, employee recognition for good work, and development of more of a sense of family and a cooperative spirit among the departments.

The proposed Compensation Committee Pay Plan, Weekly Newsletter, National Public Service Recognition Annual Awards, Celebrating Success employee recognition effort, Events Committee, and additional employee outreach and involvement (through additional forums and the formation of employee teams) are examples of work being done to address these themes.

Where will we go next with this effort to improve performance? First, we will implement the Community Investment Program, taking a comprehensive look at our capital needs as they relate to effective and efficient use of our limited dollars for infrastructure improvement.

### **Community Investment Program**

The County will be developing a financial plan for the first phase of this plan and will start the Facilities Master Plan. The Board is reviewing the CIP for the Flood Control District and the funding of that plan. The recent wet winter has tested the County's existing drainage systems and many improvements are needed.



**Letter to the Citizens**

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***Performance Measures***

The County will continue to develop our performance measures, giving Department Directors an organized tool to track the progress of their daily operations as well as their long term vision and goals. The Budget Team is currently working with department directors to determine the best measurement tools to utilize within each department and we look forward to moving this effort ahead in the coming fiscal year. The County Manager would eventually like to have the County join the ICMA (International City and County Management Association) Center for Performance Measurement to assist the Management Team with collection, analysis, and application of performance information. Currently, ICMA performance measure practices are being integrated into our County program, and we look forward to providing the Board with quarterly reports of performance information.

***Strategic Planning***

The County looks forward to the development of a Strategic Plan for the organization. This plan will provide an exciting opportunity for planning for the future across organizational lines. It will, in appropriate areas, involve substantial citizen involvement for such projects as dealing with the County's expenditure limit and financing of the Jail District. As we progress in our formulation of the County Strategic Plan, we will work to continually link our annual budget to the strategic plan objectives. Our vision for the Strategic Plan is to create a document that guides the County in its planning and prioritization process of a three to five year time frame. Eventually, during the annual budget process, priorities will be set by the Board of Supervisors based upon the Strategic Plan.

The County will continue to work to incorporate Strategic Planning into the County's budget process. The Board will continue working with the Leadership Team and Elected Officials to simplify the budget process, allowing the Board to see the cost of providing specific County services and communicating how those services relate to the Board's goals and strategies. This will provide a budget system that is a catalyst for team building and participatory management.

The Board of Supervisors and I look forward to working with you the Citizens, along with the Leadership Team, County Elected Officials, and all County employees as we address both the challenges and opportunities before us in the coming year!

Sincerely,

Elizabeth C. Archuleta  
Chair, Coconino County Board of Supervisors



Coconino County Arizona

**Letter to the Citizens**

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# Budget Summary





## **Budget Summary**

### **How This Document is Organized**

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This Fiscal Year 2006 Budget Document has been developed to provide information to the public, document the FY06 budget process and decisions, and present the budget for FY06. The document is divided into the following major areas: Introduction, Letter to the Citizens and Budget Summary, Departmental Budgets Presented by Service Area, Special Taxing Districts, Capital Acquisitions, Performance Measures, State Budget Document, Glossary, and Index.

#### **Introduction**

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

#### **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 FY06 Budget. The Budget Summary immediately following provides the FY06 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 future trends and budget allocations for FY06. The summary ends with a discussion of County debt and personnel.

#### **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 budget of each department and the service area as a whole, a financial report that shows expenditures by category and programs, a description of department programs, a detailed list of FTE changes, and a listing and description of all department increments.

#### **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 Community Investment Program, which serves as the link between the County's capital planning and budgeting function and provides direction to transform the broad strategic goals of the organization into tangible facilities and services.

#### **Performance Measures**

This section includes information on the County means of measuring departmental goals and accomplishments.

#### **State Budget Document**

This area contains the information required for the submittal of the State Budget Document, the formally adopted budget summary that the County is required to file with the Arizona State Auditor General.

#### **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**

**Budget Tasks and Milestones**

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<b>Tasks</b>	<b>Key Dates</b>
Pre-budget information (base budgets sent to departments)	January 3, 2005
Detailed personnel listing sent to departments	February 1, 2005
Budget module open for budget input, including year-end estimates and increment requests	February 1, 2005
Work Session with the Board of Supervisors to adopt policies, process, and assumptions	February 8, 2005
Budget kick-off with all departments	February 9, 2005
Last day for final changes and corrections to budget submissions and requests	March 11, 2005
County Manager budget meetings with departments	March 28 to April 8, 2005
County Manager presents FY2006 Proposed Budget to the Board of Supervisors	May 10, 2005
Board of Supervisors work sessions with departments to review budget submissions.	May 18 to 25, 2005
Present FY06 Tentative Budget for adoption to the Board of Supervisors	June 21, 2005
Adopt Final Budget for FY06 and Final Truth in Taxation Adoption	July 26, 2005
Adopt Tax Rates for FY06	August 9, 2005



## Budget Summary

### Community Profile

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#### 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.
- 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, recently renovated under the County's Community Investment Program.



Coconino County Courthouse - Circa 1891



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

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#### County Services

The County, through its thirty-two 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, 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. 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, the 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 the Health Department. 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

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#### County Services

- **Community Development** includes the departments of: Community Development, Geographic Information Systems (GIS), Parks and Recreation, Public Works, and Transportation Services. The Community Development Department administers and enforces County zoning, building codes, inspections, and issues building permits. GIS produces accurate mapping data in order to enhance the County's management of its roadways and coordination of emergency services. 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 1,138.13 miles of County roadways, including 315.94 miles of paved roads and 822.19 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). 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. Transportation Services 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.
- **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, a special taxing jurisdiction), 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.



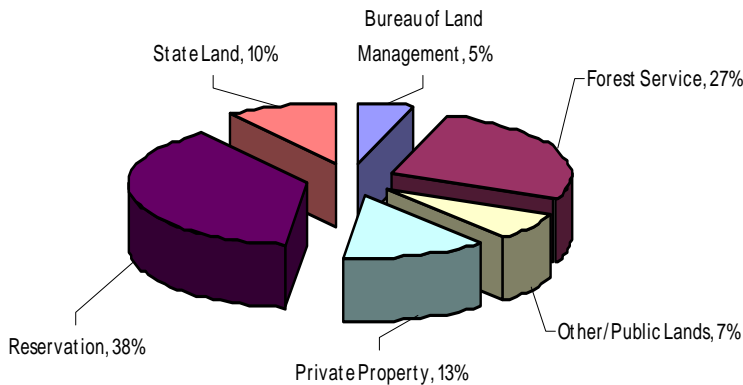
## Budget Summary

### Community Profile

#### Geography and Land Use

- Coconino County - at 18,608 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 6.2 per square mile (U.S. Census 2000).
- 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 44,000 visitors. For the ten-year period of 1995-2004, annual visitation has been between 4.33 and 4.96 million.
- 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 (18,608 square miles)



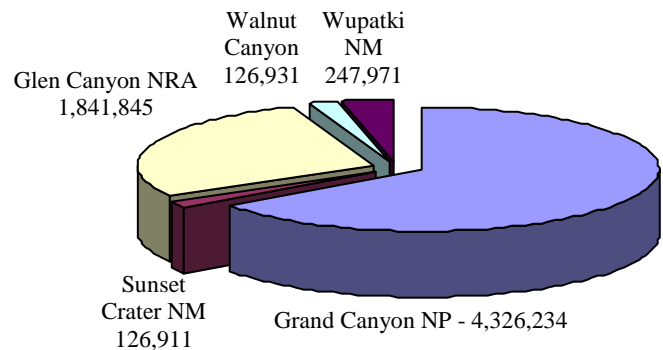
- Of the 11,909,120 acres in Coconino County, over one third (4,537,375 acres) is reservation land belonging to the Navajo, Hopi, Havasupai, Hualapai and Paiute tribes.
- About 13% of the remaining land is privately owned.
- The remainder is primarily held by the U.S. Forest Service (27%), the State of Arizona (10%), the Bureau of Land Management (5%), the National Park Service or the Department of Defense (7%).

<u>FEDERAL RECREATION AREAS</u> (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

<u>STATE RECREATION AREAS</u>	<u>ACRES</u>
Slide Rock State Park	43
Riordan State Historic Park	6

#### Visitation to National Parks 2004



#### COUNTY/MUNICIPAL RECREATION AREAS

There are 5 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
2004 estimate	129,570*

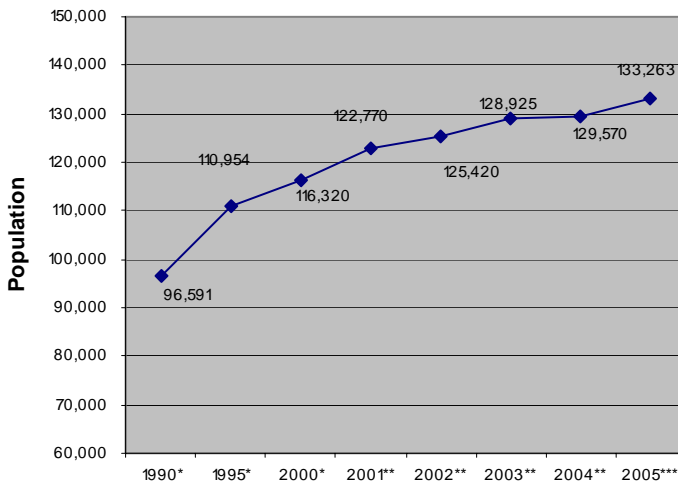
\*Source: Arizona Dept. of Economic Security.

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

*Estimated growth 2000 to 2004 is 11.4%.\**

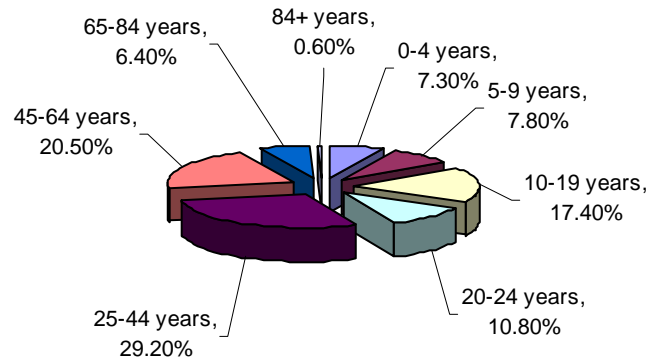
\*Source: Arizona Department of Economic Security

Coconino County Population FY90 through FY05 (projected)



Sources:  
 \*U.S. Census Bureau  
 \*\* Arizona Dept. of Economic Security  
 \*\*\*Coconino County Finance Department; growth factor based on average growth rate over the preceding four years

**Population Distribution by Age Category**  
 (2000 Census)



Source: U.S. Census 2000.

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

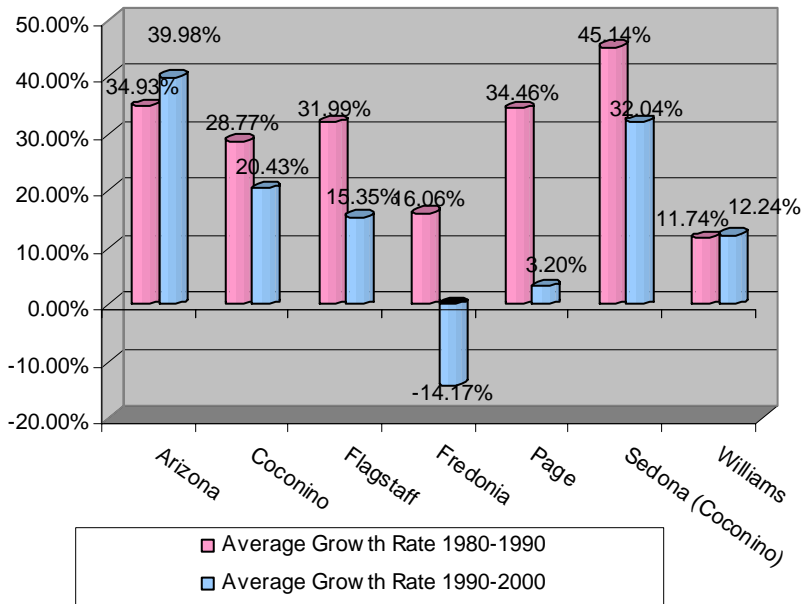


**Budget Summary**

**Community Profile**

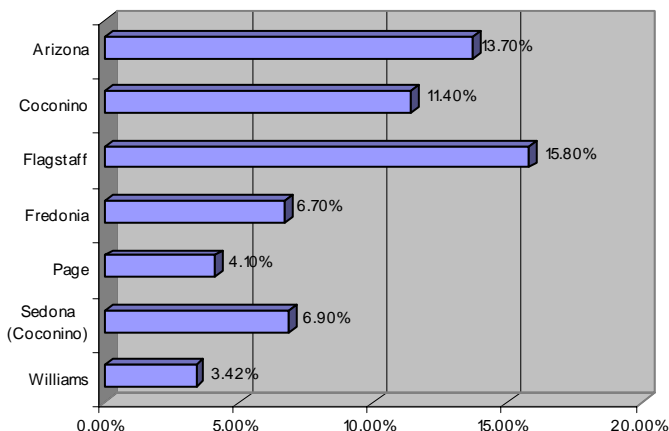
**Population Change**

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



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 2000-2004**



**POPULATION CHANGE  
IN COCONINO COUNTY:  
1980 TO 2004**

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 11.4% from the 2000 census to 2004 estimates. The City of Flagstaff is experiencing the highest growth rate in the County since the 2000 census.

See below for 2004 population estimates.

	April 1, 1980 Census <sup>(1)</sup>	April 1, 1990 Census <sup>(1)</sup>	April 1, 2000 Census <sup>(1)</sup>	2004 Estimate <sup>(2)</sup>
Arizona	2,716,546	3,665,339	5,130,632	5,833,685
Coconino	75,008	96,591	116,320	129,570
Flagstaff	34,743	45,857	52,894	61,270
Fredonia	1,040	1,207	1,036	1,105
Page	4,907	6,598	6,809	7,090
Sedona *	1,596	2,316	3,058	3,080
Williams	2,266	2,532	2,842	2,940

\*Approximately 28% 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 2004 (2): ..... 10,900

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



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.



Table with 4 columns: Unincorporated Area, Population, Unincorporated Area, Population. Lists various communities and their respective populations, including a total unincorporated population of 53,605.

1 Unspecified population count

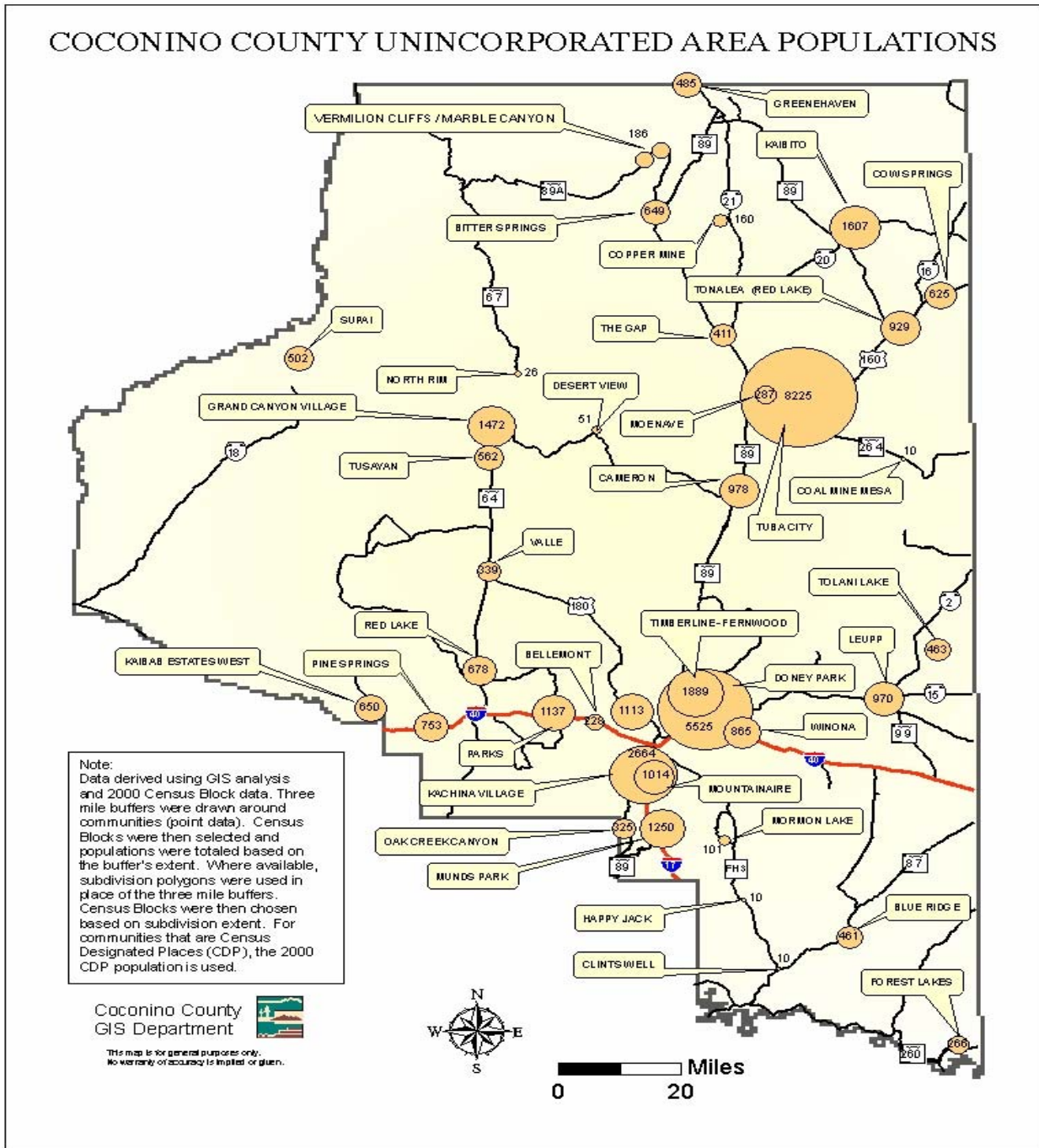
Data derived using GIS analysis and 2000 Census Block data. Three mile buffers were drawn around communities (point data). Census Blocks were then selected and populations were totaled based on the buffer's extent. Where available, subdivision polygons were used in place of the three mile buffers. Census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



Budget Summary

Community Profile

Unincorporated Population



1 Unspecified population count



**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 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 Counties 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 <sup>(1)</sup></u>	<u>2004 Estimate <sup>(2)</sup></u>	<u>Labor Force <sup>(3)</sup></u>	<u>Unemployment Rate <sup>(4)</sup></u>
Havasupai	444	495	253	11.1%
Hopi	6,836	7,615	3,457	18.2%
Hualapai	1,341	1,494	430	23.07%
Kaibab Paiute	237	264	78	15.4%
Navajo	181,269	201,934	n/a	**40.0-50.0%

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 11.4%.
- (3) Arizona Department of Commerce
- (4) Arizona Department of Commerce, except \*\*, which represents the range of unemployment as reported by various agencies where statistics are available.



**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.

<b>Total Coconino County Labor Force (2004):</b>	<b>67,044</b>
<b>Unemployment U.S. Census 2000:</b>	<b>5.7%</b>
<b>Unemployment 2004:</b>	<b>5.5%</b>
<b>Unemployment 2005 year-to-date:</b>	<b>6.1%</b>

Source: Arizona Dept. of Commerce

<b>Median hourly wage:</b>	<b>\$11.36</b>
<b>Average hourly wage:</b>	<b>\$14.03</b>

Source: Arizona Dept. of Economic Security (2004 Estimates)

<b>Education Level of the Workforce (U.S. Census 2000):</b>		
<b>TOTAL CIVILIAN LABOR FORCE</b>	<b>65,976</b>	<b>100%</b>
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%
Nursery to 8th grade	2,938	4%
No schooling completed	1,658	3%

<b>PERSONAL INCOME PER CAPITA:</b>	<b>\$21,918<sup>1</sup></b>
<b>AVERAGE EARNINGS PER JOB:</b>	<b>\$25,211<sup>1</sup></b>
<b>MEDIAN HOUSEHOLD INCOME:</b>	<b>\$38,256<sup>1*</sup></b>
<b>Number of persons living below the Federal poverty level:</b>	<b>20,609<sup>1*</sup></b>

<sup>1</sup> Source: www.fedstats.gov; statistics calculated based on Census 2000, except \*statistics based on 1999.

**Employment (Nonfarm)  
Average by Sector (2004)**

**HOUSING**

- The average price of a single-family Class 3 dwelling is \$220,053 (this excludes mobile homes and dwellings on excess land).<sup>2</sup>
- The median value of an owner-occupied housing unit in 2005 was \$160,000.<sup>2</sup>
- There are 55,162 total housing units, and increase of 1,719 or 3.2% since 2000.<sup>1</sup>
- Number of persons per household averages 2.8.<sup>1</sup>
- 25,176 units are owner-occupied and 16,041 are residential rental units.<sup>1</sup>

<sup>1</sup>Source: www.fedstats.gov  
<sup>2</sup>Source: Coconino County Assessor

<b>Total Civilian Labor Force</b>	<b>67,044</b>	<b>100%</b>
<b>Total Unemployed</b>	<b>3,700</b>	<b>6.1%</b>
<b>Total Nonfarm</b>	<b>58,100</b>	<b>100%</b>
Government	18,000	31%
Services/Miscellaneous	12,200	21%
Leisure and Hospitality	11,600	20%
Transportation/ Trade/Utilities	8,700	15%
Manufacturing	2,900	5%
Construction	2,800	5%
Finance/Insurance/Real Estate	1,700	3%
Mining and Quarrying	200	<1%

Source: Arizona Dept. of Economic Security



## Budget Summary

### Strategic Goals and Priorities

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Goal setting and strategic planning are extremely important elements to the success of the annual budget process. The Board of Supervisors regularly reviews and establishes priorities to guide the budget decision-making process and to provide departments focus and direction to better serve Coconino County citizens. At the beginning of each budget cycle, these strategies are reviewed and confirmed by the organization. Departments are requested to submit documentation for increased funding using these priorities as guidance.

Much progress has been made on the Board's existing goals and strategies. For example, the County organization recently went through an extensive capital improvement planning process, our Community Investment program (CIP), and formed a Criminal Justice Coordinating Council to address the Criminal Justice needs County-wide rather than from within individual departments. We continue to improve our citizen outreach efforts, with our Citizen Newsletter being very well received by Citizens, and have a very strong public health and public transportation system.

The County organization is currently working on a County-wide comprehensive Strategic Plan. The organization will begin implementing this plan in the FY06 budget year and will use this document as the guiding policy document for future budgeting processes. To assist the County organization in this effort, a full time Organizational Development Director was approved as a funded increment in the County Manager's budget and the County is currently in the process of hiring for this position. The Organizational Development Director will help guide the County through our Strategic Plan development and implementation. This position will help to coordinate facility and capital improvement planning, criminal justice system coordination, internal service planning, departmental goals and objective setting, and annual budgeting with the County's Strategic Plan.

This year the Board of Supervisors and staff updated the organizational goals and strategies identifying four key issues to better guide the future direction of the organization with a focus on four Strategic Priorities:

1. Meeting Increased Demand for Service
2. Community Quality and Safety
3. Ability to Attract and Retain Excellent Staff
4. Premier Customer Service and Engaged Citizens.

Action teams recently developed three to four strategies to address each of the four strategic priorities, identifying action steps to accomplish these strategies. The following pages show the strategies and action steps to accomplish the County's long-term strategic priorities. Short-term initiatives that helped to guide the development of the budget can be found under the goals and objectives section of the Service Area summaries.



**Budget Summary**

**Strategic Goals and Priorities**

**Strategic Priority 1: Meeting Increased Demand for Service**

Vision: Coconino County is a highly responsive and collaborative organization that actively meets the growing service demands.

<b>Strategy #1 - Staffing</b>
<b>Action Steps:</b>
A. Analyze cost/benefits of a targeted contract lobbyist at the state and federal level. <u>Proposed responsible groups:</u> Deputy County Manager
B. Determine staffing needs for growing demands on service by using needs assessment, citizen/customer surveys, and performance measures. Include information in annual budget process. <u>Proposed responsible groups:</u> Departments, Finance/Budget
C. Evaluate outsourcing of services vs. County staff delivery of services for customer service improvement. Include information in annual budget process. Use cost effective measures. <u>Proposed responsible groups:</u> Departments, Finance/Budget
D. Locate and pursue resources to properly staff services, including lobbying. Include information in budget process. <u>Proposed responsible groups:</u> Departments, Finance/Budget
E. Increase cross training between departments in addition to within departments. <u>Proposed responsible groups:</u> Departments

<b>Strategy #2 - Strategic Planning</b>
<b>Action Steps:</b>
A. Establish a needs assessment process (technical in nature). Include an ongoing evaluation of the strategic plan and its contents by making it a living document. Include a customer survey as part of the needs assessment. <u>Proposed responsible groups:</u> Organizational Development Director
B. Set measurable goals for each action step including timeline and responsible party (see priority 1, strategy 3). Track basic data. <u>Proposed responsible groups:</u> Departments, Organizational Development Director
C. Conduct an annual review of the strategic plan. Make amendments as necessary. <u>Proposed responsible groups:</u> Organizational Development Director

<b>Strategy #3 - Efficiency and Effectiveness</b>
<b>Action Steps:</b>
A. Establish a baseline and measurement protocol from department data to substantiate staffing and money requests. <u>Proposed responsible groups:</u> Organizational Development Director, Departments, Finance/Budget
B. Measure effectiveness against other benchmarks/counties to make decisions and establish policy based on data. <u>Proposed responsible groups:</u> Departments, Budget, Organizational Development Director
C. Explore cutting edge technology using Bureaucracy Busters to find new ways of doing business that improve efficiency and effectiveness, including travel expenses outsourcing and job sharing. <u>Proposed responsible groups:</u> Departments, Teams, Direct staff, Outside focus groups

<b>Strategy #4 - Facility Planning</b>
<b>Action Steps:</b>
A. Get input and information from staff and departments as part of the facilities planning process. <u>Proposed responsible groups:</u> Departments
B. Obtain consistent countywide population projections and impact on each department. All departments will be working off the same data that provide clear Full Time Employee and population data. <u>Proposed responsible groups:</u> Geographic Information Systems, Community Development
C. Establish a relationship between facility plans and the Capital Improvement Plan. <u>Proposed responsible groups:</u> Capital Improvement Plan, Departments, Facilities
D. Design new facilities with self-service centers that include countywide forms, job announcements, health information, etc. <u>Proposed responsible groups:</u> Departments, Capital Improvement Plan, Facilities



**Budget Summary**

**Strategic Goals and Priorities**

**Strategic Priority 2: Community Quality and Safety**

Vision: Coconino County is a safe, diverse, and healthy community.

<b>Strategy #1 - Develop resources for vulnerable populations in emergency</b>
<b>Action Steps:</b>
A. Continue to update emergency Preparedness Plan and department emergency plans, including continuity of Operations Plan and assess employee and department preparedness. <u>Proposed responsible groups:</u> Emergency Services in Public Works, Community Services, Health Department, Sheriff's Department
B. Evaluate our plans and resources with state and federal plans and other levels of government. <u>Proposed responsible groups:</u> Emergency Services in Public Works, Community Services, Health Department, Sheriff's Department
C. Develop and integrate department response plans with other levels of government (especially tribal and municipal). <u>Proposed responsible groups:</u> Emergency Services in Public Works, Community Services, Health Department, Sheriff's Department
D. Identify and pursue funding and operational resources. This includes temporary shelters, food services, medical supplies, and communications. <u>Proposed responsible groups:</u> Emergency Services in Public Works, Community Services, Health Department, Sheriff's Department

<b>Strategy #2 - Jail District Vote</b>
<b>Action Steps:</b>
A. Assess needs and compile information for district financial history including property costs, property revenues, population trends influences, and competition with other funding/taxes/bonds. <u>Proposed responsible groups:</u> Criminal Justice Coordinating Council, Finance, Sheriff's Department, County municipalities
B. Secure district board direction to proceed with exploratory evaluation. <u>Proposed responsible groups:</u> Criminal Justice Coordinating Council, Sheriff's Department, County municipalities
C. Evaluate public sentiment through surveys, creating public support group (PAC), and developing champions. <u>Proposed responsible groups:</u> Emergency Services, Community Services, Health Department, Sheriff's Department, County municipalities
D. Secure Board approval to place Jail District Tax on ballot. <u>Proposed responsible groups:</u> Criminal Justice Coordinating Council, Sheriff's Department, County municipalities
E. Provide public education. <u>Proposed responsible groups:</u> Emergency Services, Community Services, Health Department, Sheriff's Department

<b>Strategy #3 - Public Health Tax District</b>
<b>Action Steps:</b>
A. Develop strategic plan, including establishment of needs and priorities; conduct Board of supervisors updates; conduct MAPP; evaluate public sentiment, partnerships and building alliances. <u>Proposed responsible groups:</u> Health Department, Board of Health, Finance
B. Hold Board work sessions for direction, including choices of unanimous Board vote or election, sales tax or property tax, continuous information exchange with Board of Supervisors <u>Proposed responsible groups:</u> Health Department, Board of Health, Finance
C. Gain public support through partnerships, alliances, and speaker's bureau. <u>Proposed responsible groups:</u> Health Department, Board of Health, Manager's Office
D. Develop citizen group and champion board. <u>Proposed responsible groups:</u> Health Department, Board of Health, Manager's Office



**Budget Summary**

**Strategic Goals and Priorities**

<b>Strategy #4 - Alcohol, substance abuse, mental health continuum</b>
<b>Action Steps:</b>
A. Create a forum with broader public, agency, non-profit and stakeholder's involvement to address the issue. Integrate work from Criminal Justice Coordinating Council efforts. Consider a whole continuum of service. <u>Proposed responsible groups:</u> Criminal Justice Coordinating Council, Superior Court, Health Department, Community Services, Sheriff's Department, City of Flagstaff, Flagstaff Medical Center, United Way, Service Providers
B. Create a well defined, community supported plan for delivery of a continuum of services. <u>Proposed responsible groups:</u> Criminal Justice Coordinating Council, Superior Court, Health Department, Community Services, Sheriff's Department, City of Flagstaff, Flagstaff Medical Center, United Way, Service Providers
C. Develop a funding plan to implement start up and operations. Integrate Jail District tax, and Public Health tax, as appropriate. <u>Proposed responsible groups:</u> Criminal Justice Coordinating Council, Superior Court, Health Department, Community Services, Sheriff's Department, City of Flagstaff, Flagstaff Medical Center, United Way, Service Providers
D. Possible joint funding with Health District and Jail District. <u>Proposed responsible groups:</u> Sheriff's Department, Health Department, Jail District, Manager's Office.

<b>Strategy #5 - Parks Tax District</b>
<b>Action Steps:</b>
A. Legislative change is needed. <u>Proposed responsible groups:</u> Parks and Recreation Department, Parks Commissions, CSA, Conservaion Groups (Sierra Club, Nature Conservancy, Grand Canyon Trust, etc.), Community Action Groups: Friends of Flagstaff's Future, Arizona Parks and Recreation Association
B. Develop strategic plan, including establishment of needs and priorities, Board of Supervisors updates, evaluate public sentiment, partnerships and building alliances. Evaluate on-going staffing and management needs. <u>Proposed responsible groups:</u> Parks and Recreation Department, Finance, Manager's Office
C. Hold board work sessions for direciton; provide continuous information exchange with Board of Supervisors. <u>Proposed responsible groups:</u> Parks and Recreation Department, Finance/Budget
D. Gain public support through partnerhsips, alliances, and speaker's bureau. <u>Proposed responsible groups:</u> Parks and Recreation Department
E. Develop citizen group and champion board. <u>Proposed responsible groups:</u> Health Department, Board of Health, Manager's Office

<b>Strategy #6 - Develop strategies for dealing with the County's Expenditure and Tax Levy Limits</b>
<b>Action Steps:</b>
A. Meet with the Auditor General and discuss various policy options that would postpone the County exceeding the expenditure limit. <u>Proposed responsible groups:</u> Finance, Board of Supervisors, Manager's Office
B. Meet with the Attorney General to pursue legal opinion on the Auditor General's interpretation of the Statute. <u>Proposed responsible groups:</u> Finance/Budget, Board of Supervisors, Manager's Office
C. Develop a strategic plan for bringing this issue to the ballot, possibly as early as November 2006. <u>Proposed responsible groups:</u> Manager's Office, Finance, Board of Supervisors
D. Continue to pursue legislation to change the state statute for all governmental entities' expenditure and levy limits. <u>Proposed responsible groups:</u> Manager's Office, Board of Supervisors, Finance



**Budget Summary**

**Strategic Goals and Priorities**

<b>Strategy #7 -Youth Development</b>
<b>Action Steps:</b>
A. Update the Coconino County Youth Services report to facilitate communication with the public and internally. Also process should identify opportunities to coordinate and collaborate. <u>Proposed responsible groups:</u> Career Center, County Schools, Health Department, Community Services
B. Convene a youth services summit annually to map youth services, to identify gaps in services, and to identify opportunities to coordinate and collaborate. <u>Proposed responsible groups:</u> Career Center, County Schools, Health Department, Community Services, municipalities, community representatives (from non-incorporated areas such as Doney Park, Kachina Village, etc), United Way, non-profit service providers, Tribal Jurisdictions
C. Participate in efforts to enable youth to move into the labor force. Seek resources to support initiatives that result from community discussion on this issue. <u>Proposed responsible groups:</u> Career Center, County Schools, Health Department, Community Services, municipalities, community representatives (from non-incorporated areas such as Doney Park, Kachina Village, etc), United Way, non-profit service providers, GFEC, CSA, private sector, educational institutions, Tribal Jurisdictions
D. With the information secured from the above action steps, seek funding and resources to expand existing services or create new youth programs. <u>Proposed responsible groups:</u> BOS, Manager's Office, Career Center, County Schools, Health Department, Community Services, municipalities, United Way
E. Evaluate the geographic extent of youth services. Identify critical issues impacting provision of youth services in outlying areas. Develop an action plan to address critical issues. <u>Proposed responsible groups:</u> Career Center, County Schools, Health Department, Community Services, municipalities, community representatives (from non-incorporated areas such as Doney Park, Kachina Village, etc), United Way, non-profit service providers, Transit, Tribal Jurisdictions

**Strategic Priority 3 : Ability to Attract and Retain Excellent Staff**

Vision: Coconino County attracts, retains, and develops highly competent staff at all levels of the organization.

<b>Strategy #1 -Attract highly qualified applicants</b>
<b>Action Steps:</b>
A. Review and adjust classification system to ensure positions fit department needs. Streamline reclassification process to include more department discretion. <u>Proposed responsible groups:</u> Human Resources, Compensation Committee
B. Offer competitive pay and benefits relative to market and cost of living. Allow department discretion in hiring offers through the range. Consider extra vacation time. <u>Proposed responsible groups:</u> Human Resources, Compensation Committee
C. Incorporate other hiring incentives including moving expenses, housing allotments, etc. <u>Proposed responsible groups:</u> Human Resources, Compensation Committee
D. Develop more proactive recruitment plan (including analysis of current advertising plan of effectiveness) and develop an outreach program to promote County/Government as a career. Get the word out - "Coconino County is a great place to work." <u>Proposed responsible groups:</u> Human Resources
E. Promote and develop alternate staffing solutions including interships, volunteers, temporary employees, and shared positions. <u>Proposed responsible groups:</u> Human Resources, Departments
F. Review and modify County policies as needed (e.g. hiring above 15%). This is an on going process. <u>Proposed responsible groups:</u> Human Resources, Finance/Budget, etc.
G. Examine research and best practices. Consider other professional groups' ideas. Share and utilize new strategies including work force 2020 and summit. <u>Proposed responsible groups:</u> Human Resources, Organizational Development Director



**Budget Summary**

**Strategic Goals and Priorities**

<b>Strategy #2 -Retain highly motivated and competent staff</b>
<b>Action Steps:</b>
A. Review and adjust classification system by creating career paths within departments or County for "families" such as clerical, accounting, detention, etc. Streamline reclassification process including more departmental discretion. <u>Proposed responsible groups:</u> Human Resources, Compensation Committee, Organizational Development Director
B. Offer competitive pay and benefits by implementing a more formal staggered step plan that allows higher incentives in years 1-3 to move employees through range, allow department discretion on variable pay, extra vacation, reimburse employees for on-call status, provide incentives for education, bi-lingual, professional awards, and specialty assignments. <u>Proposed responsible groups:</u> Human Resources, Compensation Committee, Organizational Development Director
C. Incorporate other benefits and recognition to meet employee needs, including flexible schedules, job sharing, and work from home options. Provide employee recognition, rewards, incentives, job sharing, and bonus program for managers and employees for outstanding achievement. <u>Proposed responsible groups:</u> Human Resources, Departments, Organizational Development Director
D. Expand existing training for developing supervisors (e.g. Supervisor Academy), as they are critical in retaining employees. Provide earlier training in core County systems such as e-mail, voice mail, travel, purchasing, procurement card, etc. Provide Countywide tuition reimbursement, sabbaticals, and cross training within the County. <u>Proposed responsible groups:</u> Human Resources, Employee Growth and Development, Organizational Development Director
E. Promote and develop alternate staffing solutions - interships/volunteers, temporary employees, or shared positions. <u>Proposed responsible groups:</u> Human Resources, Departments
F. Review and modify County policies as needed (on going) <u>Proposed responsible groups:</u> Human Resources, Finance/Budget, Organizational Development Director
G. Examine research and best practices. Consider other professional groups' ideas. Share and utilize new strategies including work force 2020 and summit. <u>Proposed responsible groups:</u> Human Resources, Departments, Organizational Development Director

<b>Strategy #3 -Develop staff to the highest level</b>
<b>Action Steps:</b>
A. Review and adjust classification system by creating career paths within departments or County for "families" such as clerical, accounting, detention, etc. Streamline reclassification process including more departmental discretion. <u>Proposed responsible groups:</u> Human Resources, Compensation Committee, Organizational Development Director
B. Offer competitive pay and benefits by implementing a more formal staggered step plan to move employees through range and allow department discretion on variable pay. <u>Proposed responsible groups:</u> Human Resources, Compensation Committee, Organizational Development Director
C. Incorporate other benefits and recognition by encouraging membership in professional organizations and creating opportunities for professional networking. <u>Proposed responsible groups:</u> Human Resources, Departments, Organizational Development Director
D. Expand existing training by adding leadership training, county wide tuition reimbursement, continuing education, mentoring/coaching, develop role models, and cross training. <u>Proposed responsible groups:</u> Human Resources, Employee Growth and Development, Organizational Development Director
E. Promote and develop alternate staffing solutions such as internships and volunteer positions. <u>Proposed responsible groups:</u> Human Resources, Departments, Organizational Development Director
F. Examine research and best practices. Consider other professional groups' ideas. Share and utilize new strategies including work force 2020 and summit. <u>Proposed responsible groups:</u> Human Resources, Finance/Budget, Organizational Development Director



**Budget Summary**

**Strategic Goals and Priorities**

**Strategic Priority 4: Premier Customer Service and Engaged Customers**

Vision: Coconino County consistently provides timely, accessible, and valuable professional services to all our customers by focusing on current and future needs and outreach to all areas of the County.

<b>Strategy #1 -Enhance staff training (customer service focused)</b>
<b>Action Steps:</b>
A. Train departmental employees on their respective County codes, policies, regulations, etc. to ensure consistent information is communicated to citizens (avoid jargon and terminology that is difficult for citizens to understand). <u>Proposed responsible groups:</u> Departments
B. Incorporate County Government 101 class into regular EGAD class schedule, and expand class to 3 or 4 hours. <u>Proposed responsible groups:</u> Employee Growth and Development
C. Develop and provide annual ethics training. <u>Proposed responsible groups:</u> Employee Growth and Development
D. Develop additional computer-based training (online/cod/etc.). <u>Proposed responsible groups:</u> Employee Growth and Development, Information Technology
E. Provide staff tuition reimbursement consistently through a separate fund created for all County employees. <u>Proposed responsible groups:</u> Compensation Committee
F. Provide additional staff cross-training (within and across departments) to enhance coverage and knowledge for overallly increased customer service. <u>Proposed responsible groups:</u> Departments
G. Compare and learn from other successful organizations. <u>Proposed responsible groups:</u> Customer Service Team (See priority 3, Strategy 2)

<b>Strategy #2 -Collaboration with customers, organizations and entities</b>
<b>Action Steps:</b>
A. Establish a Customer Service Team (CUST) to address customer service issues and monitor progress of issues and initiatives. <u>Proposed responsible groups:</u> County Manager, Organizational Development Director
B. Create easy methods to advertise the need for volunteers, and establish recruitment process. <u>Proposed responsible groups:</u> Community Services to establish a model, share with Deaprtments for their use, Organizational Development Director
C. Recognize and reward volunteer and collaborative efforts by/between internal and external entities. <u>Proposed responsible groups:</u> Celebrating Success Committee, Organizational Development Director
D. Identify common needs with other organizations (and internally) and create innovative methods of sharing resources (i.e., staff, buildings, equipment, Inter Governmental Agreements, software applications) and staff. <u>Proposed responsible groups:</u> Customer Service Team, Organizational Development Director
E. Provide streaming video and/or TV boradcast of Board of Supervisors meetings/work sessions/public hearings. <u>Proposed responsible groups:</u> Information Technology, Organizational Development Director



**Budget Summary**

**Strategic Goals and Priorities**

<b>Strategy #3 - Increase availability of one-stop services through citizen self-serve centers</b>
<b>Action Steps:</b>
A. Complete an inventory of existing programs and services to determine need/feasibility for additional web-based services, staffing requirements, and strategic County locations and facility accommodations. <u>Proposed responsible groups:</u> Customer Service Team
B. In support of the findings in Action Step A, develop additional one-stop related web-based (e-commerce, e-government services) service. <u>Proposed responsible groups:</u> Information Technology
C. Where possible, integrate databases to consolidate County programs/services related data and client records. <u>Proposed responsible groups:</u> Information technology, Departments
D. Establish citizen self-service computer centers in conjunction with ioncreased staffing in outlying areas; insure that citizens have access to County website, including donwloadable forms, "Frequently Asked Questions", "Where do I go to find...?" drop-down menues, and e-commerce. <u>Proposed responsible groups:</u> Customer Service Team, Information Technology
E. Establish a Countywide "211 call center" with a centralized automated information/referral center including scripts based on key word searches for County services and questions. Integrate this system with health and human services information and referral services directory (RANNA) and other agencies outside the County. <u>Proposed responsible groups:</u> Customer Service Team

<b>Strategy #4 - Provide new/upgraded facilities to enhance customer service</b>
<b>Action Steps:</b>
A. Consider appropriate customer parking facilities as part of planning priciples in the Coconino County Facilities Plan (CCFP) build-out plan (schedule). <u>Proposed responsible groups:</u> Facilities Plan Work Team
B. Consolidation of distributed facilities; complete this step in accordance with the Coconino County Facilities Plan build-out plan (schedule). <u>Proposed responsible groups:</u> Facilities Plan Work Team
C. Facilities Plan Work Team to consider facilities planning for future growth; provide easy citizen accessibility, i.e., transportation (bus), etc.; complete this step in accordance with the Coconino County Facilities Plan build-out plan. <u>Proposed responsible groups:</u> Facilities Plan Work Team
D. Consider universal design standards as a planning principle for future projects. <u>Proposed responsible groups:</u> Facilities Plan Work Team
E. Consider "smart building" design in any new/upgraded facility, including intelligent HVAC, lighting, fiber optics, convergence of voice and data (VoIP), video conferencing, and central cabling center, when feasible. Complete this step in accordance with the Coconino County Facilities Plan build-out schedule. <u>Proposed responsible groups:</u> Facilities Plan Work Team
F. Consider use of shared facilities (between organizations and entities; especially in remote areas of the County) as a guiding principle in the development of their plan (Coconino County Facilities Plan). <u>Proposed responsible groups:</u> Facilities Plan Work Team



**Budget Summary**

**Strategic Goals and Priorities**

<b>Strategy #5 - Enhance services and outreach to remote areas of the County</b>
<b>Action Steps:</b>
A. Identify key individuals in remote areas to coordinate services and provide access to County information. <u>Proposed responsible groups:</u> Customer Service Team
B. Ensure cross training of staff in remote areas to serve as a focal pint to distribute information. <u>Proposed responsible groups:</u> Departments
C. Expand technical infrastructre (connectivity) for remote areas of the County (data/video, etc.). <u>Proposed responsible groups:</u> Information Technology
D. Expand videoconferencing and convergence of voice and data (VoIP) to remote areas. <u>Proposed responsible groups:</u> Information Technology
E. Develop automated trip calendar on cocoweb to coordinate trips to remote areas and other commonly traveled destinations. This reduces fuel costs, duplicate vehicle usage, and expenses. <u>Proposed responsible groups:</u> Information Technology
F. Enhance web services/access to remote areas (in coordination with Strategy #3, Action Step B). <u>Proposed responsible groups:</u> Information Technology
G. Establish hard copy or web-based citizen surveys, including both scientific surveys (developed by research consultants) and internally developed satisfaction surveys and questionnaires. <u>Proposed responsible groups:</u> Customer Service Team



## Budget Summary

### Strategic Goals and Priorities

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The strategic goals presented on the previous pages have been revised from the FY05 strategic goals and priorities. Following is a listing of some of the accomplishments of the organization during the FY05 budget year:

**I. Citizen Outreach: Having a well informed and involved citizenry in Coconino County.**

- The County annually delivers a County Citizen Newsletter to all citizens of the County. Citizen feedback forms are provided in the Newsletter.
- Improved and enhanced the functions of the County's website, enhancing the Geographic Information System web capabilities.
- Developed and updated the internal website for employees.
- Incorporated County Government 101 into the regular Employee Growth and Development class schedule.

**II. Criminal Justice: Providing for the safety of the public and for the fair administration of justice.**

- Implemented an integrated Family Court, a court system that efficiently and effectively serves families.
- Initiation of FARE (Fines Assessment Restitution Enforcement Program) collection of delinquent fines, assessment and restitution.
- Collaboration on Criminal Justice Coordinating Council to address Criminal Justice needs on a County-wide level.
- Implemented a standardized addressing system to improve public safety by assisting emergency services in accurately locating citizens and property.

**III. Economic Vitality: Increasing economic opportunities for the residents of Coconino County.**

- Cooperating with Northern Arizona University and Coconino Community College in the development of teaching and research programs.
- Assisting local research institutes, skills training organizations, cultural institutions, and non-profit agencies in their efforts to promote employment in the County.
- Supporting efforts by GFEC (Greater Flagstaff Economic Council) to attract new businesses and expand existing businesses in Coconino County.
- Cooperate and support the efforts of the Coconino Community College Small Business Development Center and the Chambers of Commerce within Coconino County.

**IV. Community Investment Planning: Developing of a plan for the improvement of infrastructure in the County.**

- Developed and will annually update a five-year CIP and currently developing a new Facilities Master Plan.
- Developed planning efforts to reach all areas of the County.



## Budget Summary

### Strategic Goals and Priorities

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**V. General Government: Providing quality general government services to the Coconino County community.**

- Board of Supervisors Development:
  - The Board held an annual goal setting and visioning workshop.
  - The Board continues to participate in local, state and national level collaborations, agencies and organizations to obtain information on matters of interest to the County, and to accomplish County goals and objectives.
- Finance and Financial Policies:
  - Investigating if changes to the Expenditure Limit can be obtained from the Legislature and if current expenditures can be financed to move them out from under the expenditure limit.
  - Identifying new, and refining existing, performance measures to provide a program evaluation tool for decision making.
  - Exploring options for stabilizing Jail District funding.
- Organizational Development:
  - Currently in the process of the recruitment of an Organizational Development Director, who will work to develop the culture of the organization.
- Facilities Management:
  - Undertaking a comprehensive study in the development of a Facilities Master Plan.
  - Balancing the annual work plan of Facilities Management to available resources within the context of the County's strategic planning priorities.

**VI. Health and Community Services: Promoting the health of the residents of Coconino County through public health programs.**

- Preventing epidemics and the spread of disease by promoting good health, treating communicable diseases, providing immunizations, and enhancing food safety practices.
- Increasing access to health services through counseling and testing, supporting aged and disabled individuals by providing home health and home help services, and increasing the number of women who receive early and adequate prenatal care by removing barriers to accessing this care.
- Promoting healthy behavior by reducing tobacco use by youth and adults through education and cessation classes.
- Providing emergency and support services to low income residents and seniors in the community.

**VII. Intergovernmental Relations: To be active in intergovernmental relations to accomplish County goals and cooperatively improve Coconino County.**

- The Board of Supervisors and County staff remains active in regional, tribal, State and national organizations to promote the achievement of County goals.
- Seizing opportunities to collaborate with local governments and other agencies and nonprofits.



## Budget Summary

### Strategic Goals and Priorities

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- VIII. Land Use and Management: Providing for the conservation based, planned development of Coconino County's rural communities through the implementation of the County's Comprehensive Plan.**
- Implemented the Comprehensive Plan.
  - Continuing to support legislation to limit lot splits.
  - Implemented a sustainable building program and continuing efforts to enhance this program. Currently in the process of hiring a sustainable building coordinator.
  - Utilizing additional funds from the Flood Control District for capital projects identified in drainage studies.
- IX. Parks and Recreation: Providing parks, open space and recreation opportunities to Coconino County residents and visitors.**
- Implementing the Tuba City Park Plan.
  - Developed an inmate work program.
  - Continue to collaborate on the implementation of the Coconino Parks and Open Space (CPOS) Program.
- X. Transportation Services: Providing multi-modal transportation alternatives to the citizens and visitors to Coconino County.**
- Working on logistics and issues associated with possible formation of a Regional Transit Authority.
  - Completed Sedona Transit Project and are currently implementing a Sedona Transit system.
  - Construction site assessment for purchase or construction of a transit facility that meets the requirements of the 20-year Transit Plan.
- XI. Youth Development: Providing opportunities for positive youth development.**
- Coordinating Coconino County Youth Programs to promote positive youth development, and engage youth participants in a meaningful way, to nurture youth success, health, development and civic participation.
  - Working with local land management partners by providing well trained CREC crews to assist our partners in maintaining their public lands.



## Budget Summary

### The Budget Process

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Coconino County incorporates all legal requirements, adopted fiscal policies, and operating budget policies into the annual budget process. The budget process begins with citizen input provided throughout each fiscal year and throughout each year's budget process. Connecting the annual budget process to the County's strategic goals and objectives and the strategic planning efforts is imperative to the citizen input process.

The internal process begins with a budget kick-off meeting with Department Directors and Business Managers, during which process guidelines are explained and the overall County direction on the fiscal year's annual budget is discussed. From here, the budget team sends out base budget and personnel information to each of the department Directors and Business Managers. The departments can take this opportunity to determine year end estimates and consider the use of these funds within the operating and travel line items for the upcoming fiscal year. Departments communicate their estimated current year activity and incremental funding requests for the upcoming fiscal year to the budget team at this time.

While the departments are reviewing their current year estimates and developing their budgets for the upcoming fiscal year, The budget team reviews the current fiscal and budget policies and may make possible changes based on the current budget year experiences. Once final changes have been made and reviewed by the Board, the Board of Supervisors adopts the fiscal and budget policies each fiscal year.

The Budget Team sets a cutoff date for all estimate and increment submissions, allowing ample time to review these submissions to create a budget presentation for the County Manager. The budget team continues to work with the departments to assure the information being presented is correct and presented in accordance with the intent of the submitting department. Once these presentations are prepared, each department meets with the County Manager and the budget team to review their increment requests and update the Manager on their current year performance.

After the department meetings, the County Manager reviews the budget submissions and finalizes his recommendations for submission to the Board of Supervisors. The County Manager then presents the Proposed Budget to the Board of Supervisors. This proposed budget is then utilized during work sessions with all County departments, which are posted meetings open for public attendance. The Board works with each department during these meetings to finalize the budget. Based on the Board of Supervisors recommendations, the budget team prepares the Tentative Budget for adoption by the Board, setting the appropriation ceiling for the upcoming fiscal year. The State Budget Document is published in the newspaper for two consecutive weeks along with the advertisement for the truth in taxation hearing. Prior to the Final Budget being adopted, the Board of Supervisors holds a truth in taxation hearing. All Board of Supervisor meetings are open to the public and are another chance for citizens to give their input on the budget. If the board fails to adopt a budget at this time the County will continue to operate under the current fiscal year budget until such time as a final budget consensus can be reached.



## Budget Summary

### Policies that Guide the Budget

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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 Requirements 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 five-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 45-102 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 balanced 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 issue 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

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#### FISCAL POLICY

The County has five main aspects of its fiscal policy: operating budget policies, revenue policies, capital budget 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.
- 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.
- The County will develop and annually update a five-year financial forecasting system, which will include projections of revenues, expenditures and 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 performance measures, and its future cost-benefit to the County.
- The County shall move in the direction of identifying internal services that can be managed as Internal Service Funds in which the cost of providing those services to the organization are allocated to the users based on their use of the service.
- The cost-benefit of all County services, both internal and external, shall be analyzed periodically and recommendations 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 new funding and service decisions. Grant funds will be expected to cover their full cost and not be looked at in simple terms as “free” funding.
- 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.



## Budget Summary

### Policies that Guide the Budget

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#### 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 projection of the future maintenance costs of the assets.
- Expenditures for maintenance supplies and materials or 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 five-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 derived 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 revenue 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 determine if pre-established recovery goals are being met.
- 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.



## Budget Summary

### Policies that Guide the Budget

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- Revenues will be projected for five 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 balance) 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, KVID and the health fund, 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 five-year financial plan.
- 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 requests for changes to the budget are also presented and considered.



## Budget Summary

### Policies that Guide the Budget

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- 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 budget by June 30.

*Note: Increments are tied to goals and each departments available performance measures are reviewed by the County Manager, Board of Supervisors, and Budget Team.*

#### **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 funds which pays for the expense.

*Note: When the County, or any of its 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 impact 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.*

*Often, new grants are awarded off-budget. In anticipation of new grants, departments can request to appropriate funds for expenditures related to a grant they have not been awarded (but are reasonably certain they will be awarded) as of the adoption of the budget. Appropriations of this type are recorded in a budget holding account. If the grant is not awarded in the ensuing fiscal year, the appropriation remains in the holding account for unanticipated grants. If it is awarded and is approved by the Board, a budget amendment is done to move the appropriation into the fund specific to the grant.*

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 officials with listed authority are the: County Manager, Finance Director, Parks and Recreation Director, Community Services Director, and Career Center Director. See board items for details.

#### **Budget Amendments**

- Budget amendments throughout the fiscal year, if approved, cannot increase the budget over the adopted total.



## Budget Summary

### Policies that Guide the Budget

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- 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 fund's 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; reallocating 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 or fund level.
- All requests for the reallocation of the budget between the operation, travel, and capital categories need to be reviewed 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.

*Note: To aid departments in managing their budgets, the Finance Department sends out monthly expenditure and revenue reports to the Business Manager of each department. It gives detailed budget, month, and year-to-date information for the department and includes a year-to-date percentage of budget for each line item.*



## Budget Summary

### Policies that Guide the Budget

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#### **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, should be limited to special studies or special projects, and one-time expenditures for a specific purpose, such as postage for 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 department's 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 years 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

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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 implicit price deflator (GDP) is compared to the 1978 GDP price deflator. The population and inflation factors are multiplied times the 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 on the following page illustrates the change in the annual expenditure limit since 1980. The annual expenditure limit for FY06 is about four and a half times what it was in 1980 but has only increased 3.3% annually on average since FY00. The first reason for this is the Census 2000 for the County figures downsized the actual population (versus previous estimates) and hence the County's expenditure limit. Additionally, the Federal Bureau of Economic Statistics adjusted the formula further by recalculating the base year to 1996 for the GDP price deflator and re-indexed 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.

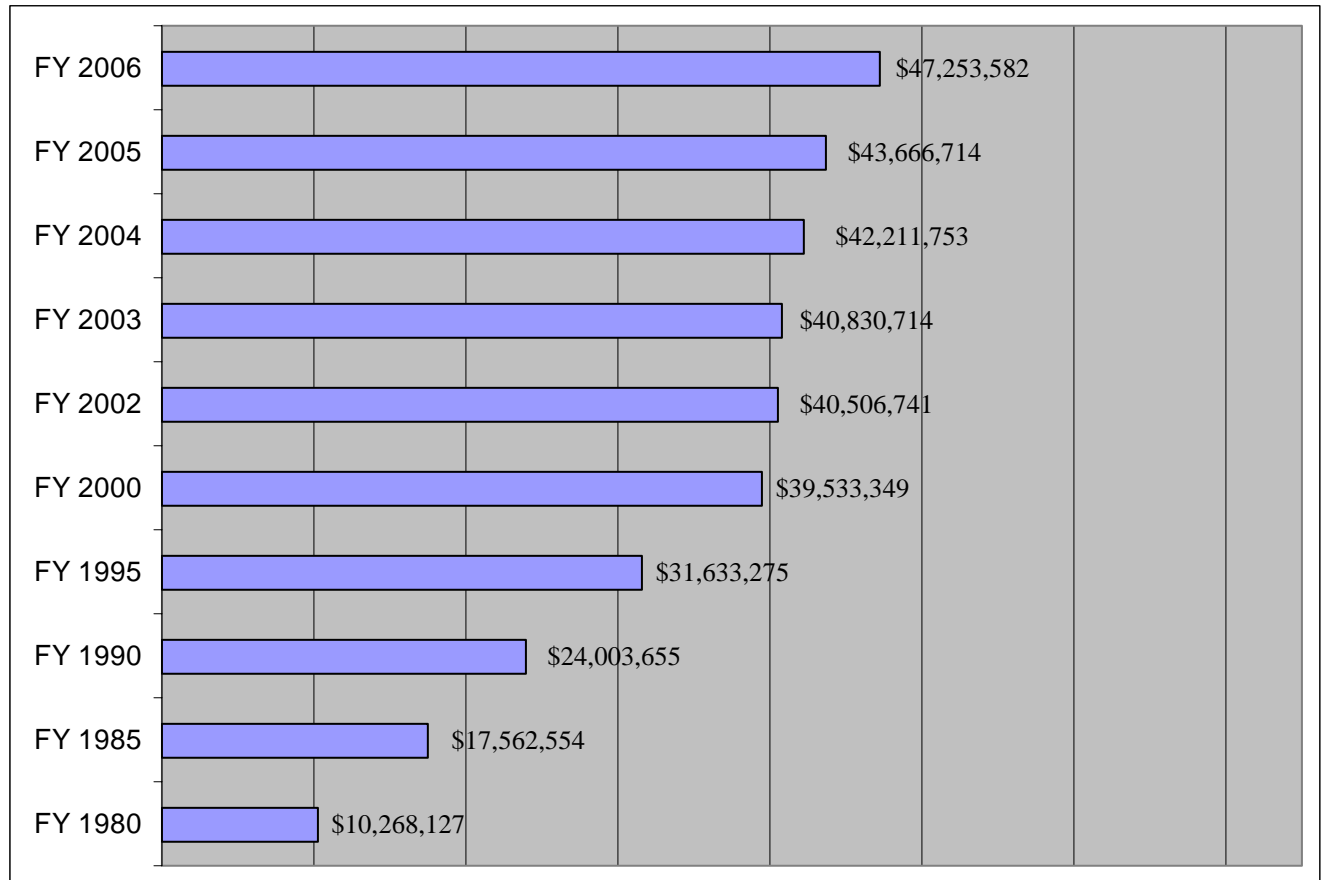
The County has accumulated expenditure limit carry-forwards from prior years when actual expenditures were less than the limit. These amounts are being carried forward to be used this year and in future years when expenditures would otherwise exceed the limit for a particular year. These carry-forward amounts may also be used to support capital projects. The County has begun a discussion on proposing legislative changes to the current law to update parts of the calculation and/or requesting voters to permanently adjust the base year to allow a more realistic expenditure budget subject to the limit for the future. Another option may include adjusting the expenditure limit base to include programs that have been added since 1980. For FY05 the County was budgeted to use \$19 million in carry-forwards. For FY06, this number increased to \$27 million. Eventually these carry-forwards will be exhausted. If no change is made to the expenditure limit by the voters, the County will be facing severe budget cuts that will result in a loss of services to the citizens.



**Budget Summary**

**Expenditure Limit**

The chart below illustrates changes in the expenditure limit since 1980. The chart demonstrates the effect of adjustments to the calculation of the expenditure limit on amounts for the County in FY02 through FY06.





## Budget Summary

### Basis of Budgeting and Accounting

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#### **The Basis of Budgeting**

The County uses a base budget process for its preparation where each department has a base operations appropriation for the upcoming fiscal year. The Budget Team reviews and sets the base budget by fund and department at the beginning of each budget cycle. This base amount includes personnel and operations costs. During the budget process, departments can request incremental increases to the base amount which may have a one-time impact, (e.g. capital), or a recurring impact, (e.g. requests for additional staff).

The content and format required for the 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 L - 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

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#### **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 fund 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. General Fund expenditures include the costs associated with General Government (ex. The Board of Supervisors, Assessor, Recorder, Treasurer, and Law Enforcement) and transfers to other funds (principally the funding of operations for Health and Social Services).

Special Revenue Funds - The 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 Highway User Revenue Funds (HURF) which is restricted for the maintenance and construction of County roads. HURF is revenue returned to counties from the State-wide gasoline tax.

Debt Service Funds - The Debt Service Funds account for resources accumulated and used for the payment of general long-term debt principal, interest, and related costs. The largest fund in this type is the capital debt service fund which is used to repay the Certificates of Participation issued for the County's capital facilities plan and park development. Revenues are in the form of transfers, special assessments and interest income. The principal balance was created from transfers from the general fund in FY98 and FY00. The Board of Supervisors authorized these transfers to set aside cash for the repayment of debt. The balance of funds in debt service are for revenues and expenditures associated with special districts which are funded through assessments.

Capital Projects Funds - The 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 and in the several County improvement districts.

#### **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 Services 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 Service 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

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#### ***Fiduciary Funds***

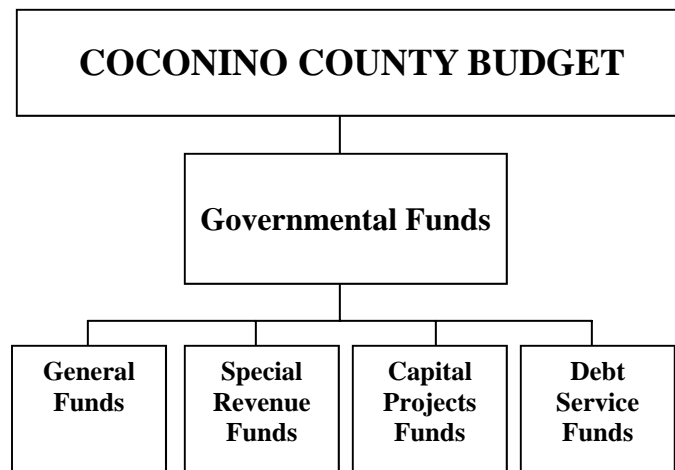
Fiduciary Funds account for assets the County holds on behalf of others and include the following fund types:

Investment Trust Funds - The 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. This fund is used to account for assets that the government holds for others in an agency capacity.

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.

The County's budgetary fund structure is illustrated below:





## Budget Summary

### Fund Types

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#### **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 funds 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 FY05:

#### **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 gas 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.

#### **Forest Fees Fund**

This fund accounts for National Forest Fee revenue distributed to Counties based on forest service acreage. A portion of this revenue is distributed to County Schools. Another portion is allocated to Title III for use on projects on Federal land. The rest is used to fund road improvement projects in the County.

#### **Toho Tolani Road Improvement District**

This fund accounts for expenditures related to the Toho Tolani Road Improvement District. This district was formed by the residents of Kachina Village to improve roadways to County standards so they can be adopted into the County road system.

#### **Debt Service Fund**

This fund is used to repay the Certificates of Participation issued for the County's capital facilities plan and park development.

#### **Nonmajor 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	Transportation
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 Department		✓			✓				
Community Development	✓	✓							
Geographic Information Systems			✓						
Parks and Recreation							✓		
Public Works		✓	✓	✓					
Transportation Services									✓
Facilities Management	✓								
Finance	✓								
Human Resources	✓								
Information Technology	✓								
Special Districts			✓				✓		



**Budget Summary**

**Summary Financial Statements**

**All Funds**

**Fiscal Years 2004 through 2006**

**The total fiscal year 2006 adopted budget for all funds is \$144,446,885.**

	<b>FY2004 Actual</b>	<b>FY2005 Revised Budget</b>	<b>FY2005 Submitted Estimates</b>	<b>FY2006 Adopted Budget</b>
<b>Revenues:</b>				
Property taxes	\$ 8,545,309	\$ 8,317,329	\$ 8,327,737	\$ 9,928,182
Other taxes	23,665,943	23,244,115	24,220,210	24,484,160
Special assessments	2,513,620	414,729	472,060	590,295
Licenses and permits	2,875,039	2,508,251	2,437,400	2,531,991
Fees, fines, and forfeits	1,393,864	1,324,500	1,333,841	1,540,243
Intergovernmental	47,944,252	47,230,515	47,742,586	55,065,550
Charges for services	10,072,643	10,565,297	9,780,149	11,378,680
Investment income	241,103	2,202,303	1,975,992	1,853,641
Contributions	524,881	238,717	246,003	238,792
Miscellaneous	408,094	354,879	632,334	2,300,640
<b>Total revenues</b>	<b>98,184,748</b>	<b>96,400,635</b>	<b>97,168,312</b>	<b>109,912,174</b>
<b>Expenditures:</b>				
<b>Current:</b>				
General government	24,604,516	36,678,506	25,226,295	35,359,811
Public safety	22,855,280	25,654,446	23,887,022	29,268,484
Highways and streets	17,875,064	31,513,361	21,108,374	30,386,260
Sanitation	2,603,218	3,014,362	2,705,651	2,738,598
Health	9,489,391	10,360,553	10,178,647	11,288,160
Welfare	3,908,526	4,857,114	4,593,272	5,683,613
Culture and recreation	4,948,647	9,877,960	7,291,731	10,311,993
Education	2,220,609	795,474	1,369,874	2,306,967
Transportation	3,224,686	6,044,280	2,698,235	11,098,021
<b>Debt service:</b>				
Principal	3,773,042	4,454,432	4,786,605	4,150,035
Interest and other charges	1,998,810	1,335,686	1,423,911	1,854,943
<b>Total expenditures</b>	<b>97,501,789</b>	<b>134,586,174</b>	<b>105,269,617</b>	<b>144,446,885</b>
Excess (deficiency) of revenues over expenditures	682,959	(38,185,539)	(8,101,305)	(34,534,711)
<b>Other financing sources (uses):</b>				
Gain on sale of fixed assets	1,173,160	249,100	411,100	190,000
Bond proceeds	2,931,762	17,073,521	1,903,154	12,039,781
Transfers in	11,349,357	11,429,234	12,143,088	13,005,490
Transfers out	(11,349,357)	(11,429,234)	(12,143,088)	(13,005,490)
<b>Total other financing sources and uses</b>	<b>4,104,922</b>	<b>17,322,621</b>	<b>2,314,254</b>	<b>12,229,781</b>
Net change in fund balances	4,787,881	(20,862,918)	(5,787,051)	(22,304,930)
Beginning fund balances July 1	84,650,629	89,438,510	89,438,510	83,651,459
Ending fund balances June 30	<u>\$ 89,438,510</u>	<u>\$ 68,575,592</u>	<u>\$ 83,651,459</u>	<u>\$ 61,346,529</u>



**Budget Summary**

**Summary Financial Statements**

**General Fund**

**Fiscal Years 2004 through 2006**

**The total fiscal year 2006 adopted budget for all General Funds is \$48,571,003.**

	<b>FY2004 Actual</b>	<b>FY2005 Revised Budget</b>	<b>FY2005 Submitted Estimates</b>	<b>FY2006 Adopted Budget</b>
<b>Revenues:</b>				
Property taxes	\$ 5,922,056	\$ 5,580,580	\$ 5,580,580	\$ 6,006,745
Other taxes	13,231,828	13,350,213	13,775,697	13,881,968
Special assessments	-	-	-	-
Licenses and permits	1,902,358	1,615,191	1,510,148	1,615,191
Fees, fines, and forfeits	1,051,221	1,049,500	1,033,841	1,265,243
Intergovernmental	16,910,934	16,845,397	17,630,650	18,559,322
Charges for services	2,375,674	2,236,267	2,367,316	3,034,028
Investment income	51,281	523,726	507,336	573,334
Contributions	180,870	171,500	171,500	171,500
Miscellaneous	179,776	135,000	237,222	135,000
<b>Total revenues</b>	<b>41,805,998</b>	<b>41,507,374</b>	<b>42,814,290</b>	<b>45,242,331</b>
<b>Expenditures:</b>				
<b>Current:</b>				
General government	20,740,768	33,400,849	22,335,507	31,983,458
Public safety	9,383,636	9,905,021	10,068,246	11,314,639
Highways and streets	720,964	767,736	611,485	812,414
Sanitation	-	-	-	-
Health	2,772,615	2,979,785	3,014,302	3,204,128
Welfare	-	-	-	-
Culture and recreation	647,779	714,307	669,888	874,034
Education	394,214	433,763	432,863	382,330
Transportation	-	-	-	-
<b>Debt service:</b>				
Principal	99,301	-	40,245	-
Interest and other charges	9,114	-	3,859	-
<b>Total expenditures</b>	<b>34,768,391</b>	<b>48,201,461</b>	<b>37,176,395</b>	<b>48,571,003</b>
Excess (deficiency) of revenues over expenditures	7,037,607	(6,694,087)	5,637,895	(3,328,672)
<b>Other financing sources (uses):</b>				
Gain on sale of fixed assets	358,532	-	-	-
Bond proceeds	-	-	-	-
Transfers in	914,695	893,861	893,861	957,278
Transfers out	(5,427,333)	(6,384,447)	(6,462,103)	(9,324,788)
<b>Total other financing sources and uses</b>	<b>(4,154,106)</b>	<b>(5,490,586)</b>	<b>(5,568,242)</b>	<b>(8,367,510)</b>
Net change in fund balances	2,883,501	(12,184,673)	69,653	(11,696,182)
Beginning fund balances July 1	20,335,175	23,218,676	23,218,676	23,288,329
Ending fund balances June 30	<u>\$ 23,218,676</u>	<u>\$ 11,034,003</u>	<u>\$ 23,288,329</u>	<u>\$ 11,592,147</u>



**Budget Summary**

**Summary Financial Statements**

**Highway User Revenue Fund**

**Fiscal Years 2004 through 2006**

**The total fiscal year 2004 - 2006 adopted budget for the Highway User Revenue Fund is \$22,982,165.**

	<b>FY2004 Actual</b>	<b>FY2005 Revised Budget</b>	<b>FY2005 Submitted Estimates</b>	<b>FY2006 Adopted Budget</b>
<b>Revenues:</b>				
Property taxes	\$ -	\$ -	\$ -	\$ -
Other taxes	1,876,389	1,700,000	1,800,000	1,800,000
Special assessments	-	-	-	-
Licenses and permits	15,430	10,000	15,000	15,000
Fees, fines, and forfeits	-	-	-	-
Intergovernmental	10,349,100	8,431,125	9,035,888	8,619,000
Charges for services	-	54,500	-	-
Investment income	23,315	300,000	250,000	200,000
Contributions	-	-	4,800	-
Miscellaneous	1,325	-	66,836	1,200
<b>Total revenues</b>	<b>12,265,559</b>	<b>10,495,625</b>	<b>11,172,524</b>	<b>10,635,200</b>
<b>Expenditures:</b>				
<b>Current:</b>				
General government	-	-	-	-
Public safety	-	-	-	-
Highways and streets	16,075,606	20,485,302	14,485,622	22,982,165
Sanitation	-	-	-	-
Health	-	-	-	-
Welfare	-	-	-	-
Culture and recreation	-	-	-	-
Education	-	-	-	-
Transportation	-	-	-	-
<b>Debt service:</b>				
Principal	-	-	-	-
Interest and other charges	-	-	-	-
<b>Total expenditures</b>	<b>16,075,606</b>	<b>20,485,302</b>	<b>14,485,622</b>	<b>22,982,165</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>(3,810,047)</b>	<b>(9,989,677)</b>	<b>(3,313,098)</b>	<b>(12,346,965)</b>
<b>Other financing sources (uses):</b>				
Gain on sale of fixed assets	594,338	240,000	240,000	190,000
Bond proceeds	-	-	-	-
Transfers in	4,958,006	2,150,000	2,150,000	1,700,000
Transfers out	(89,446)	(197,590)	(1,091,211)	(213,730)
<b>Total other financing sources and uses</b>	<b>5,462,898</b>	<b>2,192,410</b>	<b>1,298,789</b>	<b>1,676,270</b>
<b>Net change in fund balances</b>	<b>1,652,851</b>	<b>(7,797,267)</b>	<b>(2,014,309)</b>	<b>(10,670,695)</b>
Beginning fund balances July 1	16,555,667	18,208,518	18,208,518	16,194,209
<b>Ending fund balances June 30</b>	<b>\$ 18,208,518</b>	<b>\$ 10,411,251</b>	<b>\$ 16,194,209</b>	<b>\$ 5,523,514</b>



**Budget Summary**

**Summary Financial Statements**

**Jail District**

**Fiscal Years 2004 through 2006**

**The total fiscal year 2004 - 2006 adopted budget  
for all Jail District Funds is \$12,371,177**

	<b>FY2004 Actual</b>	<b>FY2005 Revised Budget</b>	<b>FY2005 Submitted Estimates</b>	<b>FY2006 Adopted Budget</b>
<b>Revenues:</b>				
Property taxes	\$ -	\$ -	\$ -	\$ -
Other taxes	6,086,834	5,818,902	6,209,847	6,427,192
Special assessments	-	-	-	-
Licenses and permits	-	-	-	-
Fees, fines, and forfeits	-	-	-	-
Intergovernmental	5,000	-	-	-
Charges for services	2,895,093	3,264,500	2,546,835	2,828,500
Investment income	(537)	67,000	38,527	32,005
Contributions	-	-	-	-
Miscellaneous	372	660	1,795	-
<b>Total revenues</b>	<b>8,986,762</b>	<b>9,151,062</b>	<b>8,797,004</b>	<b>9,287,697</b>
<b>Expenditures:</b>				
<b>Current:</b>				
General government	-	-	-	-
Public safety	8,205,622	8,912,119	8,564,162	9,797,528
Highways and streets	-	-	-	-
Sanitation	-	-	-	-
Health	-	-	-	-
Welfare	-	-	-	-
Culture and recreation	-	-	-	-
Education	-	-	-	-
Transportation	-	-	-	-
<b>Debt service:</b>				
Principal	1,760,000	1,840,011	1,840,000	1,840,000
Interest and other charges	816,031	732,969	725,400	733,649
<b>Total expenditures</b>	<b>10,781,653</b>	<b>11,485,099</b>	<b>11,129,562</b>	<b>12,371,177</b>
Excess (deficiency) of revenues over expenditures	(1,794,891)	(2,334,037)	(2,332,558)	(3,083,480)
<b>Other financing sources (uses):</b>				
Gain on sale of fixed assets	-	-	-	-
Bond proceeds	-	-	-	-
Transfers in	2,053,676	2,333,838	2,391,579	2,750,078
Transfers out	(9,004)	-	-	(14,755)
<b>Total other financing sources and uses</b>	<b>2,044,672</b>	<b>2,333,838</b>	<b>2,391,579</b>	<b>2,735,323</b>
Net change in fund balances	249,781	(199)	59,021	(348,157)
Beginning fund balances July 1	2,465,945	2,715,726	2,715,726	2,774,747
Ending fund balances June 30	<u>\$ 2,715,726</u>	<u>\$ 2,715,527</u>	<u>\$ 2,774,747</u>	<u>\$ 2,426,590</u>



**Budget Summary**

**Summary Financial Statements**

**Forest Fees Fund**

**Fiscal Years 2004 through 2006**

**The total fiscal year 2004 - 2006 adopted budget for the Forest Fees Fund is \$1,249,637.**

	<b>FY2004 Actual</b>	<b>FY2005 Revised Budget</b>	<b>FY2005 Submitted Estimates</b>	<b>FY2006 Adopted Budget</b>
<b>Revenues:</b>				
Property taxes	\$ -	\$ -	\$ -	\$ -
Other taxes	-	-	-	-
Special assessments	-	-	-	-
Licenses and permits	-	-	-	-
Fees, fines, and forfeits	-	-	-	-
Intergovernmental	2,811,335	1,000,000	1,000,000	2,649,274
Charges for services	-	-	-	-
Investment income	(1,703)	300,000	120,000	100,000
Contributions	-	-	-	-
Miscellaneous	-	-	4,742	-
<b>Total revenues</b>	<b>2,809,632</b>	<b>1,300,000</b>	<b>1,124,742</b>	<b>2,749,274</b>
<b>Expenditures:</b>				
<b>Current:</b>				
General government	-	-	-	-
Public safety	-	-	-	-
Highways and streets	-	-	-	-
Sanitation	-	-	-	-
Health	-	-	-	-
Welfare	-	-	-	-
Culture and recreation	-	-	-	-
Education	1,440,608	-	-	1,249,637
Transportation	-	-	-	-
<b>Debt service:</b>				
Principal	-	-	-	-
Interest and other charges	-	-	-	-
<b>Total expenditures</b>	<b>1,440,608</b>	<b>-</b>	<b>-</b>	<b>1,249,637</b>
Excess (deficiency) of revenues over expenditures	1,369,024	1,300,000	1,124,742	1,499,637
<b>Other financing sources (uses):</b>				
Gain on sale of fixed assets	-	-	-	-
Bond proceeds	-	-	-	-
Transfers in	-	-	-	-
Transfers out	(4,292,832)	(3,972,612)	(3,942,086)	(2,511,000)
<b>Total other financing sources and uses</b>	<b>(4,292,832)</b>	<b>(3,972,612)</b>	<b>(3,942,086)</b>	<b>(2,511,000)</b>
Net change in fund balances	(2,923,808)	(2,672,612)	(2,817,344)	(1,011,363)
Beginning fund balances July 1	10,268,449	7,344,641	7,344,641	4,527,297
Ending fund balances June 30	<u>\$ 7,344,641</u>	<u>\$ 4,672,029</u>	<u>\$ 4,527,297</u>	<u>\$ 3,515,934</u>



**Budget Summary**

**Summary Financial Statements**

**Toho Tolani Road Improvement District**

**Fiscal Years 2004 through 2006**

**The total fiscal year 2004 - 2006 adopted budget for the Toho Tolani Road Improvement District is \$2,723,050.**

	<b>FY2004 Actual</b>	<b>FY2005 Revised Budget</b>	<b>FY2005 Submitted Estimates</b>	<b>FY2006 Adopted Budget</b>
<b>Revenues:</b>				
Property taxes	\$ -	\$ -	\$ -	\$ -
Other taxes	-	-	-	-
Special assessments	1,862,881	230,504	334,986	333,050
Licenses and permits	-	-	-	-
Fees, fines, and forfeits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for services	-	-	-	-
Investment income	(7,297)	56,525	27,965	-
Contributions	-	-	-	-
Miscellaneous	-	-	-	-
<b>Total revenues</b>	<b>1,855,584</b>	<b>287,029</b>	<b>362,951</b>	<b>333,050</b>
<b>Expenditures:</b>				
<b>Current:</b>				
General government	-	-	-	-
Public safety	-	-	-	-
Highways and streets	815,313	5,403,359	4,630,268	2,390,000
Sanitation	-	-	-	-
Health	-	-	-	-
Welfare	-	-	-	-
Culture and recreation	-	-	-	-
Education	-	-	-	-
Transportation	-	-	-	-
<b>Debt service:</b>				
Principal	-	-	210,000	220,000
Interest and other charges	31,588	-	123,025	113,050
<b>Total expenditures</b>	<b>846,901</b>	<b>5,403,359</b>	<b>4,963,293</b>	<b>2,723,050</b>
Excess (deficiency) of revenues over expenditures	1,008,683	(5,116,330)	(4,600,342)	(2,390,000)
<b>Other financing sources (uses):</b>				
Gain on sale of fixed assets	-	-	-	-
Bond proceeds	2,590,852	3,204,784	-	-
Transfers in	30,000	-	963,052	250,000
Transfers out	-	-	-	-
<b>Total other financing sources and uses</b>	<b>2,620,852</b>	<b>3,204,784</b>	<b>963,052</b>	<b>250,000</b>
Net change in fund balances	3,629,535	(1,911,546)	(3,637,290)	(2,140,000)
Beginning fund balances July 1	8	3,629,543	3,629,543	(7,747)
Ending fund balances June 30	<u>\$ 3,629,543</u>	<u>\$ 1,717,997</u>	<u>\$ (7,747)</u>	<u>\$ (2,147,747)</u>



**Budget Summary**

**Summary Financial Statements**

**Debt Service Fund**

**Fiscal Years 2004 through 2006**

**The total fiscal year 2004 - 2006 adopted budget for the Debt Service Fund is \$2,864,584.**

	<b>FY2004 Actual</b>	<b>FY2005 Revised Budget</b>	<b>FY2005 Submitted Estimates</b>	<b>FY2006 Adopted Budget</b>
<b>Revenues:</b>				
Property taxes	\$ -	\$ -	\$ -	\$ -
Other taxes	-	-	-	-
Special assessments	-	-	-	-
Licenses and permits	-	-	-	-
Fees, fines, and forfeits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for services	-	-	-	-
Investment income	57,492	700,000	700,000	700,000
Contributions	-	-	-	-
Miscellaneous	-	-	-	-
<b>Total revenues</b>	<b>57,492</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</b>
<b>Expenditures:</b>				
<b>Current:</b>				
General government	-	72,446	-	-
Public safety	-	-	-	-
Highways and streets	-	-	-	-
Sanitation	-	-	-	-
Health	-	-	-	-
Welfare	-	-	-	-
Culture and recreation	-	-	-	-
Education	-	-	-	-
Transportation	-	-	-	-
<b>Debt service:</b>				
Principal	1,760,000	2,353,097	2,353,097	1,920,000
Interest and other charges	1,108,909	513,097	513,097	944,584
<b>Total expenditures</b>	<b>2,868,909</b>	<b>2,938,640</b>	<b>2,866,194</b>	<b>2,864,584</b>
Excess (deficiency) of revenues over expenditures	(2,811,417)	(2,238,640)	(2,166,194)	(2,164,584)
<b>Other financing sources (uses):</b>				
Gain on sale of fixed assets	-	-	-	-
Bond proceeds	-	-	-	-
Transfers in	10,320	-	-	2,000,000
Transfers out	-	-	-	-
<b>Total other financing sources and uses</b>	<b>10,320</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>
Net change in fund balances	(2,801,097)	(2,238,640)	(2,166,194)	(164,584)
Beginning fund balances July 1	21,975,668	19,174,571	19,174,571	17,008,377
Ending fund balances June 30	<u>\$ 19,174,571</u>	<u>\$ 16,935,931</u>	<u>\$ 17,008,377</u>	<u>\$ 16,843,793</u>



**Budget Summary**

Summary Financial Statements

**Nonmajor Funds**

**Fiscal Years 2004 through 2006**

The total fiscal year 2006 adopted budget for all funds is \$144,446,885.

	<b>FY2004 Actual</b>	<b>FY2005 Revised Budget</b>	<b>FY2005 Submitted Estimates</b>	<b>FY2006 Adopted Budget</b>
<b>Revenues:</b>				
Property taxes	\$ 8,545,309	\$ 8,317,329	\$ 8,327,737	\$ 9,928,182
Other taxes	23,665,943	23,244,115	24,220,210	24,484,160
Special assessments	2,513,620	414,729	472,060	590,295
Licenses and permits	2,875,039	2,508,251	2,437,400	2,531,991
Fees, fines, and forfeits	1,393,864	1,324,500	1,333,841	1,540,243
Intergovernmental	47,944,252	47,230,515	47,742,586	55,065,550
Charges for services	10,072,643	10,565,297	9,780,149	11,378,680
Investment income	241,103	2,202,303	1,975,992	1,853,641
Contributions	524,881	238,717	246,003	238,792
Miscellaneous	408,094	354,879	632,334	2,300,640
<b>Total revenues</b>	<b>98,184,748</b>	<b>96,400,635</b>	<b>97,168,312</b>	<b>109,912,174</b>
<b>Expenditures:</b>				
<b>Current:</b>				
General government	24,604,516	36,678,506	25,226,295	35,359,811
Public safety	22,855,280	25,654,446	23,887,022	29,268,484
Highways and streets	17,875,064	31,513,361	21,108,374	30,386,260
Sanitation	2,603,218	3,014,362	2,705,651	2,738,598
Health	9,489,391	10,360,553	10,178,647	11,288,160
Welfare	3,908,526	4,857,114	4,593,272	5,683,613
Culture and recreation	4,948,647	9,877,960	7,291,731	10,311,993
Education	2,220,609	795,474	1,369,874	2,306,967
Transportation	3,224,686	6,044,280	2,698,235	11,098,021
<b>Debt service:</b>				
Principal	3,773,042	4,454,432	4,786,605	4,150,035
Interest and other charges	1,998,810	1,335,686	1,423,911	1,854,943
<b>Total expenditures</b>	<b>97,501,789</b>	<b>134,586,174</b>	<b>105,269,617</b>	<b>144,446,885</b>
Excess (deficiency) of revenues over expenditures	682,959	(38,185,539)	(8,101,305)	(34,534,711)
<b>Other financing sources (uses):</b>				
Gain on sale of fixed assets	1,173,160	249,100	411,100	190,000
Bond proceeds	2,931,762	17,073,521	1,903,154	12,039,781
Transfers in	11,349,357	11,429,234	12,143,088	13,005,490
Transfers out	(11,349,357)	(11,429,234)	(12,143,088)	(13,005,490)
<b>Total other financing sources and uses</b>	<b>4,104,922</b>	<b>17,322,621</b>	<b>2,314,254</b>	<b>12,229,781</b>
Net change in fund balances	4,787,881	(20,862,918)	(5,787,051)	(22,304,930)
Beginning fund balances July 1	84,650,629	89,438,510	89,438,510	83,651,459
Ending fund balances June 30	<u>\$ 89,438,510</u>	<u>\$ 68,575,592</u>	<u>\$ 83,651,459</u>	<u>\$ 61,346,529</u>

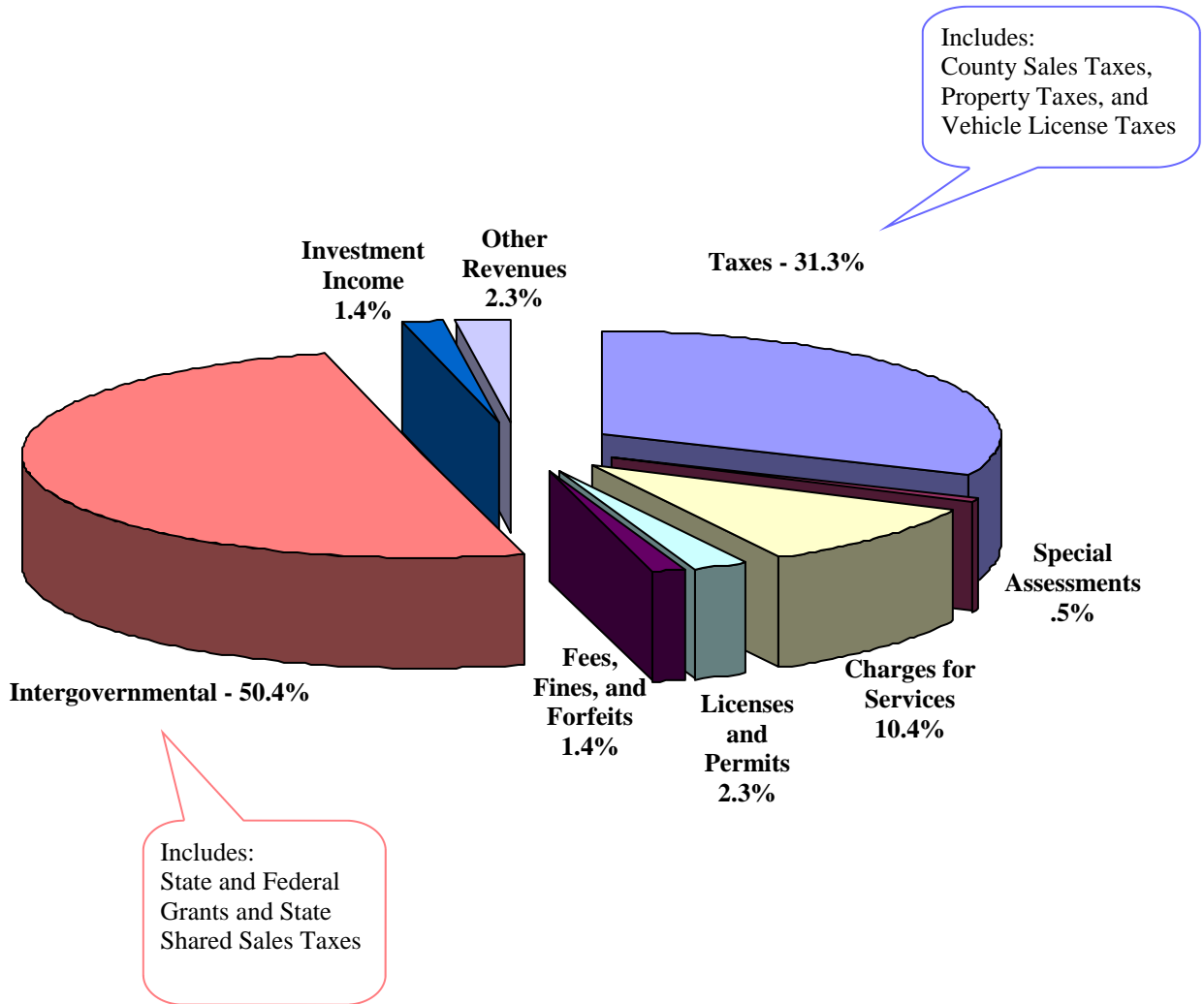


**Budget Summary**

**Analysis of Revenues**

**All Funds Detail by Category**

This chart highlights FY06 revenues for all funds by percentage of the total.





## Budget Summary

### Analysis of Revenues

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#### **Where does the money come from and what has changed?**

Total revenues for all funds are estimated at \$109,912,174 for FY06.

#### **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 of the County, all public monies, statutory fees or funds, general 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 five years and projections are updated quarterly during the year.

Current General Fund revenues include a large budget for sales taxes. In order to try to insulate the organization from the fluctuations in the economy, the organization reviewed its current user fees and made recommendations for changes. In keeping with legal requirements, user fees are only used 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. A full review and update of County user fees was conducted in the spring of 2004 by the Finance Department. A user fee study will be done every 2 years for each department from FY06 on. This study will be done every year for one-half of the County departments, alternating departments every year.

For a complete list of Coconino County Revenue Policies, please refer to page C24.

#### **TAXES**

##### ***Primary Property Taxes***

These are collected to fund the general maintenance and operation of the County in the General Fund. Primary refers to the limited values on which the taxes are collected. Primary values and taxes are "limited" as to how much they can increase if no changes have been made to the property such as additions, etc. Annual levies under the primary system are based on the nature of the property taxed and the taxing authority.

Revenues from primary property taxes account for 12% of General Fund revenues. The County's tax rate was raised for the FY04 Budget from 0.4153 per \$100 of assessed valuation to 0.4753 in FY05. This change in the primary property tax rate increased the County's levy by approximately 11%, the proceeds from which were used to fund unfunded State mandates as well as positions that were previously grant-funded whose contracts have expired but whose continuance is essential to maintaining a level of service commensurate with the County's population growth and service expansion rates. This rate was not increased for the FY06 Adopted Budget.



**Budget Summary**

**Analysis of Revenues**

**Property Tax: Recent Changes**

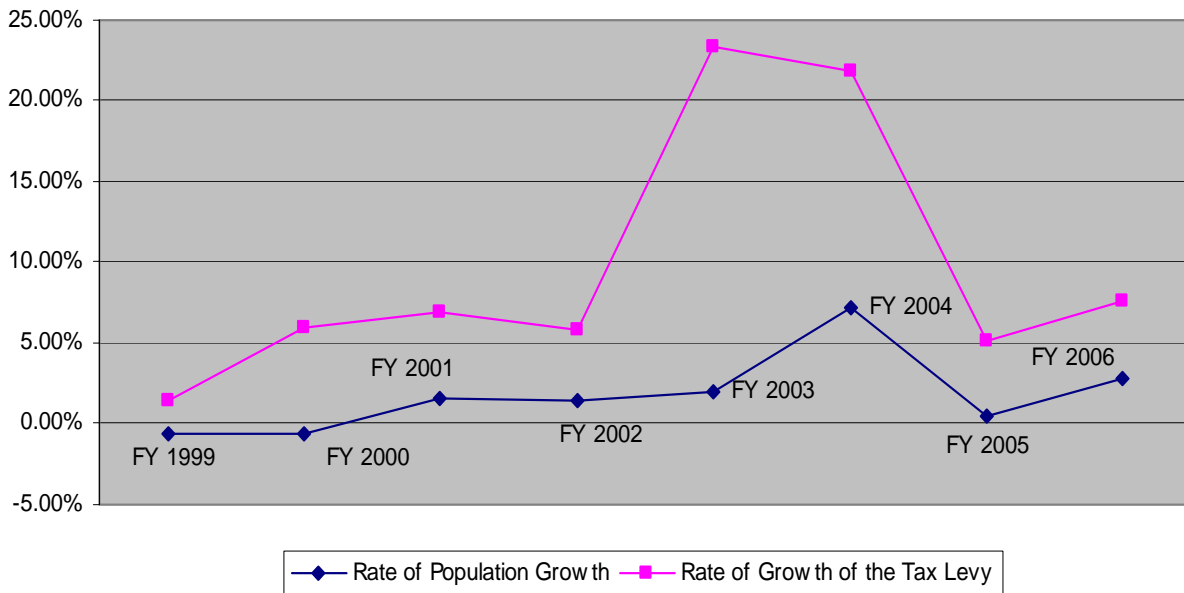
Arizona property taxes are divided into two systems: primary and secondary. The County uses primary property taxes to fund a portion of its General Fund budget; secondary taxes are levied to fund library districts, fire districts, a special lighting district, and the flood control district.

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.

The County does not currently levy its primary tax levy to the maximum allowed under the law. If the County were to raise its primary property tax levy to the maximum legally allowable, based on 2006 assessed valuations, the increase would result in additional revenue of \$358,914.

Below is a chart demonstrating the changes to primary property taxes on a per capita basis between FY99 and FY05. Property Tax Changes per capita decreased in FY05 as the County population continued to grow and there were no increases in the tax rate for that fiscal year. The tax levy not only grows with an increase in the tax rate, but also as the assessed value of property increases.

**Eight Year Property Tax Changes Per Capita**

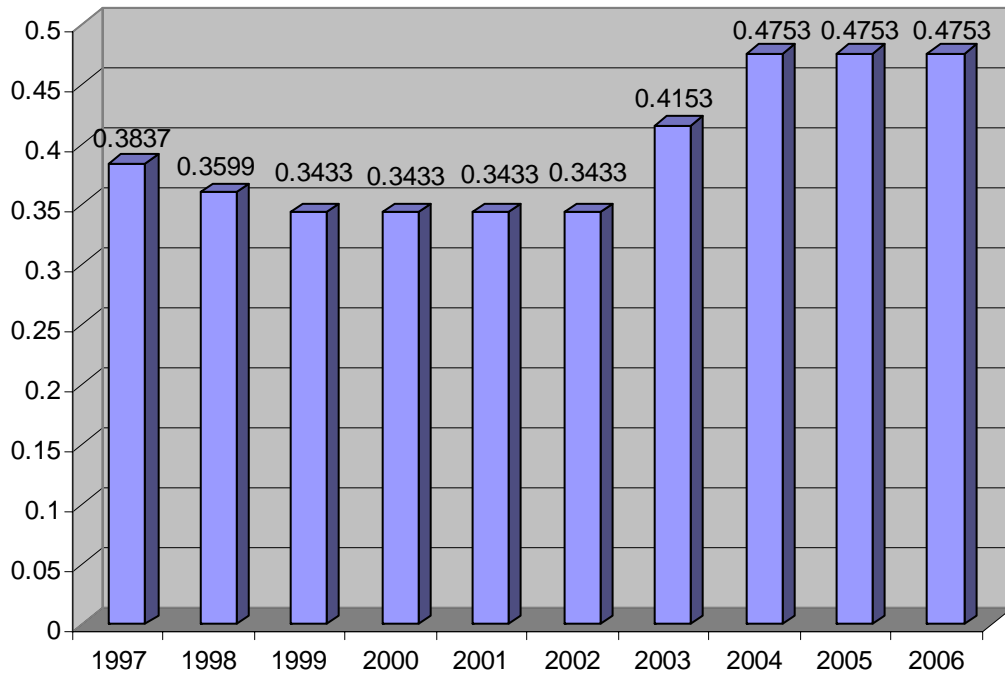




**Budget Summary**

**Analysis of Revenues**

**Ten Year Property Tax Rate History**



**County Primary Property Taxes collected on a Home Valued at \$200,000: \$95.06**  
(this assumes a tax rate of .4753 per \$100 of assessed value)

Of the County property taxes collected, 100% go to the General Fund to support County operations. Depending on a citizen's location in the County, they will also be subject to additional property taxes for the benefit of schools, the city the property is located in, education equalization, fire districts, library districts, flood control districts, lighting districts, water districts, hospital districts, or facilities districts. These other property taxes vary by location in the County.



## Budget Summary

### Analysis of Revenues

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**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 set formula, but is not a County tax.

**County Sales Tax:** Coconino County imposed a sales tax in FY92 which is collected and returned to fund General Fund operations, employee training programs, technology investments and an employee pay plan. 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 will total approximately \$10,077,534 in FY05 and represents 24% of General Fund collections and is estimated at \$10,724,558 for FY06 or 24% of General Fund collections. Tax collections are monitored monthly by staff in order to track changes in sales activity and the local economy.

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 6% of the State rate or 0.3% of a total taxable sale. Sales taxes for the district represent approximately 69% of total estimated revenues. 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 Board to provide a financial report and review an annual forecast. FY05 estimated collections are \$6,209,847 or 1% above budget. FY06 collections are anticipated to grow by 3.5% to \$6,427,192. The Jail District sales tax is set to sunset in FY13.

Voters approved an eighth of a cent sales tax effective January 1, 2003, which 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 \$30 million has been collected. FY06 estimated collections are approximately \$2.3 million.

**Vehicle License Tax:** Also known as auto-lieu taxes, Vehicle License Taxes represent about 6.8% of total General Fund collections. FY05 collections are estimated at \$3,001,066 which is 8% over budget in the General Fund and \$1,800,000 or 6% over budget in the Road Department. Tax collections are based on rates applied to the blue book values of vehicles registered in the County. Newer, more expensive cars result in higher registration fees, or taxes. Post September 11, zero-percent financing sales pushed these revenues even higher. These taxes are projected to grow moderately over the five-year forecast period and reach \$3.27 million in the General Fund by FY10.

**Projection:**

Overall tax revenues collected in FY05 are estimated at \$.4 million above FY04 actual, primarily due to increased income realized from a growth in the County sales tax and modest revenue increases from Vehicle License Taxes. Vehicle License Taxes are forecasted to resume a modest growth rate beginning in FY06 at 1.5%. The County sales tax is forecasted to grow by 2.5% from FY06 to FY10 to \$11.8 million. Property tax revenues are projected to grow each year in the five-year period due to anticipated increases in property valuations. These projections are indicative of a modest, sustainable economy in the County.



## Budget Summary

### Analysis of Revenues

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#### **SPECIAL ASSESSMENTS**

Assessments are levied annually 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 standard.

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 I: Special Taxing Districts.

#### **Projection:**

Revenues from Special Assessments are budgeted to grow from FY05 to FY06 due to the creation of several new improvement districts for the construction of roads. County improvement districts are a viable alternative to residents of unincorporated areas to authorize infrastructure improvements without increasing the general tax burden; staff anticipates that this financing mechanism will remain constant during the five-year forecast period.

#### **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. Permits represent 2.3% 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 3.6% of total collections.

#### **Projection:**

Growth in the local economy and growth in the local population have supported annual increases in collections of licenses and permits. In particular, expansion of the housing market in the last five years has supported significant growth (over 6%) in building permit fees. This growth is expected to slow in FY06 and level out at a modest 2% from FY06 on out. Staff anticipates the steady collections experienced in past three years to continue in the five year period for Environmental Services and Dog Licensing as many of those permits are subject to annual renewal. The Budget Team will continue to closely monitor changes in interest rates as these have an impact on new housing starts, and subsequently, building permits.

#### **FEES, FINES AND FORFEITS**

Coconino County 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 County has four Justice Courts which cover the cities of Flagstaff, Page, Fredonia, and Williams. The majority of collections are generally related to traffic and misdemeanor fines and support the General Fund (about 3% of the total General Fund revenues). Recently, new Special Revenue Funds have been established by State authority to aggregate these types of revenues to be used for court improvements in the future. For FY06 this revenue is anticipated to increase about \$200,000 over FY05 in the Flagstaff Justice Court due to institution of a new collections system - Fines, Assessments, Restitution Enforcement Program (FARE). The Budget Team is budgeting this as a one-time increase in revenue.



## Budget Summary

### Analysis of Revenues

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**Projection:**

Fines and Forfeiture collections will experience a one-time increase of \$200,000 in FY06 due to the FARE collections system. Growth from FY07 to FY10 is expected to level off at about 1.5%. These estimates may change depending on the success of the FARE collections system and a change in the future impact of this program. Until this program is implemented, the County has no way to estimate future collections. Trend analysis received from other entities that have initiated this program suggest the first year collections are substantial and level off in future periods. We applied this trend to Coconino County's FY06 revenue estimates.

#### **INTERGOVERNMENTAL**

Intergovernmental Revenues are collections received by the County from other governments and public entities and include payments in lieu of taxes, state shared revenues, grants, indirect costs, 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 single largest sources of revenues 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, and Community Services departments. Intergovernmental revenue overall is projected to grow approximately 15% in FY06 over FY05 estimates. The most significant component of this growth is a change in accounting for National Forest Fee revenue.

The **State Shared Sales Tax** (a Transaction and Privilege Tax) is collected by the State on 30 types of business activities. A portion of the total is allocated to a pool which is then distributed to cities, counties, and the State. Twenty-five percent is returned to incorporated cities/towns, 40.51% is returned to counties 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 and recent historical averages, this revenue source is expected to grow at a 5.5% rate through FY07 and will grow at 3.5% from FY08 to FY10.

**Highway User Revenue (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 are allocated based on fuel sales and estimated consumption as well as the population.

**Projection:**

Staff anticipates the County's continued reliance on outside revenue sources for the operation of programs during the five-year forecast period. Other Intergovernmental Revenue is projected to show modest growth - 2% per year through FY10. The County updates its indirect cost rate schedule annually and anticipates this revenue to the General Fund to increase by 6% over FY05 estimates. This could be a one-time adjustment as indirect cost revenue can change from year to year based on changes in County central service departments and what grantors will allow in terms of overhead recovery. Policies and procedures to assist grant managers in negotiating cost-recovery revenues will continue to be pursued in order to increase and stabilize these revenues in the future. It is important to note that a loss of intergovernmental revenues would substantially impact the level of service currently provided by the County.



## Budget Summary

### Analysis of Revenues

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#### **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, fees for parks and recreation activities, fees for vital statistic documents, probation services, charges for recording documents, and charges for copies of the Assessor's maps.

#### **Projection:**

Charges for services are anticipated to increase at a 1.5% rate through FY10. Overall charges for services are anticipated to be 16% higher in FY06 than the FY05 estimates both due to the increase in indirect costs and an increase in CREC charges for services.

#### **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 Board of Supervisors and 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 the fund. The majority of interest earnings accrue to the Highway User Revenue Fund, the National Forest Fee balance, and the General Fund. Earnings are allocated monthly by the Treasurer, the County's investment officer. Staff anticipates that these collections will decline or remain steady in the next couple of years due to decreases in the fund balance available for interest earnings and a slow rise in interest rates.

#### **Projection:**

General Fund interest income in FY05 was higher than FY04, but still did not meet the budgeted projection. Income earned in the Debt Service Reserve declined between FY01 and FY05 as the County paid down principle outstanding on its debt and thereby has less cash available for investment earnings. Overall, the forecast for all funds earning interest in the next five years will continue to be lackluster due to the interest rate volatility, a slow national economic recovery, and a decline in fund balances.

#### **CONTRIBUTIONS**

Contributions are State Contribution

revenues derived from the Salt River Project Utility (SRP). SRP revenues declined until recently due to changes in the tax laws and in the electric utility industry. 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.

#### **Projection:**

Contribution revenues declined by 53% from FY04 to FY05. Based on discussions with the utility, these contributions are estimated to remain constant in FY06 through FY10.



## Budget Summary

### Analysis of Revenues

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#### **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. The initial budget for FY06 for miscellaneous revenue is substantially greater than the FY05 estimates due to recording of new grants. When departments have not yet received a grant, the revenue is budgeted as miscellaneous until the grant is awarded. Once the grant has been awarded the budget will be adjusted as intergovernmental revenue. If it is not awarded the budget will be adjusted down to reflect the change in anticipated revenue.

#### **Projection:**

Due to the nature of this revenue, there is no anticipated or budgeted change from the FY05 estimates in revenues for FY06 forward.

#### **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. In FY01, the County issued Certificates of Participation to complete the second phase of a \$40 million capital facilities and parks plan. The first financing for these capital improvements was issued in FY98. Each of the issues has a 15 year term for repayment. The second issue received an A3 rating from Moody's Investors Service due to an assessment of the County's strong financial management structure and the significant amount of cash which was set aside for the principal and interest payments over the life of the issue. The Parks and Open Space Initiative became effective in January 2003; the County has not issued the first certificate of participation as part of this program as debt plans are still in discussion stages. Repayment of this debt will use the proceeds from the 1/8 cent voter approved sales tax.

#### **Projection:**

Other financing sources have been and will continue to be used for capital facility, parks, and County road improvement projects. FY05 saw an increase in overall financing activity for certain road district projects. The FY06 budget for debt issuance (adjusted to back out the Parks and Open Space bond issue) is projected to decrease by about 45%. This reduction is primarily for improvement districts as the County financed these projects in FY05.



**Budget Summary**

**Analysis of Revenues**

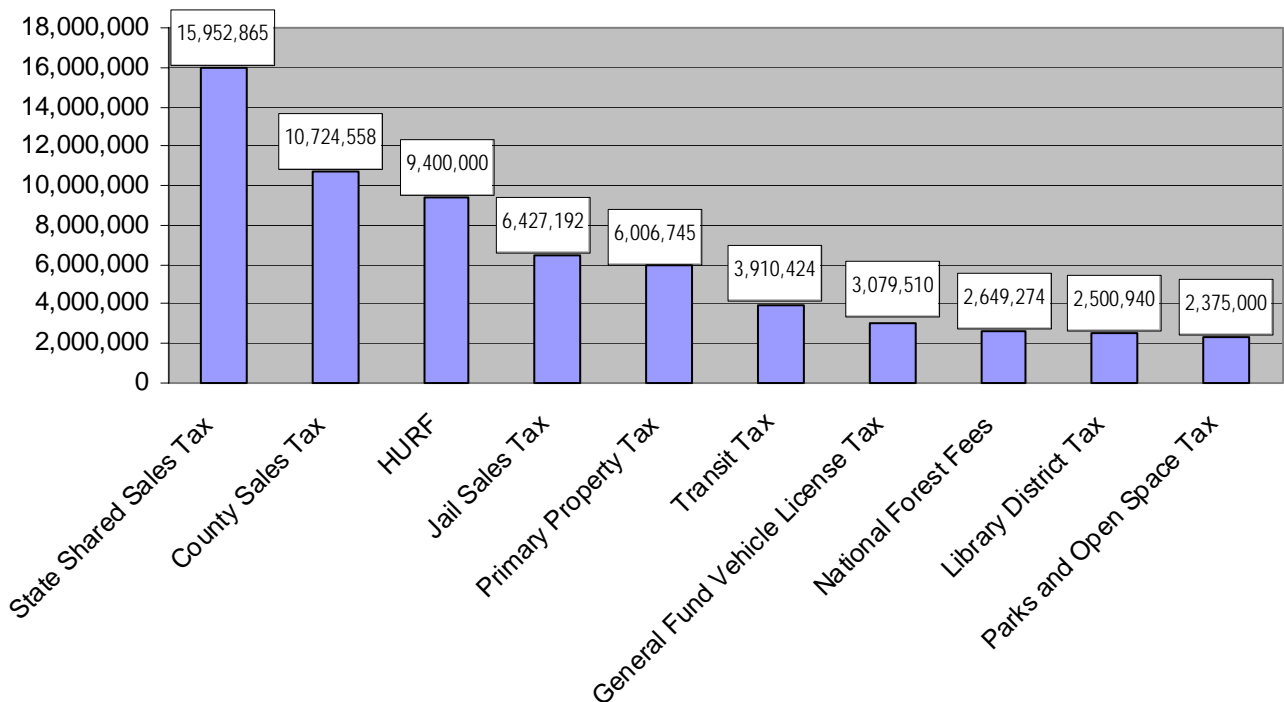
**Top Ten Revenue Sources**

The County's Top Ten Revenue Sources in FY06 are (from greatest to least) :

- State Shared Sales Tax - General Fund
- County Sales Tax - General Fund
- Highway User Revenues - Public Works
- Jail Sales Tax - Jail District
- County Primary Property Tax - General Fund
- Transit Tax - Transportation
- Vehicle License Tax - General Fund
- National Forest Fees - Public Works/Superintendent of Schools
- Library District Tax
- Parks and Open Space Tax - Parks and Recreation

The County's dependence upon outside (non-property tax) sources of funding is evident and includes the State Shared Sales Tax, the County Sales Tax and Highway User Revenues which alone make up about 33% of all revenues to be collected in FY05 and FY06. In fact, the top four sources are pegged to the health of the regional tourist economy. Current growth projections for revenues in FY06 through FY10 assume a healthy increase for sales taxes, reflecting current economic trends.

**FY06 Budgeted Top Ten Revenue Sources**





## Budget Summary

### General Fund Revenue Assumptions

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The single largest fund in the County is the General Fund. It accounts for approximately 41% of the County's annual revenue. The process of estimating and forecasting revenues involves review and analysis of numerous variables and several months of research. The Budget Division 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.

- **County Sales Tax** is projected to grow from FY05 estimate to FY06 Budget by 6%, with the annual growth rate decreasing to an average of 2.5% by FY10. **State Shared Sales Tax** is projected to increase by 5.5% from FY05 estimate to FY06 budget and FY07 budget, and by 3.5% in FY08, FY09, and FY10. These aggressive figures are primarily based on State revenue estimates and other economic indicators.
- The County's **Primary Property tax** was increased by 6 cents in FY04 to .4753. This budget includes no change in the rate FY06 but forecasts an average 5% increase in FY06, FY07, and FY08 in the net assessed values during this period. The growth rate is expected to level off at 2% beginning in FY09.
- **Contributions** are projected to remain stable over the five year period with no anticipated growth.
- **Vehicle License Taxes** (Auto Lieu) are anticipated to grow by 2.6% from FY05 estimates to FY06 budget, and to grow on average by 1.5% each year thereafter. Tax collections are based on rates applied to the blue book values of vehicles registered in the County.
- **Licenses and Permits** had a very high growth rate in FY04 but are expected to level off in FY06 and grow at a 2% rate after that. The jump was due to a short-term increase in building permits being issued in direct relation to the low national interest rates. The interest rate is expected to rise and growth is anticipated to slow down, so staff is projecting this revenue to decrease and return to a more historical growth level in FY06.
- **Other Intergovernmental Revenue** is projected to decrease from the FY05 estimates to the FY06 budget and then increase by only 2%. The decrease from FY05 to FY06 is due to a loss in election revenue from the City of Flagstaff and the State of Arizona. The County is paid for election costs during election years.
- **Charges for Services** are anticipated to show a 22% growth between the FY05 estimates and the FY06 budget. This is a one-time increase due to the new cost allocation plan. After FY06 this revenue source is projected to grow at 1.5% per year.
- **Fees, Fines and Forfeits** are projected to grow by 1.5% throughout the five-year forecast, with the exception of FY06. Fines and Forfeits will have a one-time increase due to the implementation of the FARE program in the Flagstaff Justice Court. The long-term impact of this program cannot be estimated at this time. The Budget Division is forecasting a one-time increase of \$200,000 in FY06 revenues related to this program.
- **Interest on Investments** will decline to \$500,000 by FY07 due to anticipated increases in the General Fund's budgeted expenditures which would correspond to decreases in the fund balance available for interest earnings. This revenue is not budgeted to change during the next four fiscal years.
- **The SRP Contribution** will remain constant at \$171,500 in FY06 and remain at this level during the five-year period.



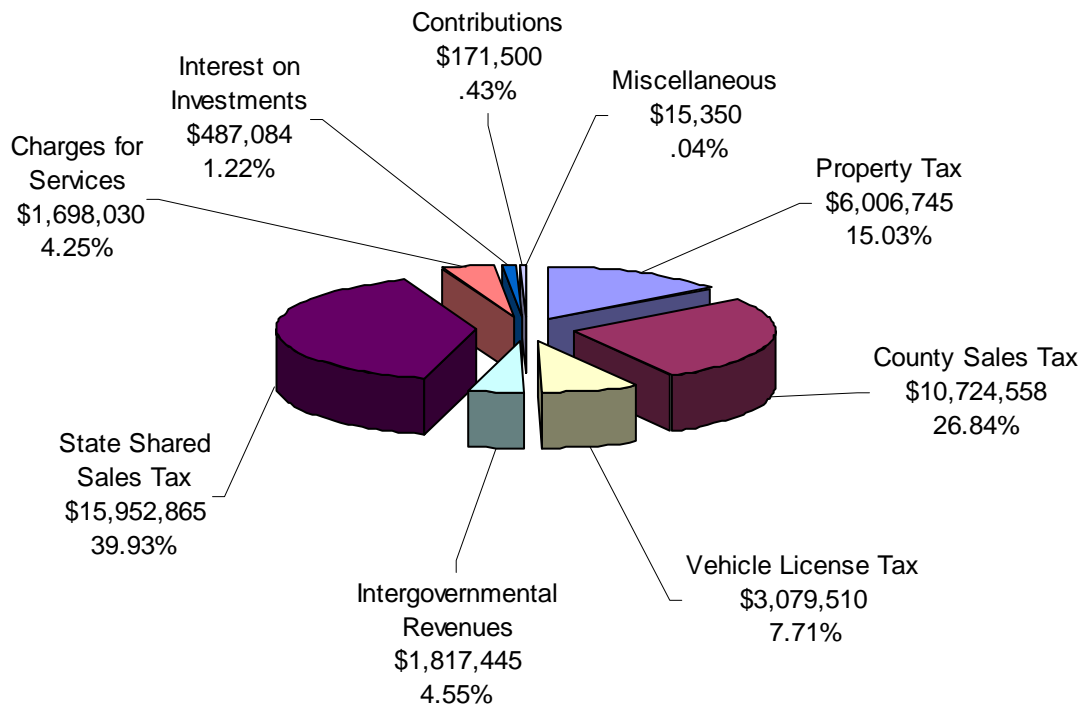
**Budget Summary**

**General Fund Revenue Assumptions**

- **Miscellaneous** revenue is forecasted at the minimum level during the five-year period. These revenues are usually derived from unanticipated sources.
- Actual **“Transfers In”** for FY05 are primarily revenues from Title III Forest Fees for County services provided on Federal lands. Also included in this figure are rent payments from different grant funded departments.

General Fund revenue sources not associated with departmental functions are recorded in the division called Non-Departmental. Revenues are collected throughout most categories and are illustrated below by projected percentage each revenue represents of the total non-departmental revenue to the General Fund.

**General Fund Revenues Posted to Non-Departmental**





**Budget Summary**

**General Fund Revenue Projections**

**Five-Year Plan**

The County incorporates the preceding assumptions for the budget year and additional estimated growth or decline rates (where applicable) into a five-year forecast for revenues. This forecast provides County management with a planning tool for determining future funding options and availability.

	Actuals	FY 2005		Budget	Projected			
	FY 2004	Budget	Estimate	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Primary Property Tax	\$ 4,688,992	\$ 5,580,580	\$ 5,580,580	\$ 6,006,746	\$ 6,307,083	\$ 6,622,437	\$ 6,754,886	\$ 6,889,984
Delinquent Taxes	616,532	500,000	597,113	-	-	-	-	-
Utilities	102,781	77,900	99,984	77,900	77,900	77,900	77,900	77,900
Auto Lieu	2,975,703	2,788,295	3,001,066	3,079,510	3,125,703	3,172,588	3,220,177	3,268,480
County Sales Tax	10,118,748	9,984,018	10,077,534	10,724,558	10,992,672	11,267,489	11,549,176	11,837,905
<i>Subtotal</i>	<b>18,502,756</b>	<b>18,930,793</b>	<b>19,356,277</b>	<b>19,888,714</b>	<b>21,100,471</b>	<b>21,140,414</b>	<b>22,199,252</b>	<b>22,074,269</b>
Licenses & Permits	1,902,358	1,615,191	1,510,148	1,615,191	1,647,495	1,680,445	1,714,054	1,748,335
State Sales Tax	14,332,890	14,475,894	15,121,199	15,952,865	17,041,273	17,637,717	18,255,037	18,893,964
County Contribution Fund	464,034	463,300	463,300					
Net Sales Tax	<b>13,868,856</b>	<b>14,012,594</b>	<b>14,657,899</b>	<b>15,952,865</b>	<b>17,041,273</b>	<b>17,637,717</b>	<b>18,255,037</b>	<b>18,893,964</b>
Other Intergovernmental	2,624,181	2,832,803	2,972,751	2,606,457	2,658,586	2,711,758	2,765,993	2,821,313
<i>Subtotal</i>	<b>16,493,037</b>	<b>16,845,397</b>	<b>17,630,650</b>	<b>18,559,322</b>	<b>19,699,859</b>	<b>20,349,475</b>	<b>21,021,030</b>	<b>21,715,276</b>
Charges for Services	2,287,285	2,236,267	2,367,316	3,034,028	3,079,538	3,125,731	3,172,617	3,220,207
Fines & Forfeits	1,051,221	1,049,500	1,033,841	1,265,243	1,042,405	1,058,041	1,073,912	1,090,020
Interest on Investments	1,020,459	523,726	507,336	573,334	500,000	500,000	500,000	500,000
Contributions - (SRP)	180,870	171,500	171,500	171,500	171,500	171,500	171,500	171,500
Miscellaneous	124,776	135,000	237,222	135,000	135,000	135,000	135,000	135,000
<i>Sub-Total</i>	<b>41,562,761</b>	<b>41,507,374</b>	<b>42,814,290</b>	<b>45,242,332</b>	<b>47,376,268</b>	<b>48,160,607</b>	<b>49,987,365</b>	<b>50,654,607</b>
<i>Transfers In</i>	914,695	893,861	893,861	957,278	967,719	978,368	989,230	1,000,310
<i>Grand Total</i>	<b>\$ 42,477,456</b>	<b>\$ 42,401,235</b>	<b>\$ 43,708,151</b>	<b>\$ 46,199,610</b>	<b>\$ 48,343,986</b>	<b>\$ 49,138,975</b>	<b>\$ 50,976,596</b>	<b>\$ 51,654,917</b>



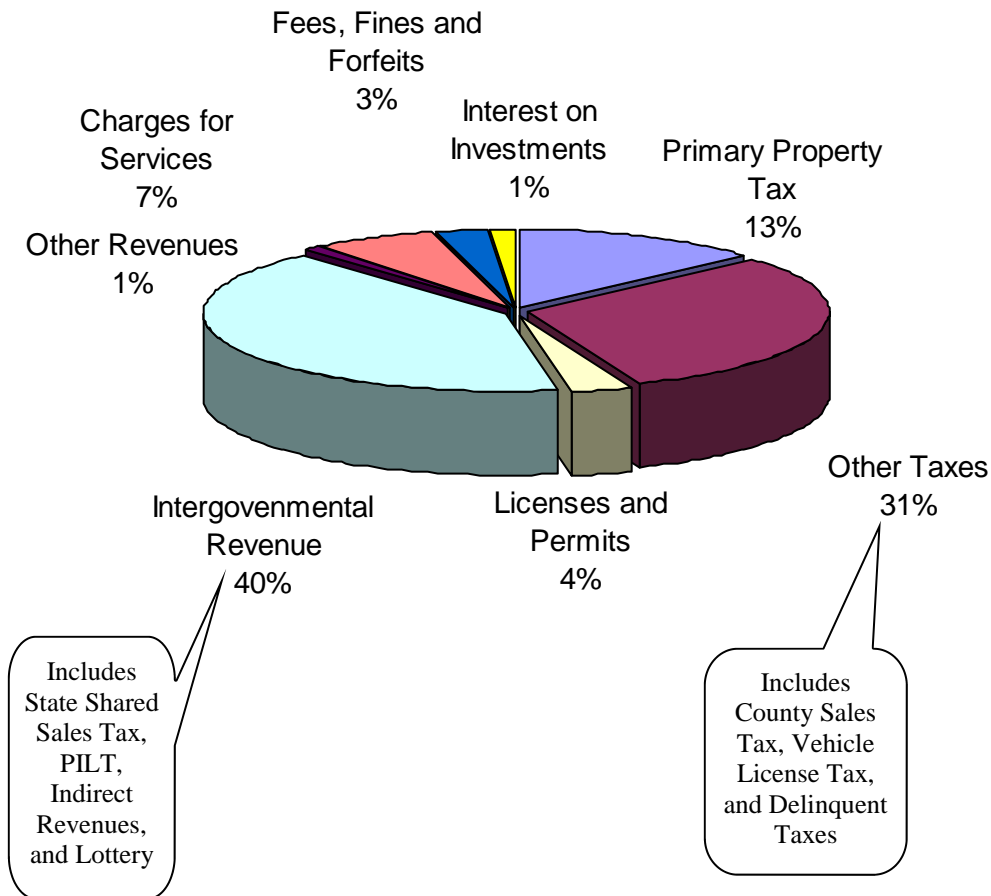
**Budget Summary**

**General Fund Revenues**

**FY06 Revenues by Percentage**

This chart details FY06 General Fund base 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.

**General Fund Revenues by Type**





**Budget Summary**

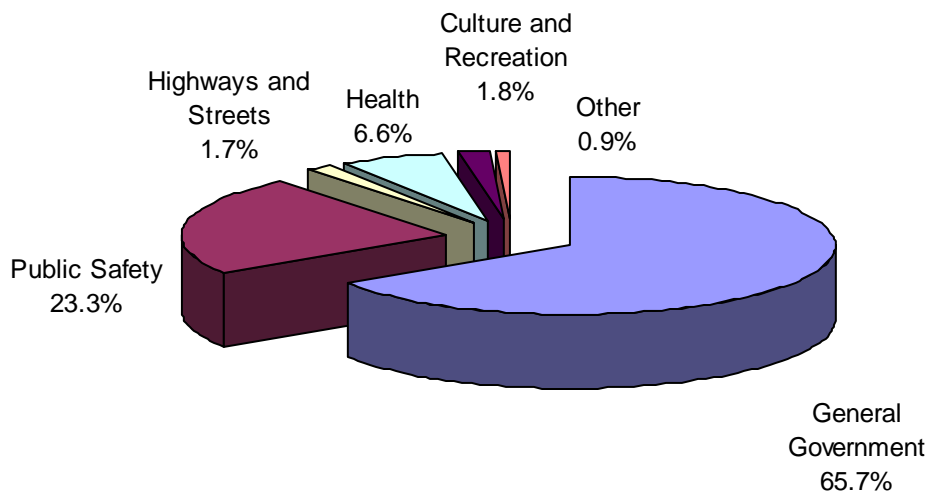
**Analysis of Expenditures**

**Total Expenditures for the General Funds**

The total County Adopted Expenditure Budget for FY06 is \$144,446,885.

Of this, total adopted expenditures for the General Fund (1001) are \$40,575,736, and for all other General Funds adopted expenditures are \$7,995,267 for a total of \$48,571,003. 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.

**General Fund Expenditures by Program**





**Budget Summary**

**Analysis of Expenditures**

**General Fund Expenditures by Fund and Program**

	Culture and Recreation	Education	General Government	Health	Highway and Streets	Public Safety	Debt Service	Total
<i>By Fund:</i>								
General Fund	\$ 874,034	\$ 382,330	\$ 23,979,086	\$ 3,204,128	\$ 777,414	\$ 11,314,639	\$ 44,105	\$ 40,575,736
Self Insurance	-	-	50,000	-	-	-	-	50,000
Emergency Reserve	-	-	6,741,375	-	-	-	-	6,741,375
Financial Management Reserve	-	-	90,000	-	-	-	-	90,000
Computer Lease/Buy Project	-	-	203,327	-	-	-	-	203,327
Asset Repair & replacement	-	-	716,665	-	-	-	-	716,665
Public Defender Fees for Services	-	-	107,600	-	-	-	-	107,600
Legal Defender Fees for Services	-	-	5,000	-	-	-	-	5,000
Pinewood Improvement	-	-	-	-	35,000	-	-	35,000
Voter Tabulation System	-	-	46,300	-	-	-	-	46,300
<b>Total</b>	<b>\$ 874,034</b>	<b>\$ 382,330</b>	<b>\$ 31,939,353</b>	<b>\$ 3,204,128</b>	<b>\$ 812,414</b>	<b>\$ 11,314,639</b>	<b>\$ 44,105</b>	<b>\$ 48,571,003</b>

**General Fund Expenditures by Category and Program**

	Culture and Recreation	Education	General Government	Health	Highway and Streets	Public Safety	Debt Service	Total
<i>By Category - General Fund</i>								
Salaries	\$ 327,720	\$ 230,050	\$ 13,484,577	\$ 95,251	\$ 406,349	\$ 6,429,959	\$ -	\$ 20,973,906
Benefits	97,338	69,956	4,038,858	32,974	112,724	2,463,094	-	6,814,944
Operations	348,551	76,979	5,545,358	3,073,590	250,187	1,448,917	44,105	10,787,687
Travel	21,675	5,345	396,687	2,313	8,154	872,319	-	1,306,493
Capital	78,750	-	513,606	-	-	100,350	-	692,706
<i>By Category - Other General Fund Types</i>								
Salaries	-	-	59,951	-	-	-	-	59,951
Benefits	-	-	24,496	-	-	-	-	24,496
Operations	-	-	7,345,020	-	-	-	-	7,345,020
Travel	-	-	6,800	-	-	-	-	6,800
Capital	-	-	524,000	-	35,000	-	-	559,000
<b>Total All General Funds</b>	<b>\$ 874,034</b>	<b>\$ 382,330</b>	<b>\$ 31,939,353</b>	<b>\$ 3,204,128</b>	<b>\$ 812,414</b>	<b>\$ 11,314,639</b>	<b>\$ 44,105</b>	<b>\$ 48,571,003</b>



## Budget Summary

### Analysis of Expenditures

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Coconino County's FY06 budgeted expenditures have increased by **\$9,860,711** from FY05 budgeted expenditures.

The County's expenditure budget for FY06 is composed of its General Fund, Special Revenue Funds, Debt Service Funds, and Capital Funds. General Funds expenditures in FY06 represent 34% of the total expenditure budget. Special Revenue Funds, which include grant funds, represent 60% of the total budget. The remaining 6% is substantially represented by Capital Projects Funds expenditures. Proprietary Fund expenditures at Coconino County are not included in the expenditure total as the expenditures for the County's one internal service fund, Mechanical Services, are already reflected in the affected departments' budgets.

#### Where did the money go?

##### **General Government:**

In the County's **General Fund**, general government expenditures decreased between the FY05 and FY06 budgets. The overall decrease is attributable to a decrease in the budgeted emergency reserve. This was budgeted at over \$10 million in FY05 and was reduced to a little over \$6.7 million in FY06. Some of this decrease is offset by the pay plan increases and increased benefit costs. In FY06, the Board of Supervisors recognized that its employees are valuable assets and that a progressive pay plan and supporting State mandated programs are priorities when increasing budgeted expenditures.

##### Projection:

General Government expenditures in the General Fund are projected to decrease by 4% in FY06 over the FY05 budget, exclusive of transfers. If the emergency reserve is taken out of each year, than overall expenditures are budgeted to increase 9.5%. This is mainly attributable to the pay plan adopted by the Board for FY06 and increases in the cost of employee benefits. In addition, the increase includes increments where programs are mandated by State or Federal action or when departments create collaborative productivity solutions to provide efficient services to the citizens of Coconino County. These additions are considered recurring costs and have been incorporated in the five year financial plan model.

In the County's **Special Revenue Funds**, FY06 budgeted expenditures increased by about 11% over FY05 budgeted amounts. Some of this increase is also due to the pay plan and increased cost of benefits. Other increases are a result of the departments finding alternative funding sources for their programs, to shift costs from the General Fund.

##### Projection:

Special Revenue Fund Expenditures are projected to increase during the five-year period as departments such as Transportation Services, Health, Adult Probation, and Community Services continue to seek funding sources outside of the General Fund.

The General Government budgeted expenditures for **Debt Service** and **Capital Projects Funds** did not experience a notable change from FY05 to FY06.



## Budget Summary

### Analysis of Expenditures

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#### **Public Safety:**

The County realized the completion of a major capital improvement plan, a significant portion of which was the construction of a new jointly occupied law enforcement facility (shared by the Sheriff's Office with the City of Flagstaff Police Department) and a new Juvenile Court services and detention facility in FY00 and FY01. The construction of this facility was partially funded by a sales tax and the formation of a Jail District. In FY04, the County also completed construction of the Williams Justice Facility, designed to house the Williams Justice Court, the City of Williams Municipal Court, and the Sheriff's Office Williams Substation.

In the **General Fund** the public safety budgeted FY06 expenditures increased 14% over FY05 budgeted expenditures. This increase is mainly attributable to the pay plan increases and increased Sheriff Department expenditures.

#### **Projection:**

Expenditures in the General Fund related to public safety will continue to increase with the implementation of the pay plan and the rising cost of benefits. As gas prices continue to rise, so will the associated patrol costs.

Similarly, in **Special Revenue Funds**, public safety expenditures increased 14% from FY05 to FY06. This is mainly attributable to the increased Flood Control Tax rate that was adopted by the Board for FY06.

#### **Projection:**

Special Revenue Fund expenditures for public safety will substantially increase in FY06 and experience a slower growth rate after FY06. The Flood Control Tax rate increase will greatly increase the County's ability to improve areas that have flood control issues. The pay plan, the rising cost of benefits, and increased fuel prices also have an impact on these expenditures. If an increased Jail district tax is not adopted, and the existing Jail district tax is not extended, there is a serious concern that the Jail District will not be able to provide its current level of service without substantial General Fund contributions.

There are no public safety expenditures associated with **Capital Project** and **Debt Service Funds**.

#### **Highways and Streets:**

The main expenditure base in the **General Fund** for highways and streets is in the Geographic Information Systems (GIS) department which was created as an independent department in FY01. The General Fund expenditures related to highways and streets experienced a small (5.8%) increase in budget from FY05 to FY06 due to salary and benefit increases.

#### **Projection:**

As the department completed work on the central parcel database, it also began work on a County-wide standard addressing/centerline project in FY03 which will be completed during the upcoming five-year period. As such, the department's operations, FTE base, and capital outlay needs have been expanded accordingly. Some of these expenditures, where applicable, have been paid out of Title III Forest Fees and will continue as needed. Title III funds were approved for a limited term FTE in FY05 and this position has remained unfilled. GIS is still actively recruiting for this position.



## Budget Summary

### Analysis of Expenditures

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**Special Revenue Funds** expenditures for highways and streets experienced a budget increase of 8% from FY05 to FY06. These expenditures are mainly composed of the Public Works Department projects. The largest portion of this increase is related to capital projects. As the County grows, there become more roads adopted into the County road system, and more Public Works projects are needed.

**Projection:**

A high level of expenditures continues into FY06 and beyond, as the Public Works department strives to complete necessary road improvements for the County. As the creation of road improvement districts continues, County matching funds will continue to be monitored for availability in a geographically distributed manner. As public funds become less available, the County will continue to seek outside funding sources (including road improvement districts) to complete necessary Public Works projects.

The **Debt Service** and **Capital Projects** expenditures budgeted for highways and streets are solely related to Special Districts. Please refer to Section I for a discussion of these districts.

***Sanitation:***

All sanitation expenditures are posted within **Special Revenue Funds** and relate to both the Solid Waste Division of Public Works and the Kachina Village Improvement District (KVID). The General Fund supports the Solid Waste Division through an annual funds transfer. The FY06 budget for Solid Waste is less than the FY05 budget because the Forest Lakes and Tusayan transfer stations were closed in FY05. The KVID budget decreased from FY05 to FY06 due to capital projects that were completed in FY05.

**Projection:**

In the upcoming five years, the solid waste budget is projected to increase due to the significant growth in the new housing projects and population growth outside municipal waste collection zones. The KVID budget will also grow with the annexation of new property and construction on existing lots in Kachina Village.

There are no **General Fund, Debt Service, and Capital Projects Fund** expenditures related to sanitation.

***Health:***

In the **General Fund** expenditures for Health increased in the FY06 over FY05 due to increases in State mandated programs. Both the Arizona Long Term Care (ALTCS) expenditure and the Arizona Health Care Cost Containment System (AHCCCS) expenditures increased substantially over FY05.

**Projection:**

State mandated program expenditures have been on the rise, and Coconino County expects this trend to continue into the near future.

**Special Revenue Fund** expenditures for health are also increasing as the Health Department has been the beneficiary of new grant awards. This had increased the level of service the Health Department has been able to provide.



## Budget Summary

### Analysis of Expenditures

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**Projection:**

Staff anticipates a continued reliance on grant funding to supplement General Fund money for public health services in the future. Conversely, the General Fund revenues derived from the payment of indirect costs may be reduced as State and Federal program funding is decreased.

**Capital Projects** and **Debt Service** funds have no expenditures related to health.

**Welfare:**

Welfare expenditures are posted entirely in **Special Revenue Funds**. These expenditures are those that relate to Community Services and the Career Center. These expenditures are experiencing a large increase (17%) due to an increasing Coconino Rural Environmental Corps (CREC) program. The primary purpose of this program is conservation management and youth development in the unincorporated areas of the County. The growth of this program is reliant on contracts from outside agencies.

**Projection:**

Expenditure levels for welfare programs are expected to remain consistent during the next five years. The CREC program has experienced a high growth rate since its inception, but is expected to level out in the upcoming fiscal years.

There are no welfare expenditures in the **General Fund, Debt Service, or Capital Projects Funds**.

**Culture and Recreation:**

**General Fund** expenditures for culture and recreation are solely made up of Parks and Recreation Department expenditures. The 22% increase in the budget for these expenditures in FY06 over FY05 is due to increased utility budgets, the amphitheater operation budget being added, and an inmate van that was added for the work release program.

**Projection:**

General Fund expenditures related to culture and recreation are expected to remain consistent during the next five years, now that necessary adjustments have been made to the operating budget.

Library District expenditures and Parks and Recreation Department expenditures are included in the **Special Revenue Funds** budget for culture and recreation. The Library District expenditures are based on the tax collected and are expected to rise consistently with the rise in assessed property values. Parks and Recreation expenditures are increasing as Parks and Open Space tax funds are spent.

**Projection:**

Parks and Recreation expenditures will continue to increase steadily until the sunset of the Parks and Open Space tax. This tax will remain in effect until \$30 million has been collected. This is anticipated to have happened by FY2011.

**Capital Projects Funds** expenditures for culture and recreation will substantially decrease in FY06 with the completion of the Fort Tuthill Amphitheater. The expenditures for these funds are expected to vary each fiscal year as different Parks and Open Space Projects are started and completed.

There are no **Debt Service Fund** expenditures for culture and recreation.



## Budget Summary

### Analysis of Expenditures

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#### **Education:**

**General Fund** expenditures for education consist of those for the Superintendent of Schools. These expenditures will decrease in FY06 over the FY05 budget because of a change in the reporting of educational services expenditures. Other General Fund expenditures for the Superintendent of Schools will remain relatively constant.

#### **Projection:**

The Superintendent of Schools General Fund budget is not expected to experience a lot of change in the next 5 fiscal years. Small salary and benefit increases will result from pay plan changes and benefit cost increases.

The Superintendent of Schools budget is all that is included in the **Special Revenue Funds** budget for education. The drastic increase from the FY05 budget to the FY06 budget is the result of a change in reporting of National Forest Fees.

#### **Projection:**

The Superintendent of Schools' budget will experience a small growth in the upcoming fiscal years as the cost of employees increases. No other significant increases or decreases are projected for this budget.

There are no **Debt Service** or **Capital Projects Fund** expenditures related to education.

#### **Transportation:**

Transportation expenditures for **Special Revenue Funds** will experience a large increase from FY05 to FY06 due to the implementation of the Sedona Transit Project. Along with the expenditures in this function are those related to the Mountain Line expansion.

#### **Projection:**

Transportation expenditures will continue to rise in the near future due to increased demand for public transportation. The citizens of Coconino County have consistently recognized the need for this service when voting on taxes and Mountain Line will continue to expand their routes to accommodate more users. Mountain Line ridership levels are at record highs.

There are no **General Fund, Debt Service, or Capital Projects Fund** expenditures for Transportation.

#### **Debt Service: Principle Retirement, Interest, and Fiscal Charges**

For general County debt, the **Debt Service Funds** are funded principally by a transfer from the General Fund into a reserve which is dedicated for the repayment of two issues of Certificates of Participation for capital improvements. Interest earned on these monies is used to repay principle and interest on the debt outstanding. For Special Districts debt, payments for principle and interest are support by special assessment revenue from the each district. For a complete discussion of specific debt obligations, please refer to the Debt Management Policy, Debt Service Payments, Debt Per Capita, and Future Debt Planning sections of the Budget Summary starting on page C77.



## Budget Summary

### Reserves

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#### **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 five 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 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?**

**General Fund:** The General Fund balance will remain at a consistent level over the course of the next five years, unless the County deems it necessary to utilize the budgeted emergency reserve funds. The fund balance will be reduced by the budgeted \$2 million transfer to the debt service fund in FY06 and the anticipated transfer again in FY08.

**Special Revenue Funds:** Overall fund balance is projected to decline from FY06 through FY07 as a result of grant fund auditing policy. Beyond FY07, Special Revenue Fund balances will continue to decline as the projected increase in HURF is not keeping pace with the need for road and highway services.

**Debt Service Funds:** Debt Service Fund balance for Coconino County COPS and pledged revenue obligation over the next five years is projected to decline as a \$2 million dollars transfer from the General Fund was approved in FY06 and will again be recommended in FY08. This \$2 millions will potentially be used to pay off some principal on existing debt. Debt Service Fund balance related to Coconino County improvement districts is projected to remain at a consistent level, because as debt is paid off for existing districts, new districts are formed.

**Capital Projects Funds:** The Capital Projects Fund balances will remain relatively unchanged, as the Parks and Open Space tax should continue to provide the funding source necessary to fulfill the Parks and Open Space Plan. Other Capital Projects Fund balances related to Facilities Management projects are projected to decline in the near future as the Facilities Master Plan will be implemented in future fiscal years.

**Highway User Revenue Fund:** The balance in this fund is expected to decline sharply by the end of FY06. This is due to the increasing trend that revenue from gas tax has not been sufficient to keep up with road maintenance demands and so the County has been covering these costs through fund balance. This trend is expected to continue.



## Budget Summary

### Reserves

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**Jail District:** The Jail District will have a decrease in their fund balance at the end of FY06. This is the result of a loss of bed rental income due to the jail being filled with local inmates. Another factor in this decline includes increasing payroll costs associated with operating the jail at full capacity and increases in the County portion of the Corrections Officer Retirement Plan Contribution. This trend is expected to continue into the future as the cost of operations remains greater than the costs that are recovered. The Jail District is looking at solutions to this long-term problem, including increasing the sales tax rate for the Jail District.

**Forest Fees Fund:** The fund used to account for National Forest Fee Revenue is projected to have a 22% decrease in their fund balance. There has been a recent trend of increased transfers out of this fund. These transfers are made to special districts to cover a portion of road improvements. The County is in a period of increased demand for special districts so this trend of increased transfers is expected to continue into the near future.

**Toho Tolani Road Improvement District:** Because this is a road improvement district, there will be no ending fund balance once the project is completed. The decline in the fund balance for this district will have no effect on the County as a whole.

**Debt Service Fund:** Because of the budgeted \$2 million General Fund transfer the Debt Service Fund is not expected to experience a significant change in their fund balance for FY06. The fund balance decreases over time as interest and principle on outstanding debt is paid off.

**Nonmajor Funds:** Because of the projected bond issuance for Parks and Open Space projects, the nonmajor funds will experience an overall increase in fund balance. Other funds will have declining fund balances due to a grant fund audit policy change.



## Budget Summary

### General Fund Operating Budget

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#### **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 five-year financial plan and forecast.

As previously stated, the Budget Team develops and regularly updates a General Fund five-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 five-year plan on the following page illustrates the results of this process.

Departmental requests for increases in funding in FY06 were evaluated within the context of these financial plans and a determination was made on the impacts on the operating budget, the impact on the expenditure limit, the impact on service levels and the future cost-benefit to the County. If deficits appear to be forthcoming within a fiscal year after the budget is adopted, spending during the fiscal year must be sufficiently reduced to create a positive cash balance.



**Budget Summary**

**General Fund Five-Year Financial Summary FY 2006 - 2010**

General Fund Operations	Actual	Budget	Estimate	Budget	Projected			
	2004	2005	2006	2007	2008	2009	2010	
<b>Revenues</b>								
Taxes	\$ 18,502,756	\$ 18,930,793	\$ 19,356,277	\$ 19,888,714	\$ 21,100,471	\$ 21,140,414	\$ 22,199,252	\$ 22,074,269
Intergovernmental	16,493,037	16,845,397	17,630,650	18,559,322	19,699,859	20,349,475	21,021,030	21,715,276
Licenses & Permits	1,902,358	1,615,191	1,510,148	1,615,191	1,647,495	1,680,445	1,714,054	1,748,335
Charges for service	2,287,285	2,236,267	2,367,316	3,034,028	3,079,538	3,125,731	3,172,617	3,220,207
Fines & forfeits	1,051,221	1,049,500	1,033,841	1,265,243	1,042,405	1,058,041	1,073,912	1,090,020
Interest on Investments	1,020,459	523,726	507,336	573,334	500,000	500,000	500,000	500,000
Contributions (SRP)	180,870	171,500	171,500	171,500	171,500	171,500	171,500	171,500
Miscellaneous	124,776	135,000	237,222	135,000	135,000	135,000	135,000	135,000
<b>Total Revenues</b>	<b>41,562,761</b>	<b>41,507,374</b>	<b>42,814,290</b>	<b>45,242,332</b>	<b>47,376,268</b>	<b>48,160,607</b>	<b>49,987,365</b>	<b>50,654,607</b>
<b>Expenditures</b>								
Salaries	17,726,894	19,080,388	19,114,103	21,029,857	21,442,607	21,922,834	22,470,905	23,032,677
ERE - benefits	5,113,312	5,875,544	5,689,664	6,839,440	7,175,977	7,713,282	8,290,863	8,911,740
Operations	9,393,622	21,003,022	9,556,055	11,287,927	10,298,162	10,391,432	10,498,576	10,607,034
Travel	1,263,327	1,280,703	1,383,371	1,301,093	1,314,104	1,327,245	1,340,517	1,353,923
Capital	807,200	837,803	456,701	1,232,319	167,501	282,101	140,261	134,594
<b>Total Expenditures</b>	<b>34,304,355</b>	<b>48,077,460</b>	<b>36,199,894</b>	<b>41,690,636</b>	<b>40,398,351</b>	<b>41,636,894</b>	<b>42,741,123</b>	<b>44,039,968</b>
<b>Transfers</b>								
Total transfers in	914,695	893,861	893,861	957,278	967,719	978,368	989,230	1,000,310
Total transfers out	7,043,213	6,308,732	9,982,732	9,324,788	7,290,248	9,296,349	7,303,573	7,311,941
<b>Net Transfers in/(out)</b>	<b>(6,128,518)</b>	<b>(5,414,871)</b>	<b>(9,088,871)</b>	<b>(8,367,510)</b>	<b>(6,322,529)</b>	<b>(8,317,981)</b>	<b>(6,314,342)</b>	<b>(6,311,631)</b>
<b>Total surplus/(deficit)</b>	<b>1,129,888</b>	<b>(11,984,957)</b>	<b>(2,474,475)</b>	<b>(4,815,814)</b>	<b>655,388</b>	<b>(1,794,269)</b>	<b>931,900</b>	<b>303,009</b>
<b>Beginning Fund Balance</b>	<b>17,463,527</b>	<b>18,593,415</b>	<b>18,593,415</b>	<b>16,118,940</b>	<b>11,303,126</b>	<b>11,958,514</b>	<b>10,164,245</b>	<b>11,096,146</b>
<b>Net Ending Fund Balance</b>	<b>\$ 18,593,415</b>	<b>\$ 6,608,458</b>	<b>\$ 16,118,940</b>	<b>\$ 11,303,126</b>	<b>\$ 11,958,514</b>	<b>\$ 10,164,245</b>	<b>\$ 11,096,146</b>	<b>\$ 11,399,154</b>

**General Fund Reserve Funds  
Estimated Ending Balances**

	Actual	Budget	Estimate	Budget	Projected			
	2004	2005	2006	2007	2008	2009	2010	
General Fund 1001	\$ 11,586,903	\$ 4,182,958	\$ 6,003,959	\$ 1,546,141	\$ 2,202,468	\$ 365,408	\$ 1,251,732	\$ 1,506,321
Employee Benefit Trust	1,049,416	1,250,416	1,250,416	1,511,851	1,511,851	1,511,851	1,511,851	1,511,851
Self Insurance	53,564	53,564	53,564	53,564	53,564	53,564	53,564	53,564
Benefits Contingency	71,441	24,641	24,641	24,641	24,641	24,641	24,641	24,641
Emergency Reserve	3,484,296	(903,114)	6,694,222	6,828,106	6,964,669	7,103,962	7,246,041	7,390,962
Financial Management Reserve	-	-	25,000	25,000	25,000	25,000	25,000	25,000
Computer Lease/Buy Project	-	3,900	3,900	3,900	3,900	3,900	3,900	3,900
Asset Repair and Replacement	2,142,118	1,870,131	1,935,891	1,219,226	1,122,724	1,026,222	929,720	833,218
Public Defender Fees for Service	125,016	84,016	84,016	43,016	2,016	2,016	2,016	2,016
Legal Defender Fees for Service	43,331	43,331	43,331	47,681	47,681	47,681	47,681	47,681
Pinewood Improvement	37,330	(1,385)	-	-	-	-	-	-
<b>Total</b>	<b>\$ 18,593,415</b>	<b>\$ 6,608,458</b>	<b>\$ 16,118,940</b>	<b>\$ 11,303,126</b>	<b>\$ 11,958,514</b>	<b>\$ 10,164,245</b>	<b>\$ 11,096,146</b>	<b>\$ 11,399,154</b>

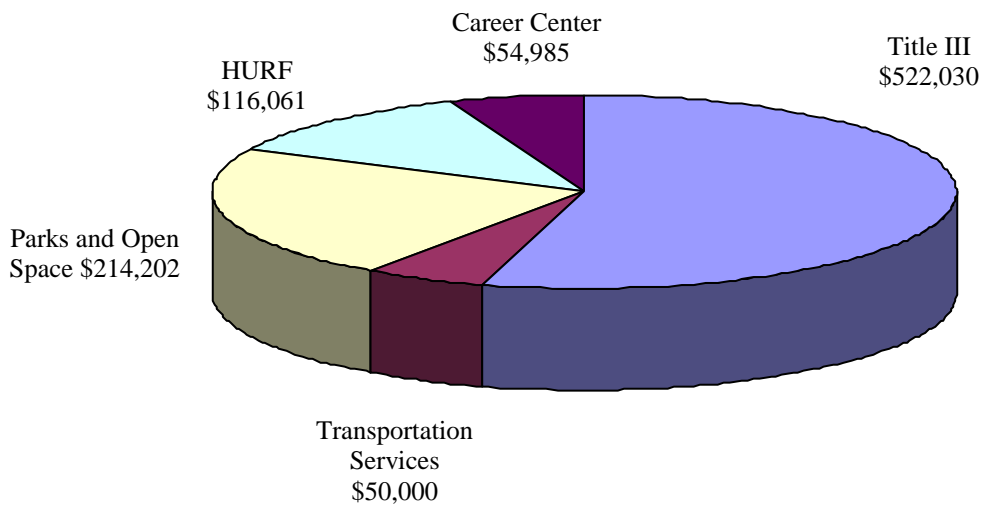


**Budget Summary**

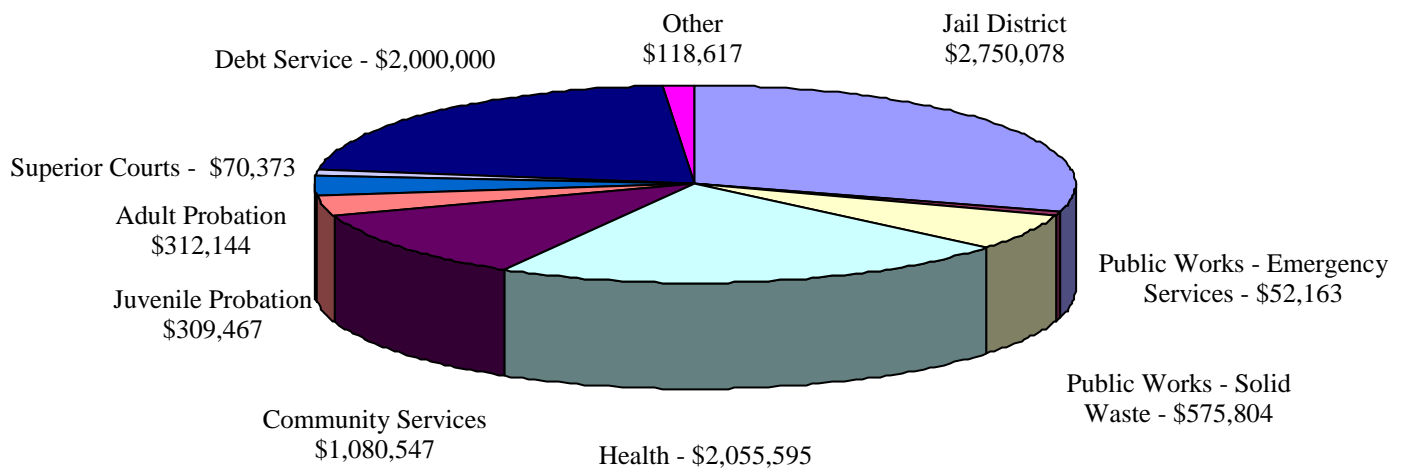
**General Fund Support for Other Programs**

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 be 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 FY06.

**Transfers Into the General Fund**



**Transfers Out of**





**Budget Summary**

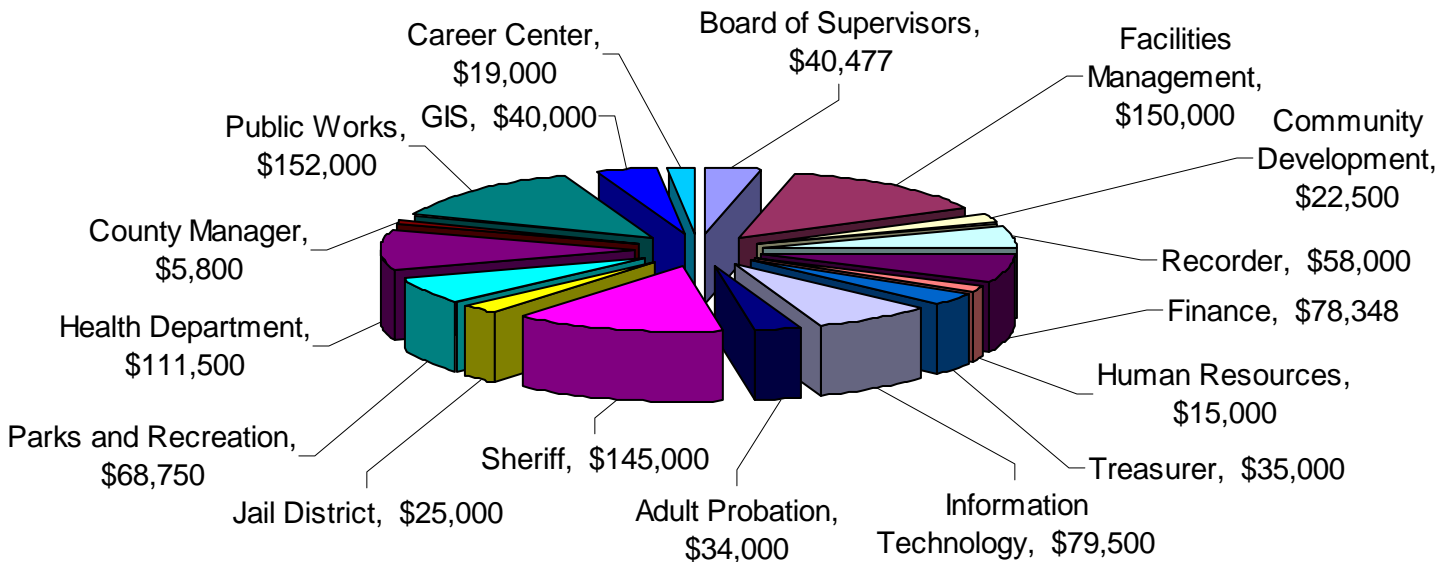
**Budget Allocations for FY06**

The Board approved \$25,367,021 in incremental funds for FY06. Of this, \$3,135,853 is incremental General Funds, and the remaining \$22,231,168 is incremental Special Revenue Funds. They also approved an additional \$70,356 in General Fund increments and \$67,555 in Special Revenue Fund increments that are to be absorbed in the existing budgeted funds.

Of the incremental General Funds budgeted for FY06, \$1,079,875 is for one-time increments and \$2,055,978 is for recurring increments. The Treasurer is receiving incremental recurring funding of \$12,500 for tax notices that are mandated by Statute. The Health Department is receiving incremental recurring funding of \$153,892 for the ALTCS contribution and \$65,000 for Title 36. Both of these programs are mandated by Statute.

Of the incremental Special Revenue Funds budgeted for FY06, \$17,180,375 is for one-time increments and \$5,050,793 is for recurring increments. None of these increments are mandated by Statute.

**FY06 General Fund Increments  
(One-Time)**

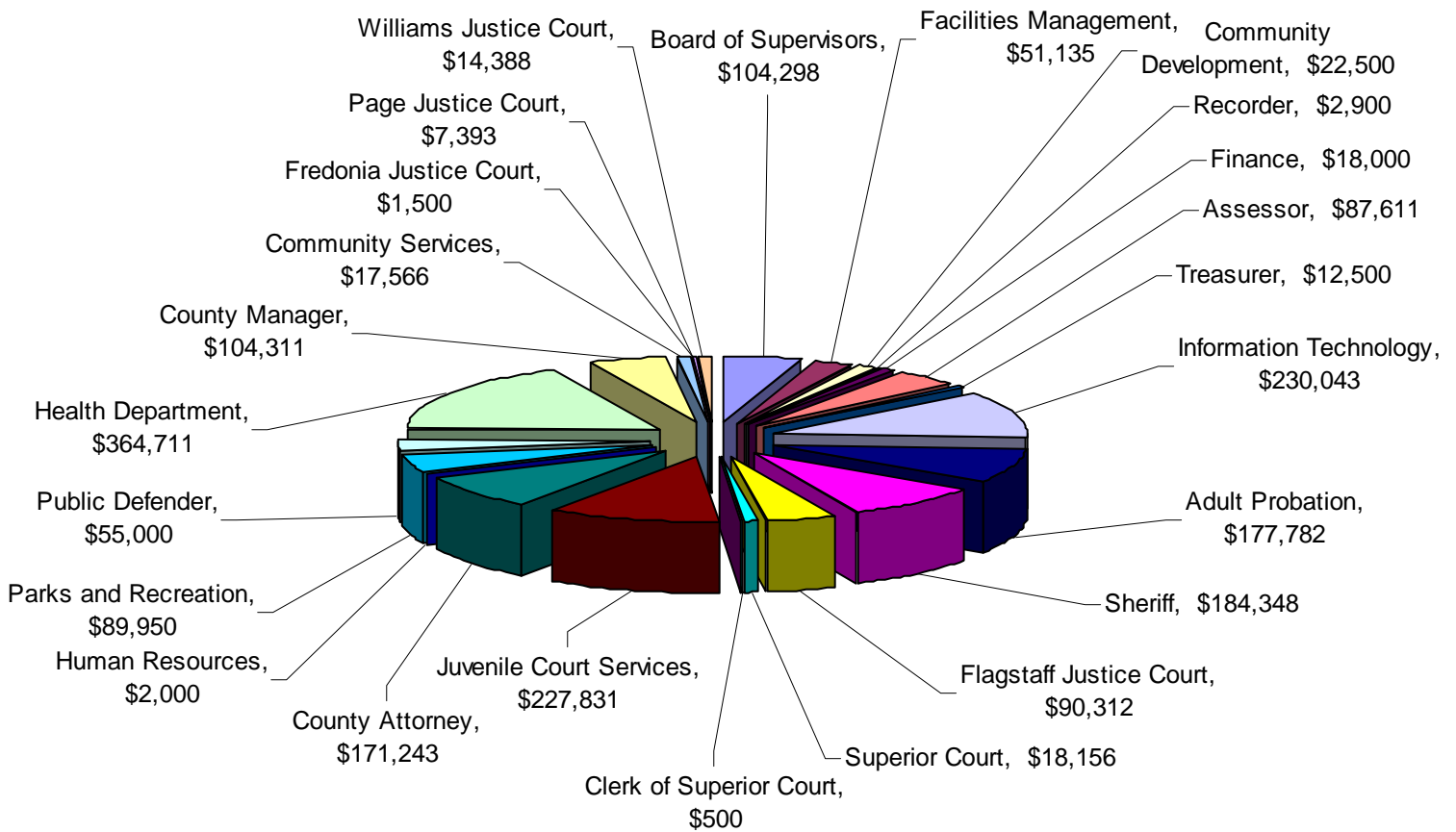




**Budget Summary**

**Budget Allocations for FY06**

**FY06 General Fund Increments  
(Recurring)**

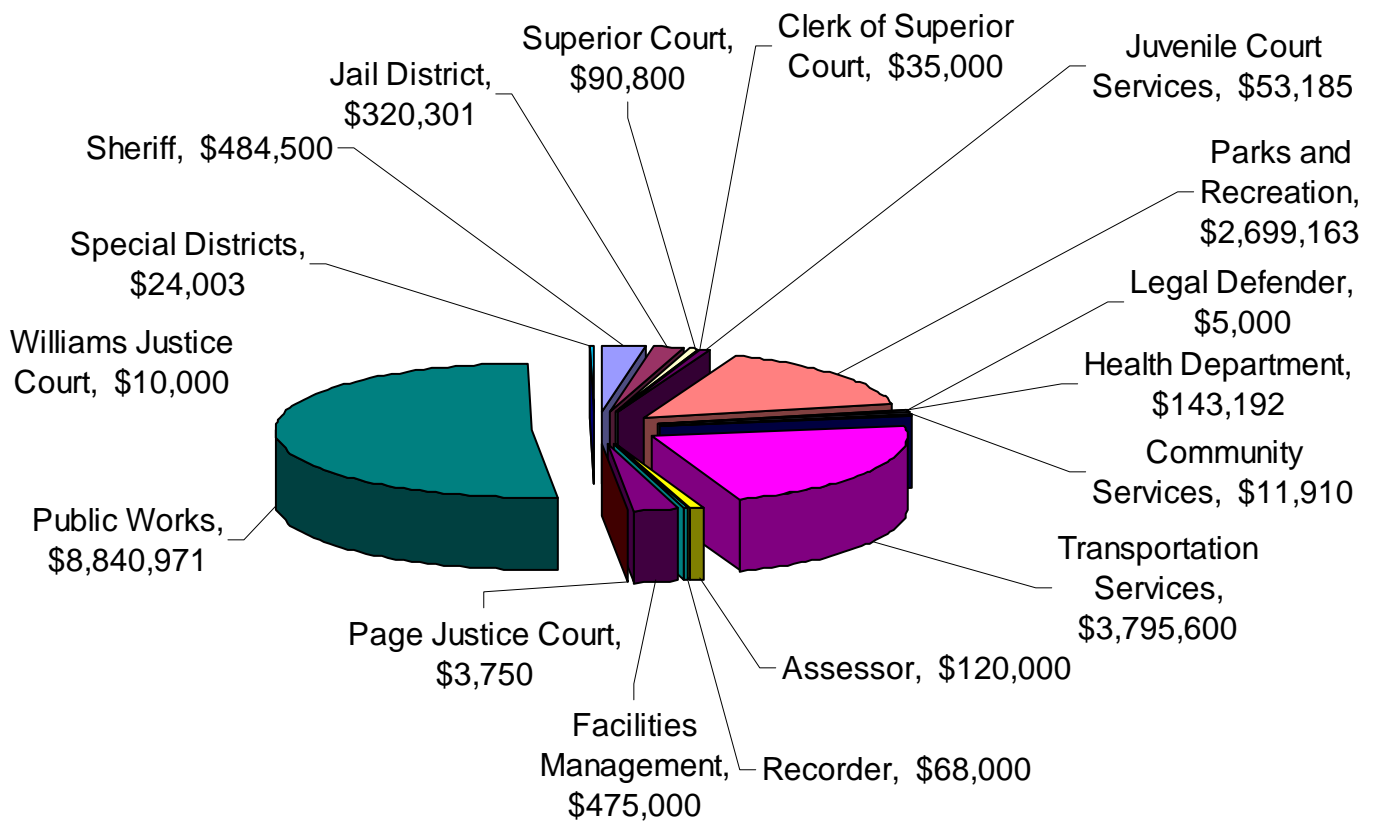




**Budget Summary**

**Budget Allocations for FY06**

**FY06 Special Revenue Funds Increments  
(One-Time)**

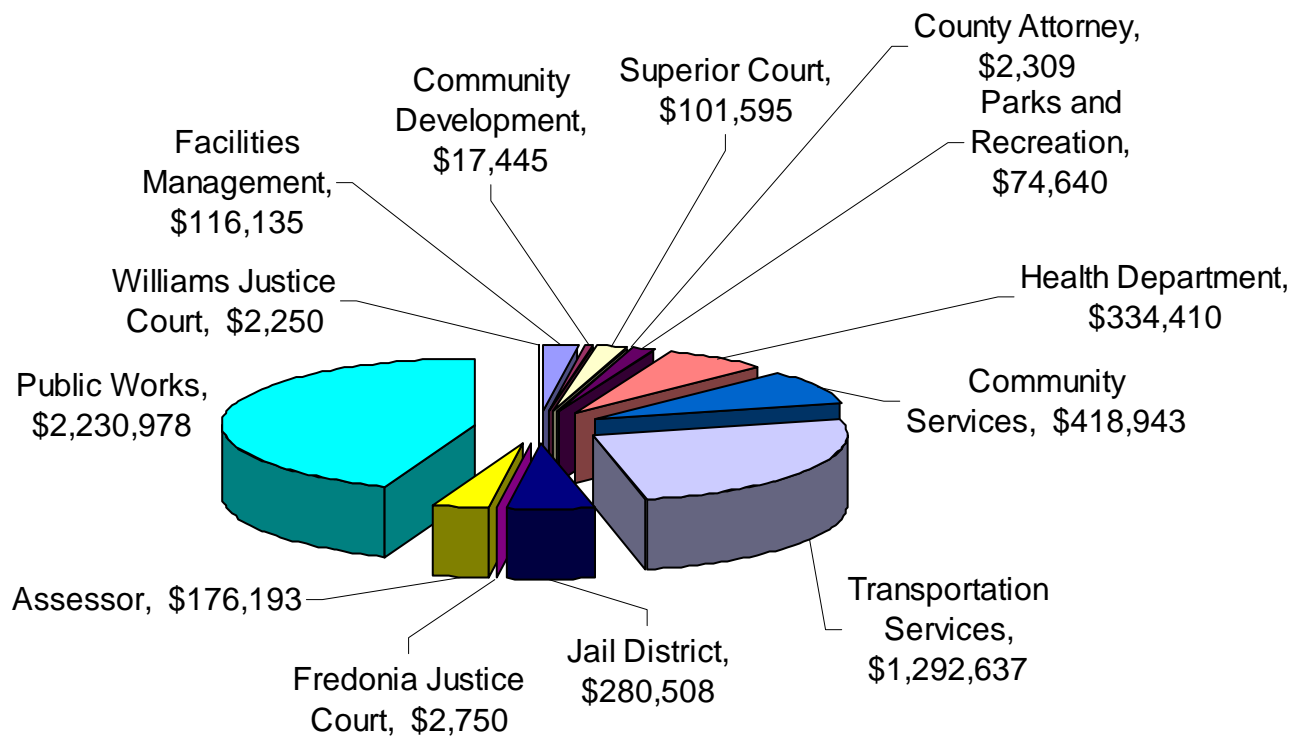




**Budget Summary**

**Budget Allocations for FY06**

**FY06 Special Revenue Funds Increments  
(Recurring)**





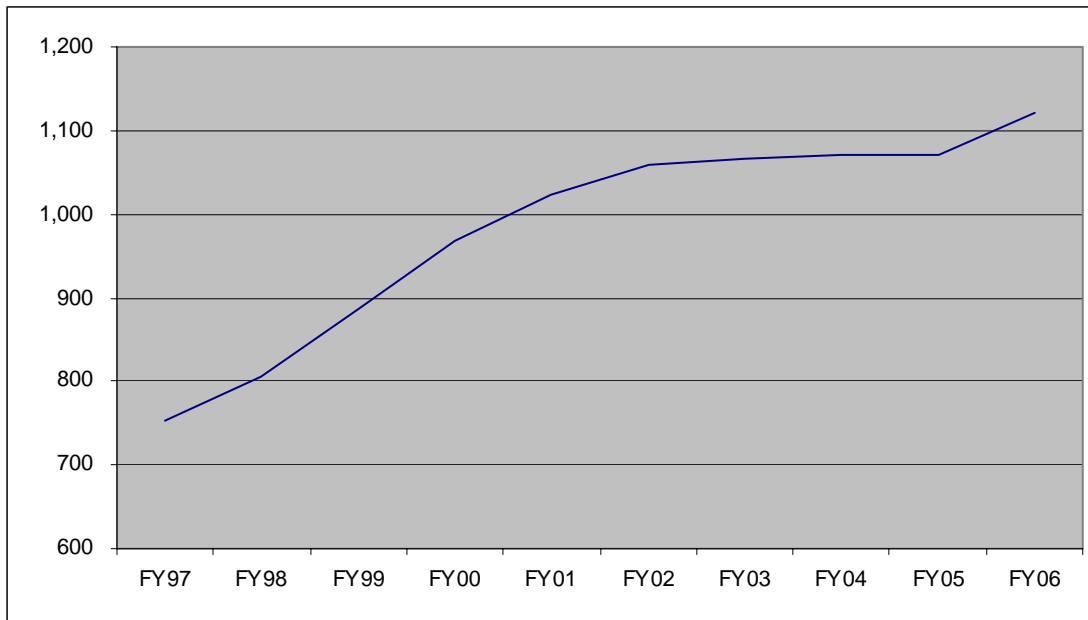
**Budget Summary**

**Changes in Personnel**

In order to keep pace with its expanding level of services and increasing number of programs, the County's Full-Time Equivalent (FTE) base has grown significantly over the last ten years. During FY04 however, the County decreased staffing by slightly over 8.74 positions in response to reductions in State and Federal grant funding as well as the completion of two limited appointments.

For FY06, the Board of Supervisors authorized an additional 38.18 FTE's. Fourteen of these new positions are related to the expansion of Mountain Line Transportation System in Flagstaff and the launching of the Roadrunner Transit System in Sedona. These positions are funded entirely through outside non-General Fund sources. Seven other positions are the result of a Public Works Engineering Division reorganization. Those positions are funded by non-General Fund Highway User Revenue Funds (HURF). Of the remaining 17.18 positions, 13.15 are General Fund positions, including 3 positions that had been frozen during budget cut years.

The chart below illustrates the history of Coconino County FTE's over the last 10 years.



Although the total number of FTE's has grown significantly over the last 10 years, the number of FTE's per capita has remained stable over the last 5 years, as illustrated by the chart below.

	<b>FY02</b>	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>
FTE's	1,058	1,067	1,072	1,072	1,122
Population Estimates	126,420	128,925	129,570	133,463	133,463
FTE's Per Capital	0.008	0.008	0.008	0.008	0.008



**Budget Summary**

**Changes in Personnel**

**Organizational Full-Time Equivalents**

<b>Department</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Adult Probation	60.00	59.60	-	59.60	0.50	60.10
Assessor	24.00	24.00	-	24.00	-	24.00
Board of Supervisors	11.00	11.50	-	11.50	2.00	13.50
Career Center	11.00	8.80	2.08	10.88	-	10.88
Clerk of the Superior Court	20.50	20.50	-	20.50	1.00	21.50
Community Development	20.75	19.50	-	19.50	0.25	19.75
Community Services	91.87	51.32	6.16	57.48	0.65	58.13
Constable	1.00	1.00	-	1.00	-	1.00
County Attorney	42.25	40.75	-	40.75	1.25	42.00
County Manager	5.00	5.00	-	5.00	1.00	6.00
Facilities Management	26.50	27.00	-	27.00	1.00	28.00
Finance	18.00	18.00	(1.00)	17.00	-	17.00
Geographic Information Systems	8.00	9.00	(1.00)	8.00	-	8.00
Health Department	110.76	113.79	5.42	119.21	2.03	121.24
Human Resources	11.00	10.00	-	10.00	-	10.00
Information Technology	18.00	19.00	-	19.00	1.00	20.00
Jail District	166.58	164.33	(1.00)	163.33	-	163.33
Justice Court - Flagstaff	17.75	18.25	0.25	18.50	2.00	20.50
Justice Court - Fredonia	2.00	2.00	-	2.00	-	2.00
Justice Court - Page	5.00	5.00	-	5.00	-	5.00
Justice Court - Williams	4.00	4.75	(0.75)	4.00	-	4.00
Juvenile Court Services	73.50	74.95	(0.67)	74.28	-	74.28
Legal Defender	4.48	4.48	-	4.48	-	4.48
Parks and Recreation	16.75	17.25	0.75	18.00	1.00	19.00
Public Defender	21.00	21.00	-	21.00	1.00	22.00
Public Works	134.90	136.40	(1.00)	135.40	7.00	142.40
Recorder	16.50	17.00	-	17.00	-	17.00
Sheriff	86.50	86.00	2.50	88.50	2.00	90.50
Superintendent of Schools	7.00	7.00	(0.15)	6.85	-	6.85
Superior Court	28.50	28.50	-	28.50	0.50	29.00
Transportation Services	-	38.60	(0.10)	38.50	14.00	52.50
Treasurer	8.00	8.00	-	8.00	-	8.00
<b>Organization Total</b>	<b>1,072.09</b>	<b>1,072.27</b>	<b>11.49</b>	<b>1,083.76</b>	<b>38.18</b>	<b>1,121.94</b>



**Budget Summary**

**Title III**

Title III funds are a percentage of National Forest Fee Revenue that is designated for use on Federal land. The list below summarizes all projects authorized for Title III funding in FY06 by the Board of Supervisors. Total estimated Title III funding available for FY06, including carry-forwards, is \$991,816.

<u>DEPARTMENT</u>	<u>PROJECT</u>	<u>FUNDING</u>
Community Development	Addressing Specialist Position	\$ 43,176
Community Services	CREC Crews - Tree Cutting, Disposal, & GPS Survey CREC and Rural Partnership including Summit, Highlands, Parks/Bellemont, Sherwood Forest Estates local fire departments, City of Williams, Ecological Restoration Institute, USFS, AZ State Lands	110,000
Community Services	CREC Crews - Firewood Hauling for Public Works Community Clean-Up's	10,000
Community Services	YCC Crews - CREC Youth Crews in Fredonia	30,000
Community Services	YCC Crews - Jr. & Sr. Forest Academy Activities (Cooperative Extension)	11,500
Community Services	YCC Crews - After-School Program (Cooperative Extension)	15,000
Community Services	YCC Crews - CREC Youth Crews in Williams and Flagstaff	15,000
GIS	Development and Maintenance of a Street Database	62,756
GIS	Street Naming and Standard Addressing Project	48,485
Public Works	Cost of Collecting Forest Materials During Community Clean-Up's	55,000
Sheriff	80% of Search and Rescue Operating Budget	102,669
Sheriff	Request to Subsidize the Flagstaff Patrol, Forest Patrols	86,790
Sheriff	Search and Rescue Vehicle Replacement	66,350
<b>Total Title III Funding For FY06</b>		<b>\$ 656,726</b>
<b><u>CARRYOVERS:</u></b>		
Community Services	Fredonia Youth Project	\$ 25,070
Facilities Management	Search and Rescue Building	123,792
Community Services	CREC Funding	76,228
Parks and Recreation	Fort Tuhtill Forest Land Work	110,000
<b>Total Title III Carryovers Approved</b>		<b>\$ 335,090</b>



**Budget Summary**

**Debt**

**Debt Management Policy**

**Coconino County Debt**

In 1996 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 legal debt limit of the County is equal to 15% of the County's net secondary assessed valuation. For FY06 this would total to \$197,546,597.

**Special Districts Debt**

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

***PRINCIPAL OUTSTANDING***

<u>COCONINO COUNTY</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>
Certificates of Participation, Series 1998	\$ 13,620,000	\$ 12,160,000	\$ 10,635,000	\$ 9,045,000	\$ 7,390,000	\$ 5,660,000
Certificates of Participation, Series 2001	2,590,000	2,210,000	1,810,000	1,390,000	950,000	485,000
<b>Total</b>	<b>\$ 16,210,000</b>	<b>\$ 14,370,000</b>	<b>\$ 12,445,000</b>	<b>\$ 10,435,000</b>	<b>\$ 8,340,000</b>	<b>\$ 6,145,000</b>
<u>JAIL DISTRICT</u>						
Pledged Revenue Obligations, Series 1998	\$ 12,935,000	\$ 11,745,000	\$ 10,505,000	\$ 9,210,000	\$ 7,850,000	\$ 6,420,000
Pledged Revenue Obligations, Series 2000	9,005,000	8,355,000	7,675,000	6,970,000	6,230,000	5,460,000
<b>Total</b>	<b>\$ 21,940,000</b>	<b>\$ 20,100,000</b>	<b>\$ 18,180,000</b>	<b>\$ 16,180,000</b>	<b>\$ 14,080,000</b>	<b>\$ 11,880,000</b>



**Budget Summary**

**Debt**

**PRINCIPAL OUTSTANDING**

SPECIAL DISTRICTS	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Buckboard Trail	\$ 211,390	\$ 146,061	\$ 127,083	\$ 107,532	\$ 87,384	\$ 66,612
Kiowa-Comanche	-	287,581	264,292	238,942	212,669	185,442
KVID '92 Paving	110,000	-	-	-	-	-
Linda Lane	41,400	25,200	20,200	14,800	9,100	3,100
Lupine	-	-	221,470	200,568	178,824	156,204
Oakwood Pines	167,600	105,600	93,500	81,100	68,400	55,400
Pawnee	-	212,597	195,382	176,640	157,217	137,089
Pinon County	174,674	140,407	126,294	111,881	97,057	81,812
Rio-Arroyo	-	382,917	351,914	319,999	286,488	251,302
Rodeo Drive	18,356	15,428	12,356	9,072	5,574	1,928
Rudd Tank Road	60,000	40,000	20,000	-	-	-
Shoshone	-	59,050	54,268	49,062	43,667	38,076
Toho-Tolani	2,590,000	2,380,000	2,160,000	1,930,000	1,690,000	1,440,000
Tonowanda	-	73,911	67,926	61,410	54,657	47,659
<b>Total</b>	<b>\$ 3,373,420</b>	<b>\$ 3,868,752</b>	<b>\$ 3,714,685</b>	<b>\$ 3,301,006</b>	<b>\$ 2,891,037</b>	<b>\$ 2,464,624</b>

**FY06 Debt Payments**

The following schedule shows the FY06 interest and principal payments for debt in each major fund and a total of all other nonmajor funds. If a major fund is not listed, it has no outstanding debt:

	<b>Interest</b>	<b>Principal</b>
Jail District	\$ 733,649	\$ 1,840,000
Toho Tolani Road Improvement District	113,050	220,000
Debt Service Fund	944,584	1,920,000
Nonmajor Funds	62,450	170,035
<b>Total</b>	<b>\$ 1,853,733</b>	<b>\$ 4,150,035</b>

**Debt Per Capita**

Debt service per capita is anticipated to experience an increase in future fiscal years due to the Parks and Open Tax Initiative passed by County voters. The County is also looking into issuing debt to finance the Fort Tuthill County Park wastewater system and a new Page Justice Court facility. Debt per capita has steadily decreased since FY03 primarily from debt retirement.

	FY1998	FY1999	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005
Proceeds/Revenues	\$ 19,420,191	\$ 1,349,688	\$ 4,644,711	\$ 2,926,619	\$ 1,002,091	\$ 5,044,523	\$ 67,812	\$ 513,256
Expenditures	-	1,801,401	1,833,452	3,468,600	2,868,001	2,874,126	2,868,909	2,874,311
Balance Remaining	\$ 19,420,191	\$ 18,968,478	\$ 21,779,737	\$ 21,237,756	\$ 19,371,846	\$ 21,542,243	\$ 18,741,146	\$ 16,380,091
Population	112,111	114,219	116,320	122,770	126,420	128,925	129,570	133,263
Debt Per Capita	\$ 173	\$ 166	\$ 187	\$ 173	\$ 153	\$ 167	\$ 145	\$ 123



## Budget Summary

### Debt

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#### **Future Debt Planning**

On November 5, 2002, Coconino County voters authorized a one-eighth of one-cent Capital Projects sales tax for a Parks and Open Space Program that is funding the acquisition of natural areas within Coconino County and funding park development and enhancements. This sales tax will remain in effect until \$30 million dollars have been raised, projected to take about ten years. The County will issue the debt needed to complete specific projects and pledge the revenue received from the Capital Projects Tax to repay this debt.

The County is currently exploring various options to finance large capital projects without putting stress on our current debt load. One option would be to fund large capital projects through the use of cost savings, or lapse monies, from prior year's budgets. Such cost savings can be experienced through actual expenditures being lower than the budgeted amounts and actual revenues being higher than amounts estimated during the budget process.

In the interest of fiscal prudence, lapse money currently included in the General Fund balance will be used to fund the deficit in the debt service fund, used to pay principal and interest on the certificates of participation (COPS) issued in 1998 and 2001. In the early part of FY06, the intention is to research the possibility of pre-paying one or both of the COPS issues in order to release collateral needed to plan for future CIP projects and parks and open space projects, when recommended by the Board of Supervisors. To this end, a \$2 million transfer to the Debt Service Fund from the General Fund was approved in FY06 and will again be recommended in FY08.

For the COPS issued in 1998 and 2001, both 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.



# General Government



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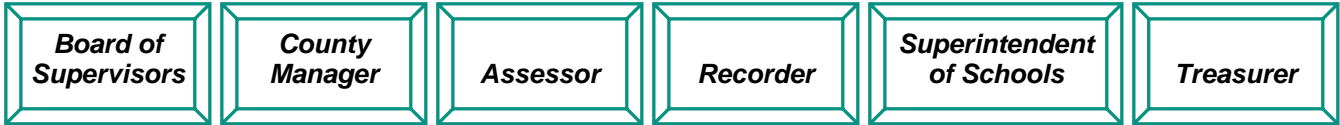
Assessors Parcel Number	<input type="text"/>
Owner Name (Main Owner)	<input type="text"/>
Owner Name (Search ALL Owners)	<input type="text"/>
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Property Search from the Assessor's Website



**General Government**

**Service Area Summary**



**Description of Services**

This service area includes the departments of the Board of Supervisors, County Manager, Assessor, Recorder, Superintendent of Schools, and Treasurer. Their shared purpose is to build and improve a caring government that serves and protects all citizens' 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, administrating 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.

**Goals and Objectives**

The service area's top three goals and objectives and the strategies they are implementing to address these are:

**Issue:** *Services are provided that meet the needs of citizens into the future*

**Strategies**

1. Implement e-commerce and automated telephone menus to better assist the public in obtaining County services and information.
2. Performance measurements are developed for programs and services.
3. New services are based on needs assessment; existing services are evaluated for effectiveness.
4. Develop additional opportunities for public input on County issues.
5. Install information kiosks throughout County buildings.

**Issue:** *Increasing efforts to participate in the regional, State and Federal legislative process to protect and enhance County Services*

**Strategies**

1. Explore the hiring of a lobbying firm to further Federal issues; support legislation that provides for a review of the County expenditure limit.
2. Support legislation that seeks to increase County authority in areas such as water, wildcat subdivisions, etc.
3. In order to secure long term funding for public safety, staff will explore the necessity and viability of increasing the Jail District sales tax.

**Issue:** *Continuous improvement for organizational effectiveness and efficiency*

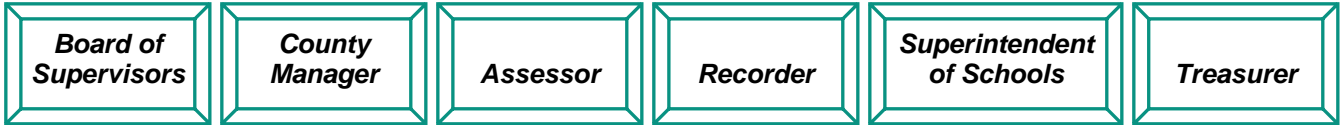
**Strategies**

1. Hire an Organizational Development Director.
2. The County's mission, vision and values are continually reviewed to insure alignment with services being provided.
3. Compensation practices are adopted that are equitable, progressive, sustainable and competitive within the market.
4. A customer service committee is formed to enhance the provision of service.
5. The five year "road map" for a high performance organization is adopted.
6. Strategic plans are redeveloped in key areas (facilities, technology).
7. Collaborations and partnerships are encouraged and rewarded.
8. The bureaucracy busters committee continues to find new ways of reducing bureaucratic process.
9. Diversity initiatives are developed and supported at all levels of the organization.



**General Government**

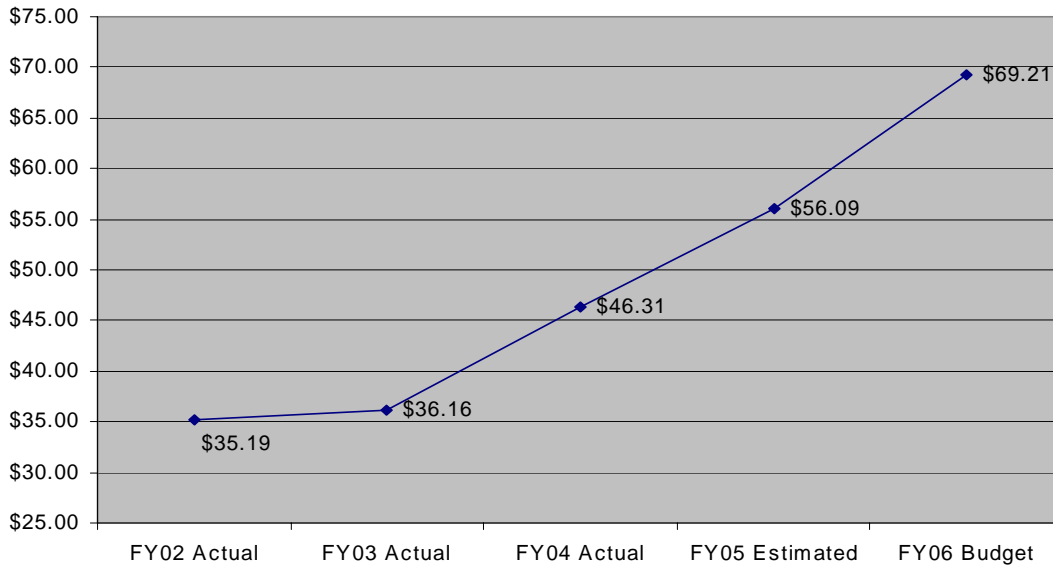
**Service Area Summary**



**Per Capita Costs of Services**

Over the last five years the per capita cost of services for General Government has been increasing. The large spike in costs in FY06 is related to a change in the reporting of National Forest Fees and a one-time increase in the County Manager's contingency budget for the Facilities Master Plan.

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



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

	<u>FY04 Actual</u>	<u>FY05 Estimated</u>	<u>FY06 Budget</u>	<b>Change:</b> <u>FY05 to FY06</u>
<b>Board of Supervisors</b>	\$ 10.04	\$ 8.97	\$ 10.52	17.23%
<b>County Manager</b>	4.64	7.98	11.26	41.01%
<b>Assessor</b>	10.19	10.79	12.37	14.65%
<b>Recorder</b>	11.23	13.07	12.65	-3.24%
<b>School Superintendent</b>	6.32	10.63	17.80	67.57%
<b>Treasurer</b>	3.89	4.64	4.61	-0.79%



**General Government**

**Board of Supervisors**

**Overview**

The Board of Supervisors has five members elected by districts to four-year terms. It establishes administrative policy and direction for the County and has a wide range of jurisdiction and duties specified by State Statute. The Board has budgetary oversight over all County departments to assure County revenues are expended within established guidelines.

The Board of Supervisors comprises the governing body of Coconino County and possesses 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 budgets 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 Coconino County.

In accordance with ARS 42-241, the Board of Supervisors constitutes the Board of Equalization and the Clerk of the Board of Supervisors shall be its clerk. The Board may appoint a hearing officer to review petitions filed by property owners protesting valuations as determined by a County Assessor.

For FY05 the Board of Supervisors anticipates total expenditures at 1.8% under the revised budget of \$799,132. This is mainly due to a position that was approved last year and not filled until months after the start of the fiscal year. The Board of Supervisors FY06 expenditures are budgeted at \$1,012,719 or 27% over the revised FY05 budget mostly due to increases in salaries and benefits as a result of two new FTE's being added to this department.

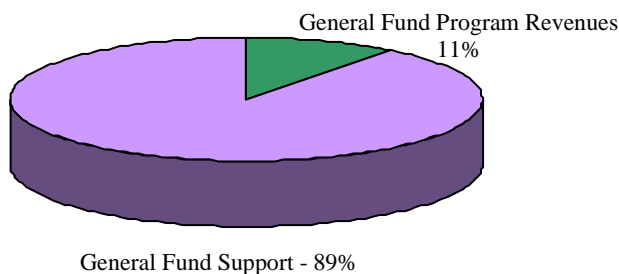
The overall decrease in the operating budget is due to a decision to move the County-wide membership dues to a non-departmental account. A \$10,000 increase in CSA dues for FY06 was also added to the non-departmental memberships account.

The Board of Supervisors received over \$100,000 in unbudgeted revenues in FY05 from tax deeded land sales. The Board members approved spending of \$11,000 on new office chairs (operating), \$15,000 to remodel the third floor of the Administration Building (capital), and \$13,000 for new vault shelving (capital). These projects will not be completed until FY06. Carryovers of these funds are included in the Board of Supervisors' FY06 budget.

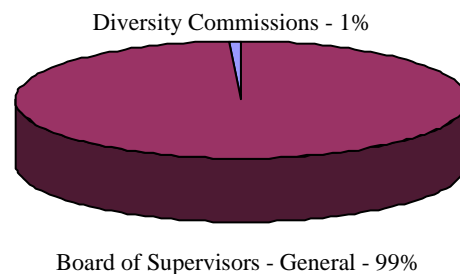
Community Initiatives, a subsidiary allocation to the Board of Supervisors, is summarized separately on the following page.

The following charts illustrate the Board of Supervisors' funding sources, revenue types, and expenditures by program and category for FY06:

**Funding Sources**



**Expenditures by Program**

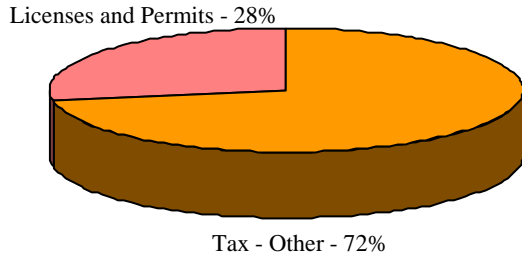




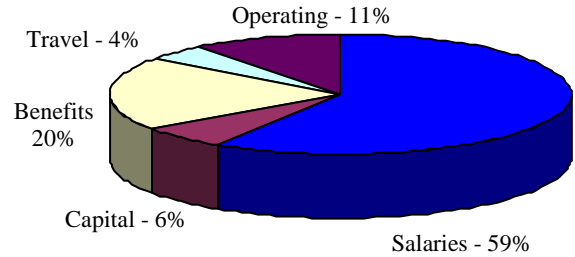
**General Government**

**Board of Supervisors**

**Revenues by Source Type**



**Expenditures by Category**

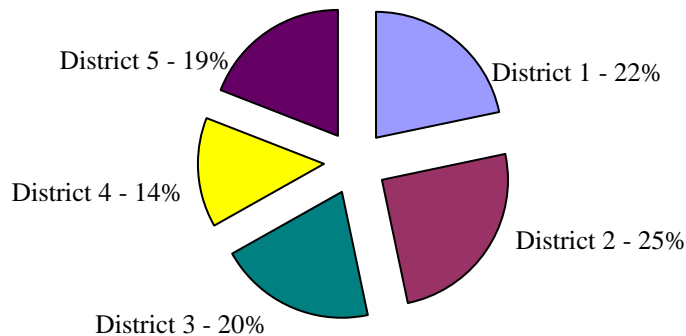


**Community Initiatives**

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	FY05 Carryover	FY06 New Funds	Total Available For FY06
1	\$ 31,969	\$ 47,000	\$ 78,969
2	45,289	47,000	92,289
3	26,645	47,000	73,645
4	3,454	47,000	50,454
5	23,554	47,000	70,554
<b>Total</b>	<b>\$ 130,911</b>	<b>\$ 235,000</b>	<b>\$ 365,911</b>



**General Government**

**Board of Supervisors**

**Board of Supervisors Financial Statements**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 466,843	\$ 505,923	\$ 497,923	\$ 596,847
ERE - Benefits	131,064	141,134	136,342	202,176
Operating	86,098	115,775	114,189	107,369
Travel	36,867	36,300	36,315	42,850
Capital	-	-	-	63,477
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 720,872</b>	<b>\$ 799,132</b>	<b>\$ 784,769</b>	<b>\$ 1,012,719</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Board of Supervisors - General	\$ 712,888	\$ 790,132	\$ 775,769	\$ 1,003,719
Diversity Commissions	7,984	9,000	9,000	9,000
<b>Total</b>	<b>\$ 720,872</b>	<b>\$ 799,132</b>	<b>\$ 784,769</b>	<b>\$ 1,012,719</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
General Fund Program Revenues	\$ 151,476	\$ 107,900	\$ 226,381	\$ 107,900
General Fund Support	569,396	691,232	558,388	904,819
Use of Fund Balance	-	-	-	-
<b>Total</b>	<b>\$ 720,872</b>	<b>\$ 799,132</b>	<b>\$ 784,769</b>	<b>\$ 1,012,719</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 151,476	\$ 107,900	\$ 226,381	\$ 107,900
Program Expenditures	720,872	799,132	784,769	1,012,719
Net Cost of Program	(569,396)	(691,232)	(558,388)	(904,819)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	-	-	-	-
General Fund Sales Tax, Property Tax, and Other General Revenues Allocated and Used	<b>\$ (569,396)</b>	<b>\$ (691,232)</b>	<b>\$ (558,388)</b>	<b>\$ (904,819)</b>



**General Government**

**Board of Supervisors**

**Community Initiatives Financial Statements**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 3,960	\$ -	\$ -	\$ -
ERE - Benefits	-	-	-	-
Operating	389,652	467,170	356,259	365,911
Travel	-	-	-	-
Capital	-	-	-	-
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	18,000	20,000	-	-
<b>Total</b>	<b>\$ 411,612</b>	<b>\$ 487,170</b>	<b>\$ 356,259</b>	<b>\$ 365,911</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
District #1	\$ 253,965	\$ 130,274	\$ 98,305	\$ 78,969
District #2	39,183	96,825	51,536	92,289
District #3	57,428	88,217	61,572	73,645
District #4	24,976	82,554	79,100	50,454
District #5	36,060	89,300	65,746	70,554
<b>Total</b>	<b>\$ 411,612</b>	<b>\$ 487,170</b>	<b>\$ 356,259</b>	<b>\$ 365,911</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
General Fund Program Revenues	\$ -	\$ -	\$ -	\$ -
General Fund Support	411,612	487,170	356,259	365,911
Use of Fund Balance	-	-	-	-
<b>Total</b>	<b>\$ 411,612</b>	<b>\$ 487,170</b>	<b>\$ 356,259</b>	<b>\$ 365,911</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ -	\$ -	\$ -	\$ -
Program Expenditures	393,612	467,170	359,259	365,911
Net Cost of Program	(393,612)	(467,170)	(359,259)	(365,911)
Transfers in from Other Funds	-	-	-	-
Transfers out from General Fund	(18,000)	(20,000)	-	-
General Fund Sales Tax, Property Tax, and Other General Revenues Allocated and Used	<b>\$ (411,612)</b>	<b>\$ (487,170)</b>	<b>\$ (359,259)</b>	<b>\$ (365,911)</b>



**General Government**

**Board of Supervisors**

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**Program Descriptions**

**Diversity Commissions:** The Hispanic Diversity Commission, African-American Diversity Commission, and Inter-Tribal Council are appointed by the Board of Supervisors. Each Commission is composed of citizens and community advocates who meet to discuss diversity issues of interest to the County and to provide input to the Board on topics of diversity awareness and outreach. Funding from the Board allows the groups to present programs throughout the community to raise awareness of diversity issues and concerns.

**Community Initiatives:** This 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 each Supervisor with an independent means of funding approved projects within their district.



**General Government**

**Board of Supervisors**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Administrative Specialist III	1.00	1.00	-	1.00	1.00	2.00
Administrative Support I	-	0.50	-	0.50	-	0.50
Chief Deputy Clerk of the Board	1.00	1.00	-	1.00	-	1.00
Elected Official	5.00	5.00	-	5.00	-	5.00
Executive Assistant to BOS	4.00	4.00	-	4.00	1.00	5.00
<b>Department Total</b>	<b>11.00</b>	<b>11.50</b>	<b>-</b>	<b>11.50</b>	<b>2.00</b>	<b>13.50</b>



**General Government**

**Board of Supervisors**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b>General Fund</b>			
7886	<b>Executive Assistants For Supervisors:</b> The Board will add two full-time Executive Assistants to the Board of Supervisors, allowing each Supervisor to have his or her own dedicated staff person.	\$ 5,000	\$ 84,298
7887	<b>Permanent Increase In CSA Dues:</b> This is an increment for dues increases to the County Supervisors Association (CSA).	-	10,000
7888	<b>Digital Recording System For BOS Meeting Room:</b> This increment will allow the Board to purchase hardware and software to enable digital recording of Board meetings in the meeting room as well as on the road.	35,477	5,000
7945	<b>Increase In Travel Line Items</b>	-	5,000



**General Government**

**County Manager**

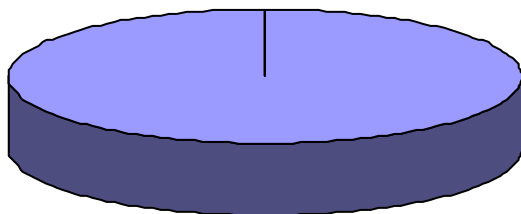
**Overview**

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, supervising appointed department heads, providing support for Board of Supervisors' initiatives and programs, responding to citizen requests, and interacting 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.

The County Manager estimates FY05 expenditures at \$1,077,868 or 1% below the revised FY05 budget of \$1,089,365 due to actual salaries and benefits being lower than what was budgeted. Total approved funding for FY06 is \$1,458,512. This is an increase of 35% over FY05 estimated expenditures. This is primarily due to increments for the Facilities master plan, contract attorney fees, and the medical examiner salary increase being budgeted in the County Manager contingency fund along with higher outside agency grants. The proposed budget also includes funding for the Criminal Justice Coordinating Council Coordinator. This support for the Council is provided by a consultant and is jointly funded with the City of Flagstaff.

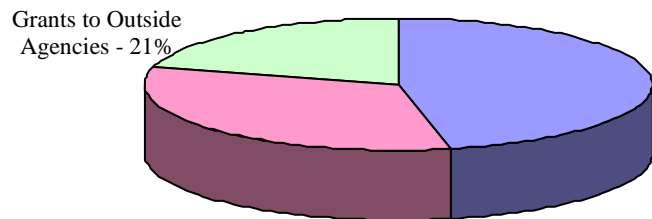
The following charts illustrate the County Manager's funding sources, revenue types, and expenditures by program and category for FY06:

**Funding Sources**



General Fund Support - 100%

**Expenditures by Program**



Grants to Outside Agencies - 21%

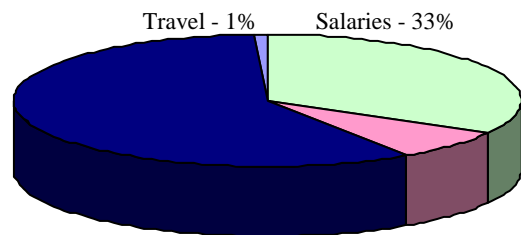
Contingency - 33%

General County Manager - 46%

**Revenues by Source Type**

\*This department is 100% supported by the general fund. They receive no outside revenues.

**Expenditures by Category**



Travel - 1%

Salaries - 33%

Operating - 59%

Benefits - 7%



**General Government**

**County Manager**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 406,395	\$ 432,441	\$ 423,439	\$ 487,988
ERE - Benefits	94,735	99,960	96,860	107,633
Operating	366,463	472,049	467,854	850,633
Travel	21,438	9,200	14,000	12,258
Capital	17,952	-	-	-
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	2,250	75,715	75,715	-
<b>Total</b>	<b>\$ 909,233</b>	<b>\$ 1,089,365</b>	<b>\$ 1,077,868</b>	<b>\$ 1,458,512</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
General County Manager	\$ 568,819	\$ 585,682	\$ 622,016	\$ 681,402
Contingency	162,606	324,831	285,000	475,200
Grants to Outside Agencies	177,808	178,852	170,852	301,910
<b>Total</b>	<b>\$ 909,233</b>	<b>\$ 1,089,365</b>	<b>\$ 1,077,868</b>	<b>\$ 1,458,512</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Title III Forest Fees Fund	\$ 41,000	\$ -	\$ -	\$ -
General Fund Program Revenues	-	-	-	-
General Fund Support	868,233	1,089,365	1,077,868	1,458,512
Use of Fund Balance	-	-	-	-
<b>Total</b>	<b>\$ 909,233</b>	<b>\$ 1,089,365</b>	<b>\$ 1,077,868</b>	<b>\$ 1,458,512</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ -	\$ -	\$ -	\$ -
Program Expenditures	906,983	1,013,650	1,077,868	1,458,512
Net Cost of Program	(906,983)	(1,013,650)	(1,077,868)	(1,458,512)
Transfers in from Other Funds	41,000	-	-	-
Transfers out from General Fund	(2,250)	(75,715)	-	-
General Fund Sales Tax, Property Tax, and Other General Revenues Allocated and Used	\$ (868,233)	\$ (1,089,365)	\$ (1,077,868)	\$ (1,458,512)



## General Government

### County Manager

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#### **Program Descriptions**

**General County Manager:** The County Manager's Office provides the day-to-day management and supervision of all County departments, agencies, and offices which are under the direct authority of the Board of Supervisors, and oversees the implementation of County policies and regulations. The County Manager is the Chief Executive Officer of County Government and is accountable to the Board of Supervisors.

**Contingency:** The County Manager's contingency budget covers unexpected expenditures relating to the whole County. In FY06 this budget includes funds to hire a medical examiner over the posted salary and funds to cover a Facilities master plan. Unspent funds for these projects will stay in this contingency fund to cover other related expenditures that may arise.

**Grants to Outside Agencies:** These are grants made by the Board to fund various agencies in the County. These agencies provide programs the County would like to provide but that can be better offered through a non-County agency.



**General Government**

**County Manager**

**Departmental Full-Time Equivalents (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Assistant to the County Manager	1.00	1.00	-	1.00	-	1.00
County Manager	1.00	1.00	-	1.00	-	1.00
Deputy County Manager	2.00	2.00	-	2.00	-	2.00
Executive Secretary	1.00	1.00	-	1.00	-	1.00
Organizational Development Director	-	-	-	-	1.00	1.00
<b>Department Total</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>5.00</b>	<b>1.00</b>	<b>6.00</b>



**General Government**

County Manager

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b>General Fund</b>			
3301	<b>Increase Budget For Newsletter</b>	\$ -	\$ 22,500
*8155	<b>Half-Time Intern</b>	-	3,744
8157	<b>Organizational Development Director:</b> This is a full-time position that will report directly to the County Manager. This position will be paid from a non-departmental account.	5,800	70,567
8188	<b>Web Page Steering Committee:</b> This is an increment to create a new operations budget for the Coconino County Web Page. The money will be divided as follows: \$3,700 for contents management software maintenance renewal, \$2,000 for a PDF converter for HR on-line employment applications, and the remaining \$1,800 for software updates, training, etc.	-	7,500

\*This increment was approved to be absorbed by existing funds



**General Government**

**County Manager**

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**Grants To Outside Agencies**

The office of the County Manager manages the allocations for all grants to outside agencies approved annually by the Board of Supervisors during the budget process. Below is a listing of all approved grants to outside agencies for FY06:

Alliance for the 21st Century	\$ 38,000
Alliance for the 21st Century Director	10,000
Alliance for the 21st Century Telecom Study	10,000
Alliance for the 21st Century - Rural Policy Institute	25,000
Cooperative Extension	27,510
Food Banks	50,000
Greater Flagstaff Economic Council - Small Diameter Wood	10,000
Greater Flagstaff Economic Council - Base Operations	20,000
Greater Flagstaff Economic Council - Small Business Incubator	10,000
Page Senior Center	8,000
Weed and Seed	6,400
Detox Center (with Board input on how funds are spent)	35,000
Literacy Volunteers	10,000
North Country Community Health Center	20,000
United Way	15,000
Tuba City Domestic Violence Center (contingent upon finding matching funds)	7,000



**General Government**

**Assessor**

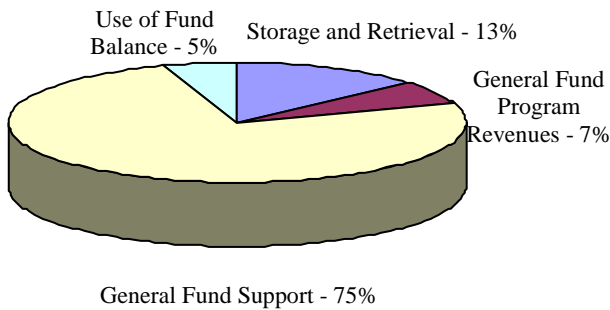
**Overview**

The Assessor's Office is dedicated to maintaining accurate records of all property in Coconino County for the purpose of property taxation, efficiently serving the taxpayers and various taxing jurisdictions in administering the laws of the State of Arizona and to ensuring that all County property is valued fairly and equitably.

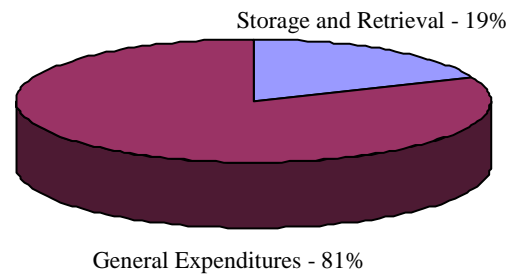
The approved FY06 budget for the Assessor's office is \$1,602,645 which is an increase of \$211,574 over the estimated expenditures for the FY05 and approximately 11.5% over the FY05 budget. The two largest factors in this increase are salaries, approximately 75% of the increase, and a capital expenditure to complete the data processing system from the storage and retrieval fund. The incremental funding that was approved includes Department of Revenue charges and an increased storage and retrieval budget for technological upgrades.

The following charts illustrate the Assessor's funding sources, revenue types and expenditures by program and category for FY06:

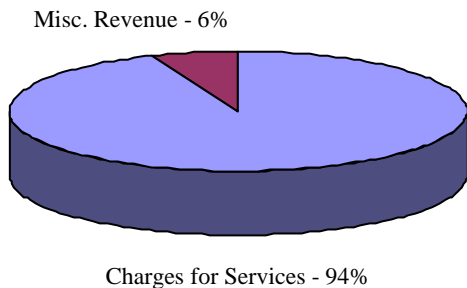
**Funding Sources**



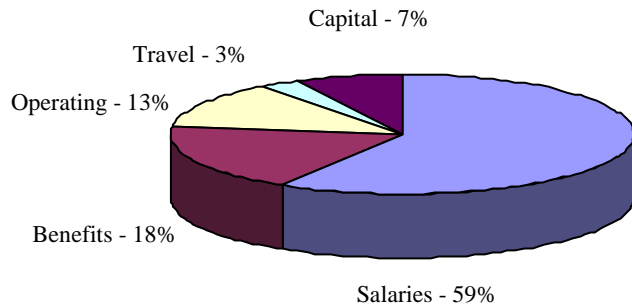
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**General Government**

**Assessor**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 779,284	\$ 860,881	\$ 834,586	\$ 939,848
ERE - Benefits	227,321	261,068	254,395	294,045
Operating	153,170	192,302	182,573	203,042
Travel	38,454	46,310	49,517	45,710
Capital	24,955	75,000	70,000	120,000
Transfers to General Fund	54,768	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 1,277,952</b>	<b>\$ 1,435,561</b>	<b>\$ 1,391,071</b>	<b>\$ 1,602,645</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Storage and Retrieval	\$ 228,455	\$ 295,665	\$ 282,640	\$ 297,740
General	1,049,497	1,139,896	1,108,431	1,304,905
<b>Total</b>	<b>\$ 1,277,952</b>	<b>\$ 1,435,561</b>	<b>\$ 1,391,071</b>	<b>\$ 1,602,645</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Storage and Retrieval Fund	\$ 243,720	\$ 235,000	\$ 230,000	\$ 215,000
General Fund Program Revenues	69,270	107,492	120,764	107,000
General Fund Support	980,227	1,032,404	987,667	1,197,905
**Use of Fund Balance	(15,265)	60,665	52,640	82,740
<b>Total</b>	<b>\$ 1,277,952</b>	<b>\$ 1,435,561</b>	<b>\$ 1,391,071</b>	<b>\$ 1,602,645</b>

**GENERAL FUND PROGRAMS**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 69,270	\$ 107,492	\$ 120,764	\$ 107,000
Program Expenditures	1,049,497	1,139,896	1,108,431	1,304,905
Net Cost of Program	(980,227)	(1,032,404)	(987,667)	(1,197,905)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	-	-	-	-
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	(\$980,227)	(\$1,032,404)	(\$987,667)	(\$1,197,905)

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



**General Government**

**Assessor**

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**Program Descriptions**

**Assessor's Storage and Retrieval:** Established in January of 2002, this fund 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 the public with access to necessary data over the internet.



**General Government**

**Assessor**

**Departmental Full-Time Equivalents (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Administrative Specialist I	4.00	4.00	(1.00)	3.00	-	3.00
Administrative Specialist III	1.00	1.00	-	1.00	-	1.00
Administrative Support II	2.00	2.00	-	2.00	-	2.00
Appraisal Manager	1.00	1.00	-	1.00	-	1.00
Appraiser	7.00	7.00	1.00	8.00	-	8.00
Cartographer	1.00	1.00	-	1.00	-	1.00
Chief Deputy Assessor	1.00	1.00	-	1.00	-	1.00
Elected Official	1.00	1.00	-	1.00	-	1.00
Senor Appraiser	5.00	5.00	-	5.00	-	5.00
Technical Specialist	1.00	1.00	-	1.00	-	1.00
<b>Department Total:</b>	<b>24.00</b>	<b>24.00</b>	<b>-</b>	<b>24.00</b>	<b>-</b>	<b>24.00</b>



**General Government**

**Assessor**

**Increments Approved For Fiscal Year 2006**

<u>INC #</u>	<u>DESCRIPTION</u>	<u>COST</u>	
		<u>ONE-TIME</u>	<u>RECURRING</u>
<b><u>General Fund</u></b>			
*8026	<b><i>Motor Pool/Travel:</i></b> This increment is a result of increased staff as well as encouraging staff to get out in the field more.	\$ -	\$ 4,000
8030	<b><i>DOR Data Processing Charges:</i></b> The General Fund will cover the annual DOR data processing charges.	-	87,611
<b><u>Storage and Retrieval (1950)</u></b>			
8033	<b><i>Storage And Retrieval Budget:</i></b> The budget this year includes funds for capital, hardware, software, staff, temporary staff, operations (including ongoing systems already in place), training and travel	120,000	176,193

\*This increment was approved to be absorbed by existing funds



**General Government**

**Recorder**

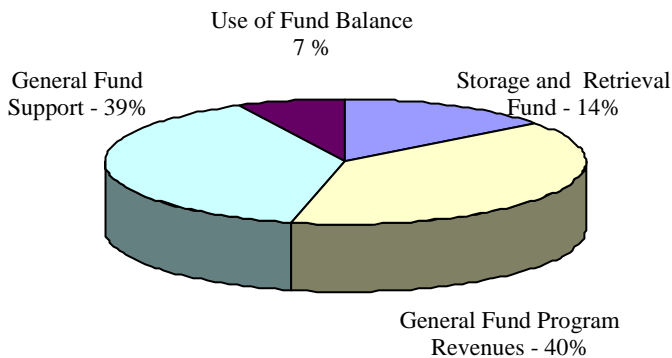
**Overview**

The mission of the Recorder's Office is to create and maintain an accurate record of all documents for the public so they can be easily accessed. The mission of the elections division is to conduct fair, honest and accurate elections for the citizens of Coconino County and to enable every citizen to participate in the election process. The Recorder's Office is comprised of the recording division, the mailroom and the elections division. The recording division processes and creates a public record of all documents received in a timely manner to ensure all records are easily accessible to the public. The elections division is responsible for all aspects of elections, including voter registration and management, outreach and election processes.

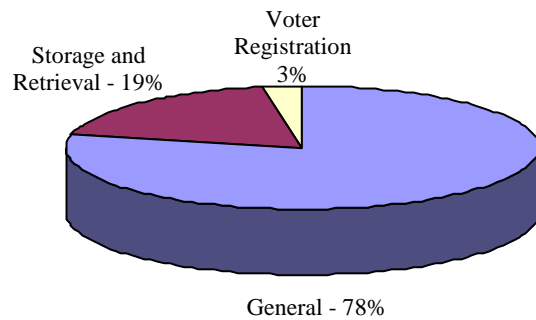
The Office estimates FY05 expenditures at \$1,685,455 or 8.3% over budget due to the large number of elections in the budget year. The total approved funding for FY06 is \$1,639,052 representing an approximate 3% decrease over FY05 estimates and a slight increase over the FY05 budget due to the salary increases. The decrease is the result of fewer elections in the upcoming fiscal year and would have been greater except the department was given incremental funding to purchase a postage/letter folding machine in FY06. Fewer elections will be held in FY06, accounting for the operational decrease.

The following charts illustrate the Recorder's funding sources, revenue types and expenditures by program and category for FY06:

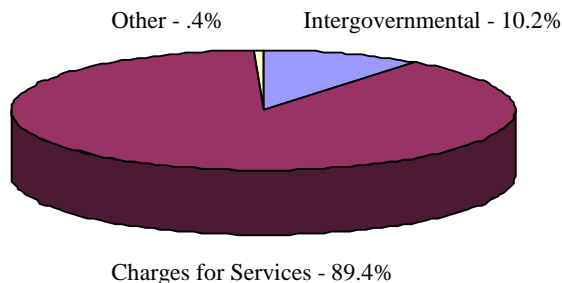
**Funding Sources**



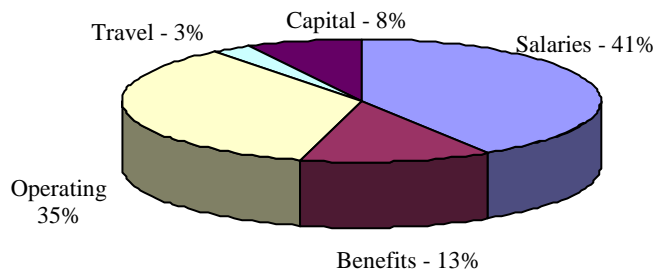
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**General Government**

**Recorder**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 619,858	\$ 657,716	\$ 657,716	\$ 675,357
ERE - Benefits	163,842	184,681	184,681	211,503
Operating	553,399	634,021	774,555	579,292
Travel	37,795	46,900	46,900	46,900
Capital	733,001	32,956	21,603	126,000
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 2,107,895</b>	<b>\$ 1,556,274</b>	<b>\$ 1,685,455</b>	<b>\$ 1,639,052</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Recorder - General	\$ 1,149,339	\$ 1,247,161	\$ 1,387,695	\$ 1,285,148
Storage and Retrieval	211,043	262,813	251,460	307,604
Voter Registration	747,513	46,300	46,300	46,300
<b>Total</b>	<b>\$ 2,107,895</b>	<b>\$ 1,556,274</b>	<b>\$ 1,685,455</b>	<b>\$ 1,639,052</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Storage and Retrieval Fund	\$ 361,191	\$ 235,000	\$ 235,000	\$ 235,000
Voter Tabulation Fund	687,438	-	-	-
General Fund Program Revenues	753,894	604,000	815,000	644,000
General Fund Support	395,446	643,161	572,695	641,148
**Use of Fund Balance	(90,075)	74,113	62,760	118,904
<b>Total</b>	<b>\$ 2,107,895</b>	<b>\$ 1,556,274</b>	<b>\$ 1,685,455</b>	<b>\$ 1,639,052</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 753,894	\$ 604,000	\$ 815,000	\$ 644,000
Program Expenditures	1,149,340	1,247,161	1,387,695	1,285,148
Net Cost of Program	(395,446)	(643,161)	(572,695)	(641,148)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	-	-	-	-
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	\$ (395,446)	\$ (643,161)	\$ (572,695)	\$ (641,148)

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



**General Government**

**Recorder**

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**Program Descriptions**

**Recorder's Storage and Retrieval:** These are funds collected from recorded documents and are used to purchase and maintain the Recorder's Office filing system.

**Voter Tabulation:** This fund was established through collaborative contributions from the Board of Supervisors (General Fund) and the office of the Recorder (Storage and Retrieval) to fund upgrades and new voting equipment in order to comply with the Help America Vote Act.



**General Government**

**Recorder**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Administrative Senior Manager	1.00	1.00	-	1.00	-	1.00
Administrative Specialist I	6.00	6.00	(1.00)	5.00	-	5.00
Administrative Specialist III	3.50	3.00	2.00	5.00	-	5.00
Administrative Supervisor	1.00	1.00	(1.00)	-	-	-
Administrative Support I	1.00	1.00	(1.00)	-	-	-
Administrative Support II	-	-	1.00	1.00	-	1.00
Business Manager	1.00	1.00	-	1.00	-	1.00
Elected Official	1.00	1.00	-	1.00	-	1.00
Elections Administrator	1.00	1.00	-	1.00	-	1.00
Elections Outreach Coordinator	1.00	1.00	-	1.00	-	1.00
Network Analyst	-	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>16.50</b>	<b>17.00</b>	<b>-</b>	<b>17.00</b>	<b>-</b>	<b>17.00</b>



**General Government**

**Recorder**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>General Fund</u></b>			
*7902	<b>Postage Increment:</b> This is an operating increment to cover postage increases.	\$ -	\$ 2,900
*8114	<b>Increase Of Printing:</b> This is an operating increment to increase the Recorder's printing and binding account.	-	4,405
8116	<b>Postage Machine/Letter Folder:</b> This increment is for a new postage machine and letter folder for the County mailroom.	58,000	-
<b><u>Storage and Retrieval Fund (1818)</u></b>			
7901	<b>Archive Writer:</b> This is a capital increment to purchase a Kodak Digital Archive Writer	68,000	-

\*This increment was approved to be absorbed by existing funds



**General Government**

**Superintendent of Schools**

**Overview**

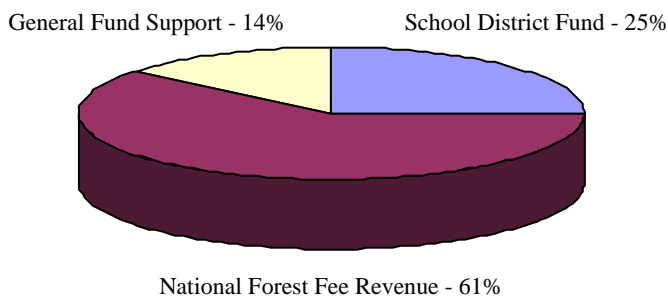
The mission of the Superintendent of Schools is to serve the public school districts and the community of learners in Coconino County in the areas of law, fiscal planning and disbursement, and the enrichment of academics.

The Superintendent of Schools is the fiscal office that assists and advises school districts within the County in all matters of budget and finance. It is responsible for all school elections, filling vacancies on school boards, and recording, reporting, and monitoring the certification of teachers and administrators. It 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.

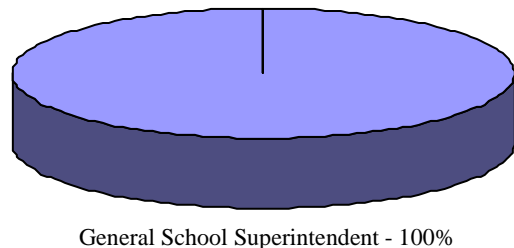
The Superintendent of Schools estimates FY05 expenditures at approximately \$1,369,874 which is above the FY05 revised budget of \$795,474 by the amount of expenditures in the County School Fund. This fund received unbudgeted revenue in FY05 in the form of a grant. Total approved funding for FY06 is \$2,306,967, a 68% increase from FY05 estimated expenditures. This is the result of a \$1.2 million dollar budget increase due to a change in National Forest Fee revenue reporting. When this effect is removed there is an overall budget decrease from FY05 estimates to the FY06 budget.

The following charts illustrate the Superintendent of Schools' funding sources, revenue types, and expenditures by program and category for FY06:

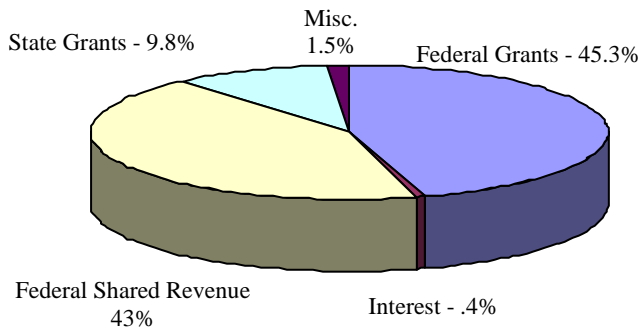
**Funding Sources**



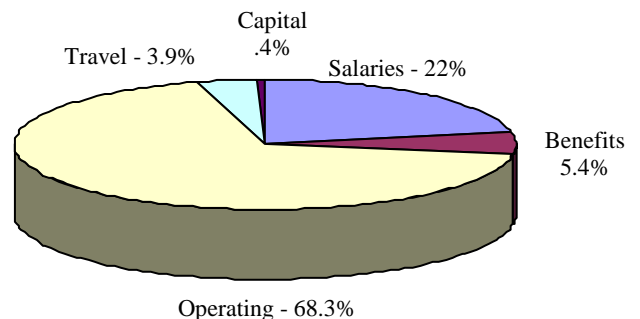
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**General Government**

**Superintendent of Schools**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 419,276	\$ 403,410	\$ 608,760	\$ 507,800
ERE - Benefits	82,388	88,740	128,440	123,856
Operating	245,239	268,529	511,379	1,574,966
Travel	33,038	34,795	106,295	90,345
Capital	-	-	15,000	10,000
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 779,941</b>	<b>\$ 795,474</b>	<b>\$ 1,369,874</b>	<b>\$ 2,306,967</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
General School Superintendent	\$ 779,941	\$ 795,474	\$ 1,369,874	\$ 2,306,967
<b>Total</b>	<b>\$ 779,941</b>	<b>\$ 795,474</b>	<b>\$ 1,369,874</b>	<b>\$ 2,306,967</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
School District Fund	\$ 453,087	\$ -	\$ 576,000	\$ 691,000
National Forest Fee Revenue	450,212	433,763	433,763	1,683,400
General Fund Program Revenues	-	-	-	-
General Fund Support	394,214	433,763	432,863	382,330
**Use of Fund Balance	(517,572)	(72,052)	(72,752)	(449,763)
<b>Total</b>	<b>\$ 779,941</b>	<b>\$ 795,474</b>	<b>\$ 1,369,874</b>	<b>\$ 2,306,967</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ -	\$ -	\$ -	\$ -
Program Expenditures	394,214	433,763	432,863	382,330
Net Cost of Program	(394,214)	(433,763)	(432,863)	(382,330)
Transfers in from Other Funds	-	-	-	-
Transfers out from General Fund	-	-	-	-
General Fund Sales Tax, Property Tax, and Other General Revenues Allocated and Used	\$ (394,214)	\$ (433,763)	\$ (432,863)	\$ (382,330)

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



**General Government**

**Superintendent of Schools**

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**Program Descriptions**

**General Superintendent of Schools:** The Superintendent of Schools is responsible for all school elections, filling vacancies on school boards, and recording, reporting, and monitoring the certification of teachers and administrators. It 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.



**General Government**

**Superintendent of Schools**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid- Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Accounting Technician II	3.00	1.00	-	1.00	-	1.00
Administrative Specialist III	1.00	1.00	-	1.00	-	1.00
Associate Superintendent of Schools	1.00	1.00	(0.15)	0.85	-	0.85
Chief Deputy Superintendent of Schools	1.00	1.00	-	1.00	-	1.00
Elected Official	1.00	1.00	-	1.00	-	1.00
School Finance Technician	-	2.00	-	2.00	-	2.00
<b>Department Total</b>	<b>7.00</b>	<b>7.00</b>	<b>(0.15)</b>	<b>6.85</b>	<b>-</b>	<b>6.85</b>



Coconino County Arizona

**General Government**

Superintendent of Schools

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**Increments Approved For Fiscal Year 2006**

This department did not require incremental funding for FY06.



**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 her 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 revenues to the taxing entities. The Treasurer is the bank for the County. The office receives all 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.

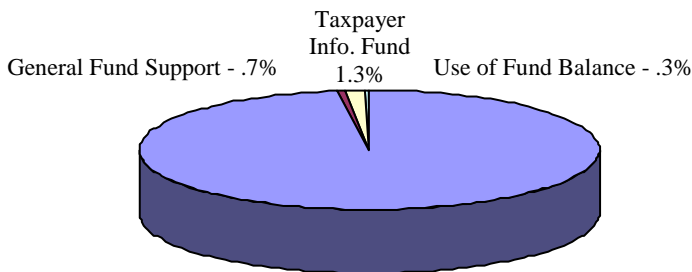
It is the goal of the office to provide courteous, informative service in an expedient and judicious manner. They endeavor to provide citizens with professional, efficient, and timely service regarding any real or personal property taxation issue - whether it is in the area of research, collections, or any other related topic.

For all users, including citizens, co-workers, and other government entities, they pledge to faithfully execute the duties of the office as prescribed by law, in an honest fashion, by giving a full account of transactions processed by the office. This includes the confirmation and tracking of transactions, investments and disbursements, and ensuring the safety and security of all funds and information under the direct supervision of the office.

The Treasurer estimates FY05 expenditures at \$598,807, or 1.5% under the revised budget of \$607,717. This is primarily due to salary savings from vacancies. Total approved funding for FY06 is \$597,027. This is a decrease of \$1,780 from FY05 estimated expenditures. Overall, salaries and benefits are increasing with the adoption of the pay plan. Operations are also increasing because of the web interface increment that was approved. Capital expenditures are decreasing sharply because the Treasurer's Office completed capital projects in FY05.

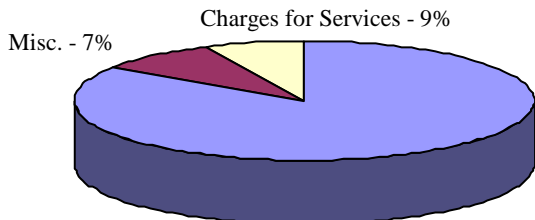
The following charts illustrate the Treasurer's funding sources, revenue types, and expenditures by program and category for FY06:

**Funding Sources**



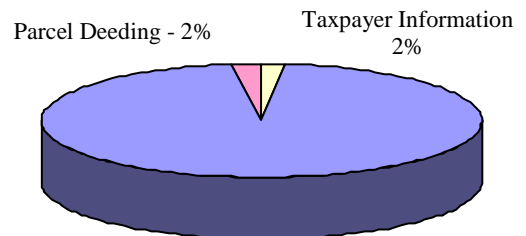
General Fund Program Revenues - 97.7%

**Revenues by Source Type**



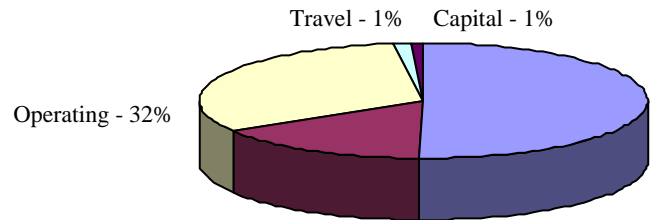
Interest and Penalties on Delinquent Taxes  
84%

**Expenditures by Program**



Tax Collection and Accounting - 96%

**Expenditures by Category**



Benefits - 16%

Salaries - 50%



**General Government**

Treasurer

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 276,587	\$ 296,707	\$ 287,003	\$ 300,217
ERE - Benefits	83,197	90,774	87,788	94,613
Operating	106,737	142,850	139,947	189,747
Travel	5,928	6,847	9,542	7,450
Capital	5,890	70,539	74,527	5,000
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 478,339</b>	<b>\$ 607,717</b>	<b>\$ 598,807</b>	<b>\$ 597,027</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Taxpayer Information	\$ 1,817	\$ 10,000	\$ 10,000	\$ 10,000
Tax Collection and Accounting	466,380	585,217	576,312	574,527
Parcel Deeding	10,142	12,500	12,495	12,500
<b>Total</b>	<b>\$ 478,339</b>	<b>\$ 607,717</b>	<b>\$ 598,807</b>	<b>\$ 597,027</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Taxpayer Information Fund	\$ 13,571	\$ 6,100	\$ 6,100	\$ 8,000
General Fund Program Revenues	691,523	596,792	596,792	583,187
General Fund Support	(215,001)	925	(7,985)	3,840
**Use of Fund Balance	(11,754)	3,900	3,900	2,000
<b>Total</b>	<b>\$ 478,339</b>	<b>\$ 607,717</b>	<b>\$ 598,807</b>	<b>\$ 597,027</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 691,523	\$ 596,792	\$ 596,792	\$ 583,187
Program Expenditures	476,522	597,717	588,807	587,027
Net Cost of Program	215,001	(925)	7,985	(3,840)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	-	-	-	-
General Fund Sales Tax, Property Tax, and Other General Revenues Allocated and Used	<b>\$ 215,001</b>	<b>\$ (925)</b>	<b>\$ 7,985</b>	<b>\$ (3,840)</b>

\*This is a net **SOURCE** of General Funds

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



## General Government

### Treasurer

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#### **Program Descriptions**

**Taxpayer Information:** A taxpayer information fund is established in each County treasury consisting of monies collected from the public records copy surcharge imposed pursuant to section 11-496 and the tax lien processing fee imposed pursuant to ARS 42-18116, subsection C. The County Treasurer should administer the fund and spend monies in the fund only to defray the cost of converting or upgrading an automated public information system as follows: purchasing computer hardware and software, training employees to operate the system, maintaining the system - including purchasing equipment maintenance agreements, and updating the system hardware and software.

**Tax Collection and Accounting:** The Coconino County Treasurer is the ex-officio tax collector for the County, all school districts, fire and special districts, community college, and cities and towns. Property taxes are billed once per year, in September, for both personal and real property. Collection of property taxes takes place all year round, with the heaviest collection periods in October, December and April. Tax payers may pay ½ of their annual taxes before November 1<sup>st</sup>, if the tax is greater than \$100. They may also pay their annual tax in-full by December 31<sup>st</sup> with no penalty for late first half. The second half tax payment is due before May 1<sup>st</sup> of the following year. By the 15<sup>th</sup> of each month the Treasurer distributes all taxes and fees collected in the prior month to cities and towns and to the Arizona State Treasurer on behalf of the State of Arizona. Daily, the Treasurer's Office clears warrants issued by taxing authorities to pay accounts payable and payroll. The Treasurer is also responsible for investing the portfolio of public funds on deposit and for ensuring the cash flow is available to meet the maintenance, operations, and bonded indebtedness needs of taxing authorities.

**Parcel Deeding:** The County Treasurer holds an annual Property Tax Lien Sale for delinquent real property. This sale is held in February of each year. It is the means by which delinquent taxes are paid by investors for the right of a tax lien on the property. When the property owner redeems their property from the lien, the investor receives back their investment with interest. After three years from the date of the tax sale an investor may begin foreclosure proceedings to eventually take ownership of the tax lien property. After a total of seven years of delinquent taxes have accrued the Treasurer may deed the property to the State of Arizona. Once land is deeded back to the State the County Board of Supervisors, on behalf of the State, sells the property at auction.



**General Government**

Treasurer

**Departmental Full-Time Equivalents (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid- Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Accounting Technician I	1.00	1.00	(1.00)	-	-	-
Accounting Technician II	3.00	2.00	(1.00)	1.00	-	1.00
Administrative Specialist II	-	1.00	-	1.00	-	1.00
Administrative Specialist III	1.00	1.00	(1.00)	-	-	-
Administrative Support II	-	-	3.00	3.00	-	3.00
Business Manager	1.00	1.00	-	1.00	-	1.00
Chief Deputy Treasurer	1.00	1.00	-	1.00	-	1.00
Elected Official	1.00	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>8.00</b>	<b>-</b>	<b>8.00</b>



**General Government**

Treasurer

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b>General Fund</b>			
*1041	<b>New Laptop For Off-Site Presentation And Travel</b>	\$ 2,046	\$ -
8002	<b>Web Application Interface For Treasurer's Tax System:</b> This increment for design and development of a web application interface will allow for e-commerce. Tax payers will be able to pay their taxes on-line without having to fill out a paper credit card charge form and mail it back to the Treasurer to be hand keyed into both the online credit card approval site and into the Oasis system.	35,000	-
8003	<b>2005 Tax Notices:</b> This is an increment for the increased cost of tax bill printing. It is mandated by statute.	-	12,500
*8006	<b>Reconfiguring Of Cubicles For Effectiveness:</b> The Treasurer's Office will reconfigure the cubicles to make more space in the existing cubicles.	3,500	-

\*This increment was approved to be absorbed by existing funds



**General Government**

**Non-Departmental**

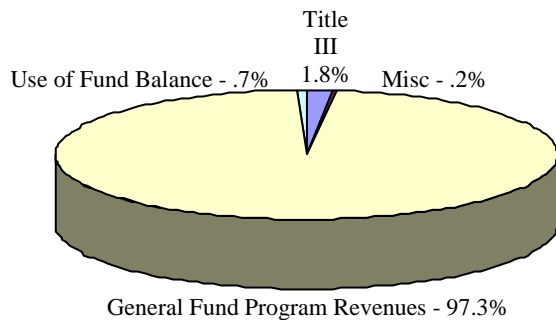
General Fund revenues that are not specific to a department are budgeted in Non-Departmental. The most significant of these revenues are the Property Taxes, State Shared Sales Tax, County Sales Tax, and Vehicle License Tax. Non-Departmental services currently include the reserve expenditures for both operating emergencies and vacation/sick leave liability costs, and the Title III Forest Fees fund to record receipts of this allocation from National Forest Fees for projects on forest service lands.

FY05 estimated expenditures in non-departmental total \$7,787,240, or 43% of the FY05 revised budget total of \$18,185,133. This is generally due to the County practice of budgeting a reserve appropriation in the contingency expenditure line item in order to have budgetary capacity in the event of fiscal emergency or ex-appropriation of State funds. Total authorized funding for Non-Departmental for FY06 is \$17,493,779. This includes the contingency expenditure line item of the reserve in order to have budgetary capacity available should the need arise. General fund transfers to other funds are also made from non-departmental accounts.

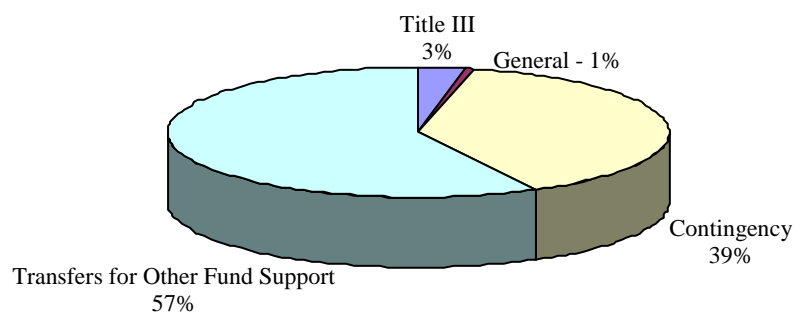
Non-Departmental generally does not have personnel assigned to it nor does it receive supplemental funding. In FY06 supplemental funding was added to non-departmental to cover the cost of an Organizational Development Director position. This is budgeted in non-departmental as the position is for the benefit of the entire County. The increment and position are described and included in the County Manager's budget section.

The following charts illustrate the Non-Departmental funding sources, revenue types, and expenditures by program and category for FY06:

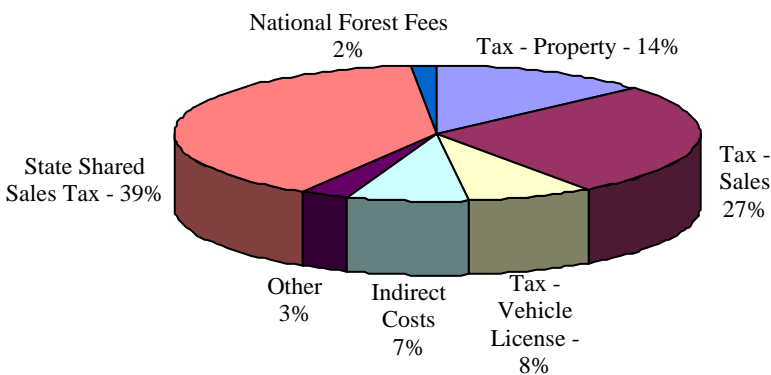
**Funding Sources**



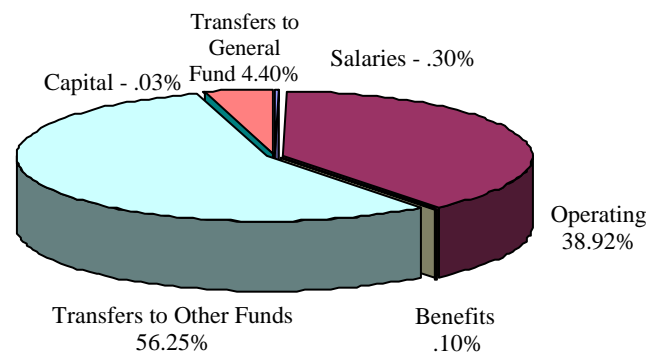
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**General Government**

**Non-Departmental**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ -	\$ -	\$ -	\$ 53,148
ERE - Benefits	-	-	-	17,419
Operating	43,283	10,447,893	50,000	6,807,895
Travel	-	-	-	-
Capital	-	-	-	5,800
Transfers to General Fund	465,777	1,023,803	1,023,803	770,077
Transfers to Other Funds	5,724,034	6,713,437	6,713,437	9,839,440
<b>Total</b>	<b>\$ 6,233,094</b>	<b>\$ 18,185,133</b>	<b>\$ 7,787,240</b>	<b>\$ 17,493,779</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Title III	\$ 712,546	\$ 893,375	\$ 893,375	\$ 514,652
Non-Departmental Expenditures	43,283	50,000	50,000	140,387
Contingency Fund	-	10,397,893	-	6,743,875
Transfers for Other Fund Support	5,477,265	6,843,865	6,843,865	10,094,865
<b>Total</b>	<b>\$ 6,233,094</b>	<b>\$ 18,185,133</b>	<b>\$ 7,787,240</b>	<b>\$ 17,493,779</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Title III	\$ 712,546	\$ 893,375	\$ 893,375	\$ 723,331
Mountain Line Fund	50,000	50,000	50,000	50,000
WIA Fund	54,985	54,985	54,985	54,985
Death Certificates Fund	9,100	9,100	9,100	-
Misc. Funds - Close Out Funds	104,645	-	-	-
General Fund Program Revenues	35,736,457	36,161,077	36,650,172	39,453,087
General Fund Support	(30,434,639)	(18,983,404)	(29,870,392)	(23,055,695)
Use of Fund Balance	-	-	-	268,071
<b>Total</b>	<b>\$ 6,233,094</b>	<b>\$ 18,185,133</b>	<b>\$ 7,787,240</b>	<b>\$ 17,493,779</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 35,736,457	\$ 36,161,077	\$ 36,650,172	\$ 39,453,087
Program Expenditures	43,283	10,447,893	50,000	6,884,262
Net Cost of Program	35,693,174	25,713,184	36,600,172	32,568,825
Transfers in from Other Funds	218,730	114,085	114,085	104,985
General Fund Transfers to Other Funds	(5,477,265)	(6,843,865)	(6,843,865)	(9,618,115)
General Fund Sales Tax, Property Tax, and Other General Revenues Allocated and Used	<b>\$ 30,434,639</b>	<b>\$ 18,983,404</b>	<b>\$ 29,870,392</b>	<b>\$ 23,055,695</b>

\*This is a net **SOURCE** of General Funds



**General Government**

**Non-Departmental**

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**Program Descriptions**

**Title III Forest Fees:** The portion of National Forest Fee revenues allocated by the Board of Supervisors to fund Title III eligible projects makes up this program.

**Contingency:** The County maintains a contingency for cash liquidity purposes in the County General Fund. It can be used for large unanticipated or emergency expenditures which departments cannot absorb.



**General Government**

**Non-Departmental**

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**Increments Approved For Fiscal Year 2006**

Increments added to the non-departmental budget are discussed in the County Manager and Board of Supervisors sections.



# Justice System



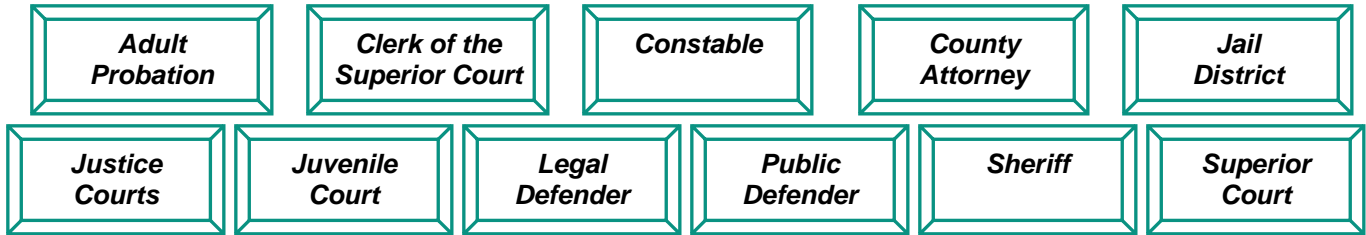
Law Enforcement Administration Facility





**Justice System**

**Service Area Summary**



**Description of Services**

This service area includes the departments of Adult Probation, Clerk of the 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 court 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.

**Goals and Objectives**

The service area's top three goals and objectives and the strategies they are implementing to address these are:

**Issue:** *Increasing number, complexity and severity of criminal cases combined with stagnant or declining staff to process them*

**Strategies**

1. Take immediate steps to fill vacant positions and increase staffing to handle current caseloads.
2. Compare system wide caseloads from department to department and against nationwide standards in similar jurisdictions.
3. Explore causes of increased case filings and predict rate of future increases.
4. Assure that staff ratios within departments is adequate and inline with staffing ratios of similarly situated jurisdictions.
5. Review policies and procedures to eliminate unnecessary work, redundancy and promote interagency/interdepartmental cooperation.
6. Consider implementation of formula based staffing that fluctuates with changes in crime and case load levels.
7. Establish appropriate system, departmental and individual performance measures.
8. Through coordinated efforts perform work load impact analyses resulting from changes in departmental and agency policies and procedures.
9. Analyze the impact of increased staffing on other resource needs such as space, computers and associated capital requirements.

**Issue:** *Limited alternatives for mental health and substance abuse populations in the criminal justice system*

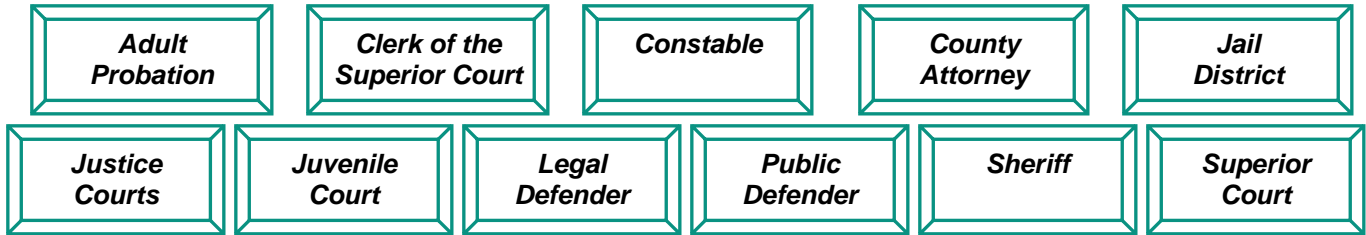
**Strategies**

1. Increase collaboration with local mental health and substance abuse treatment providers and social services agencies including the pursuit of additional residential bed space in the County.
2. Explore and implement, if feasible, in custody treatment programs for drug and alcohol abusers.
3. Explore and implement, when appropriate, mental health court and/or diversion programs.



**Justice System**

**Service Area Summary**



**Issue:** Fragmentation of the criminal justice system and lack of alternatives to traditional justice system processes

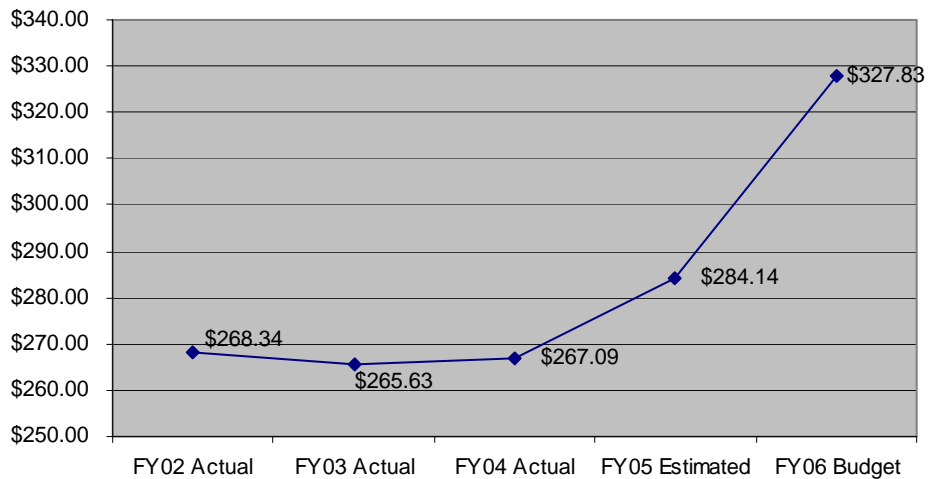
**Strategies**

1. Support and strengthen the newly formed Criminal Justice Coordinating Council.
2. Focus on data collection, analysis and evidence based practices.
3. Increase communication between agencies and departments.

**Per Capita Costs of Services**

The greater cost per capita increase in FY06 is largely due to the County-wide salary increases. Another factor is that the County portion of the Public Safety Officers Retirement mandatory contribution rate increased from 13.26% to 20.84%.

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



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

	<b>FY04 Actual</b>	<b>FY05 Estimated</b>	<b>FY06 Budget</b>	<b>Change: FY05 to FY06</b>
<b>Adult Probation</b>	\$ 23.99	\$ 25.18	\$ 31.09	23.48%
<b>Clerk of the Superior Court</b>	7.25	7.30	8.50	16.42%
<b>Constable</b>	0.49	0.49	0.55	11.79%
<b>County Attorney</b>	24.01	25.42	29.54	16.21%
<b>Jail District</b>	82.92	90.76	101.90	12.27%
<b>Justice Courts</b>	10.87	12.23	14.14	15.60%
<b>Juvenile Court Services</b>	27.03	27.62	35.21	27.49%
<b>Legal Defender</b>	4.80	5.67	5.24	-7.59%
<b>Public Defender</b>	13.37	13.55	15.59	15.10%
<b>Sherriff</b>	52.74	54.07	61.78	14.27%
<b>Superior Court</b>	19.62	21.84	24.28	11.16%



**Justice System**

**Adult Probation**

**Overview**

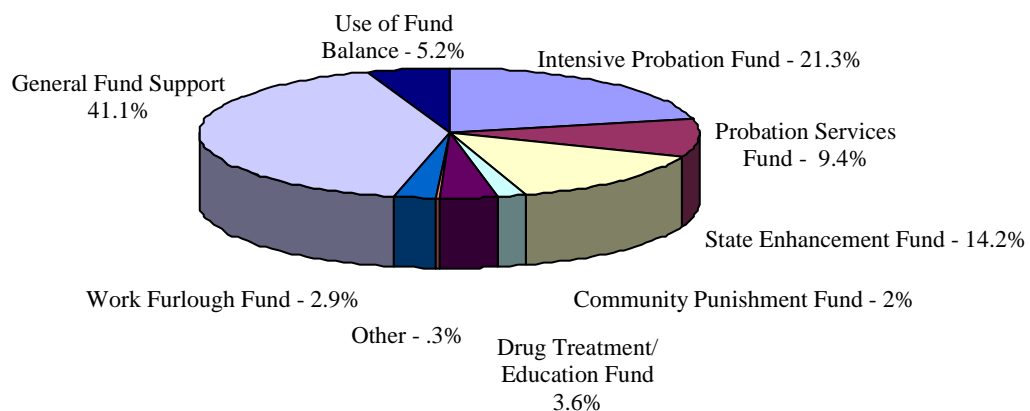
The Coconino County Adult Probation department is a full-service community correction's organization consisting of pretrial services and adult probation. Services include: pretrial release investigation, pretrial supervision, supervision to limited jurisdiction court clients, Superior Court probation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

The mission of the Coconino County Adult Probation Department is to create a safer community by preventing crime. This is accomplished by providing our clients individualized programming and supervision to include: individual assessment of need, values-based education and treatment, restorative justice to the community and individual victims, client involvement and more efficient methods of making client contacts which will be quality-based rather than quantity-based.

Adult Probation estimates FY05 expenditures to be \$3,246,124, which is approximately 17% under the total budgeted amount. Under expenditures are approximately half due to salary and ERE savings (from unfilled positions) and half from lower operating costs. The approved funding for FY06 is in the amount of \$4,027,742 and represents an increase of 2.4% over the FY05 budget. This is due to employee raises.

The following charts illustrate Adult Probation's funding sources, revenue types and expenditures by program and category for FY06:

**Funding Sources**

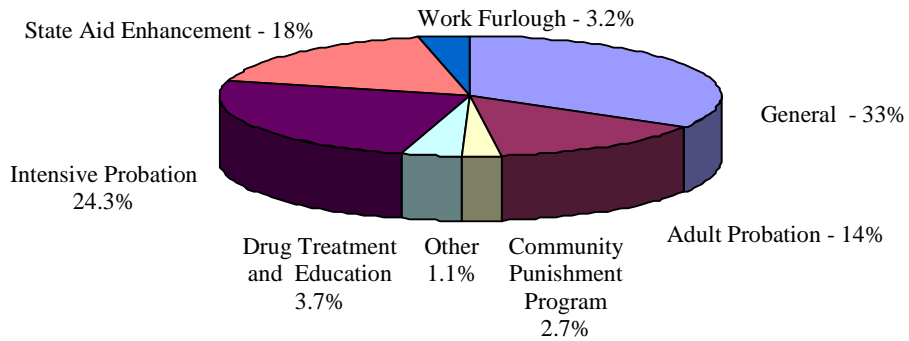




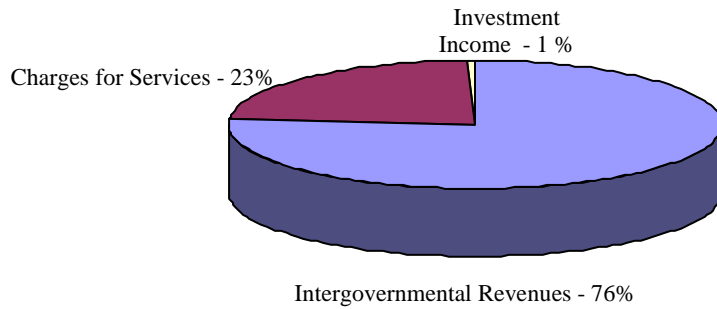
**Justice System**

**Adult Probation**

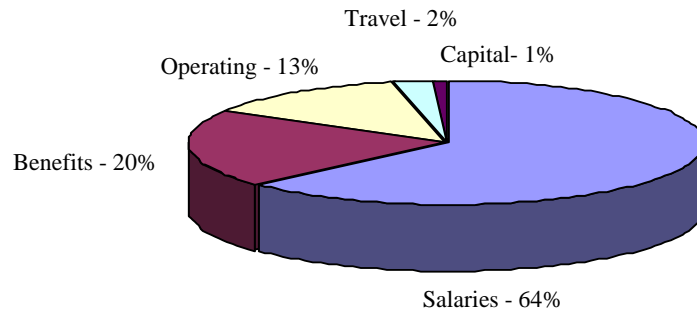
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Justice System**

**Adult Probation**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 2,086,213	\$ 2,441,210	\$ 2,191,541	\$ 2,547,647
ERE - Benefits	583,884	706,550	630,893	815,547
Operating	305,495	676,905	348,255	530,003
Travel	58,382	108,195	75,435	100,545
Capital	6,202	-	-	34,000
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 3,040,176</b>	<b>\$ 3,932,860</b>	<b>\$ 3,246,124</b>	<b>\$ 4,027,742</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
General	\$ 1,084,063	\$ 1,187,534	\$ 1,171,080	\$ 1,342,792
Adult Probation	275,213	576,294	272,868	567,031
Community Punishment Program	78,929	150,709	98,588	104,738
Deferred Prosecution	-	35,000	12,000	32,000
Drug Treatment and Education	88,503	144,450	108,911	149,466
Intensive Probation	823,683	990,780	879,424	980,118
Interstate Compact	500	10,800	-	18,000
State Aid Enhancement	581,080	720,522	588,470	704,440
Work Furlough	108,205	116,771	114,783	129,157
<b>Total</b>	<b>\$ 3,040,176</b>	<b>\$ 3,932,860</b>	<b>\$ 3,246,124</b>	<b>\$ 4,027,742</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Adult Intensive Probation Fund	\$ -	\$ 832,120	\$ 878,269	\$ 859,260
Adult Probation Services Fund	-	368,000	343,000	378,000
Adult Probation State Enhancement Fund	580,340	587,883	587,883	573,383
Community Punishment Program Fund	79,043	38,857	90,741	79,655
Deferred Prosecution Fund	4,247	4,200	1,300	2,500
Drug Treatment and Education Fund	88,756	144,682	109,411	144,682
Interstate Compact Program Fund	3,833	8,000	5,000	8,000
Work Furlough Program Fund	72,018	102,000	86,000	118,000
General Fund Program Revenues	3	-	-	-
General Fund Support	1,112,376	1,288,940	1,206,663	1,654,936
**Use of Fund Balance	1,099,560	558,178	(62,143)	209,326
<b>Total</b>	<b>\$ 3,040,176</b>	<b>\$ 3,932,860</b>	<b>\$ 3,246,124</b>	<b>\$ 4,027,742</b>

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



**Justice System**

**Adult Probation**

**GENERAL FUND PROGRAMS**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 3	\$ -	\$ -	\$ -
Program Expenditures	1,084,063	1,187,534	1,171,080	1,342,792
Net Cost of Program	(1,084,060)	(1,187,534)	(1,171,080)	(1,342,792)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	(28,316)	(101,406)	(35,583)	(312,144)
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	(\$1,112,376)	(\$1,288,940)	(\$1,206,663)	(\$1,654,936)



## Justice System

### Adult Probation

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#### Program Descriptions

**Adult Intensive Probation:** This is a prison diversion program which provides a highly structured and closely supervised probation program for clients who are supervised by probation officers and surveillance officers at a statutory 2:25 ratio. The grant supports this program by funding some salary and ERE associated with intensive probation supervision.

**Adult Probation Service Fees:** This is a monthly supervision fee assessed by the Court to be used to pay probation employee salaries and to improve, maintain or expand probation services within the County.

**Adult Probation State Aid Enhancement:** This program promotes public safety through effective community-based supervision and enforcement of court orders, affording offenders opportunities to be accountable and initiate positive changes. The grant supports this program by funding salary and ERE for field officers.

**Adult Community Punishment Program:** This program provides programs, assessments, services and increased supervision to sex offender probation populations.

**Drug Treatment and Education:** Funds are distributed by the Administrative Office of the Supreme Court to the Superior Court probation departments to cover the costs of placing persons in drug education and treatment programs.

**Work Furlough Program:** Fees paid by persons sentenced to jail with furlough time for work are deposited into the Work Furlough Fund to pay the supervision costs associated with this program.



**Justice System**

**Adult Probation**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Accounting Technician II	1.00	1.00	-	1.00	-	1.00
Administrative Senior Manager	1.00	1.00	-	1.00	-	1.00
Administrative Specialist I	1.00	1.00	-	1.00	-	1.00
Administrative Specialist II	4.00	4.00	-	4.00	-	4.00
Administrative Specialist III	1.00	1.00	-	1.00	-	1.00
Administrative Supervisor	1.00	1.00	-	1.00	-	1.00
Administrative Support II	2.00	1.50	-	1.50	-	1.50
Chief Adult Probation Officer	1.00	1.00	-	1.00	-	1.00
Pretrial Services Supervisor	1.00	-	-	-	-	-
Pretrial Services Officer	4.00	1.50	-	1.50	-	1.50
Probation Community Services Coordinator	1.00	1.00	-	1.00	-	1.00
Probation Division Manager	3.00	3.00	-	3.00	-	3.00
Probation Officer I	1.00	3.00	-	3.00	(3.00)	-
Probation Officer II	24.00	25.00	(0.50)	24.50	3.50	28.00
Probation Officer III	4.00	5.00	-	5.00	-	5.00
Probation Work Crew Supervisor	1.00	0.60	0.50	1.10	-	1.10
Surveillance Officer	8.00	8.00	-	8.00	-	8.00
Technical Specialist	1.00	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>60.00</b>	<b>59.60</b>	<b>-</b>	<b>59.60</b>	<b>0.50</b>	<b>60.10</b>



**Justice System**

**Adult Probation**

**Increments Approved For Fiscal Year 2006**

<u>INC #</u>	<u>DESCRIPTION</u>	<u>COST</u>	
		<u>ONE-TIME</u>	<u>RECURRING</u>
<b><u>General Fund</u></b>			
*7884	<b><i>Janitorial For Jail Office Space:</i></b> Beginning in FY06, Adult Probation will be charged for janitorial services at the jail for the pretrial office space.	\$ -	\$ 7,500
7885	<b><i>Recruitment, Training, Officer Safety:</i></b> This increment for officer recruitment, testing, training and safety was approved.	-	15,000
7904	<b><i>Probation Officer For Page:</i></b> Adult Probation was approved for a half-time probation officer for the Page office in FY05 and this position is to be made a full time position.	-	27,953
7908	<b><i>Contract Presentence Reports:</i></b> This increment is for presentence reports to be performed on a contractual basis due to an increase in criminal filings.	-	10,000
7910	<b><i>New Vehicle For Page Office:</i></b> This vehicle is to be used by the standard probation officer currently in Page and the probation officer position that was increased from a .5 employee to a full time employee. The department is receiving a four wheel drive vehicle due to the remote locations and extreme difficulty getting to some of the residences.	34,000	12,500
8159	<b><i>Reclassify Probation Officer I To Probation Officer II:</i></b> The department is receiving an increment to reclassify three Probation Officer I positions in Pretrial to Probation Officer II positions. With two years of probation officer experience, all probation officers in the department are eligible for Probation Officer II status.	-	5,442
8161	<b><i>Fund Salary/ERE Amounts Not Paid By Grants:</i></b> Adult Probation is receiving increased fund transfers from the General Fund to cover the salaries and EREs in three of their grant funds.	-	106,887

\*This increment was approved to be absorbed by existing funds



**Justice System**

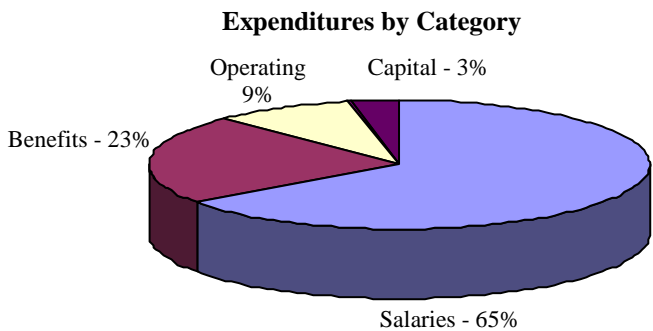
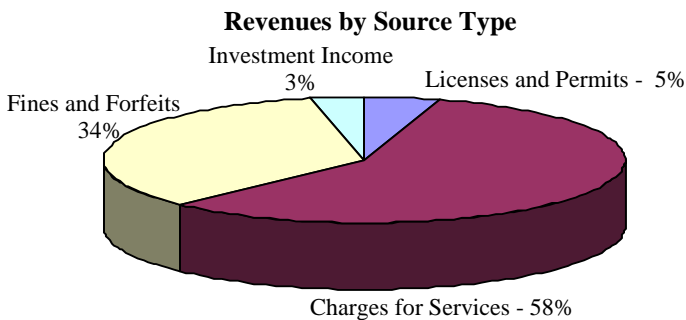
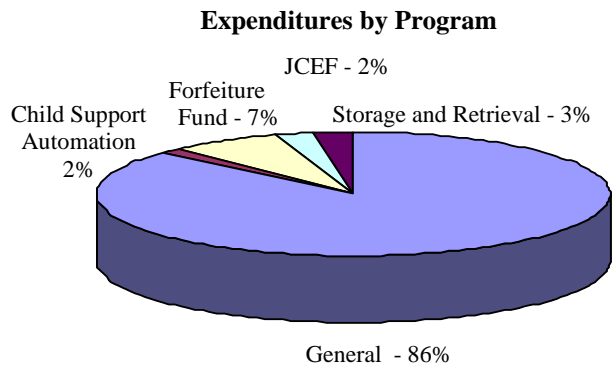
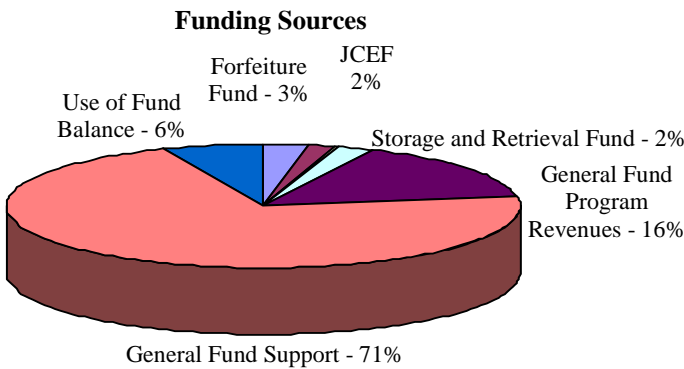
**Clerk of the Superior Court**

**Overview**

The functions of the Clerk of the Superior Court work to satisfy more than 500 State Statutes and Court rules. Among the roles that the Clerk of the 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, be the first stop in initiating a Superior Court action in civil, criminal, juvenile, probate, adoption, or domestic relations matters, collect and disburse court-ordered fees, fines and victim restitution in an expedient manner, receive, distribute and preserve official court documents, store exhibits for all court cases, issue and record marriage licenses, process all records in juvenile dependency, delinquency, severance and adoption cases, process passport applications, and act as Jury Commissioner to establish a pool of jurors for trial in Superior, Federal and Justice Court cases and for grand jury for the Superior Court and State Court. The Clerk of Superior Court is also the Probate Registrar.

The Clerk of the Superior Court estimates FY05 expenditures at \$941,305, which is under the FY05 revised budget by \$67,209. This is primarily due to salary savings and having no capital expenditure for child support automation. The FY06 budget of \$1,102,532 represents approximately a \$94,000 increase that is \$76,000 in salary and ERE associated with the pay plan and an \$18,000 increase in the capital budget for purchase of a new archive system.

The following charts illustrate the Clerk of the Superior Court's funding sources, revenue types and expenditures by program and category for FY06:





**Justice System**

**Clerk of the Superior Court**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 627,421	\$ 682,967	\$ 641,601	\$ 716,591
ERE - Benefits	183,198	206,285	194,582	248,567
Operating	68,641	100,874	102,322	100,874
Travel	627	1,000	1,800	1,500
Capital	10,514	17,388	1,000	35,000
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 890,401</b>	<b>\$ 1,008,514</b>	<b>\$ 941,305</b>	<b>\$ 1,102,532</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
General	\$ 823,191	\$ 880,368	\$ 875,606	\$ 954,243
Child Support Automation	-	17,388	-	17,388
Forfeiture Fund	36,271	65,524	24,065	75,667
JCEF Superior Court	16,989	26,389	26,389	26,389
Storage and Retrieval	13,950	18,845	15,245	28,845
<b>Total</b>	<b>\$ 890,401</b>	<b>\$ 1,008,514</b>	<b>\$ 941,305</b>	<b>\$ 1,102,532</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Child Support Automation Fund	\$ 559	\$ 600	\$ 259	\$ 600
Forfeiture Fund	79,689	29,600	52,563	29,600
JCEF Superior Court Fund	26,602	-	22,059	20,066
Spousal Maintenance Fund	2,449	2,280	2,280	2,280
Storage and Retrieval Fund	24,833	24,400	23,912	24,400
General Fund Program Revenues	207,598	172,000	158,300	172,000
General Fund Support	615,593	708,368	717,306	782,243
**Use of Fund Balance	(66,923)	71,266	(35,374)	71,343
<b>Total</b>	<b>\$ 890,401</b>	<b>\$ 1,008,514</b>	<b>\$ 941,305</b>	<b>\$ 1,102,532</b>

**GENERAL FUND PROGRAMS**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 207,598	\$ 172,000	\$ 158,300	\$ 172,000
Program Expenditures	823,191	880,368	875,606	954,243
Net Cost of Program	(615,593)	(708,368)	(717,306)	(782,243)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	-	-	-	-
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	\$ (615,593)	\$ (708,368)	\$ (717,306)	\$ (782,243)

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



**Justice System**

**Clerk of the Superior Court**

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**Program Descriptions**

**Clerk's Forfeiture:** These are funds from forfeited criminal appearance bonds, criminal Ruling 7.6 (d).

**Clerk's Storage and Retrieval:** This fund is based on collections of \$15 on each filing/response fee to be used to enhance records storage and retrieval. ARS 12-284.01.

**Court Enhancement:** Court enhancement fees are collected by the Clerk of Superior Court and are transmitted to the County Treasurer for deposit in the local Court Enhancement Fund to improve, maintain, and enhance the ability to collect and manage monies assessed or received by the courts, improve court automation, improve case processing and improve the administration of justice.

**Fill the Gap:** These are funds from the Supreme Court awarded to counties for the planning and implementation of collaborative projects that are designed to improve the processing of criminal cases.

**Judicial Court Enhancement (JCEF) - Superior Court:** These funds are from surcharges collected by Superior Court to improve court collections and automation.

**Child Support Automation:** These are statutory fees collected according to ARS 12-284E; they are to be used to improve, maintain and enhance computer hardware, software and automation systems used to collect court-ordered child support.



**Justice System**

**Clerk of the Superior Court**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Accounting Technician II	1.00	1.00	-	1.00	-	1.00
Administrative Specialist I	7.00	7.00	-	7.00	0.50	7.50
Administrative Supervisor	2.00	2.00	-	2.00	-	2.00
Administrative Support II	1.00	1.00	-	1.00	-	1.00
Chief Deputy Clerk	1.00	1.00	-	1.00	-	1.00
Court Technician I	4.50	4.50	-	4.50	0.50	5.00
Court Technician II	3.00	3.00	-	3.00	-	3.00
Elected Official	1.00	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>20.50</b>	<b>20.50</b>	<b>-</b>	<b>20.50</b>	<b>1.00</b>	<b>21.50</b>



**Justice System**

**Clerk of the Superior Court**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>General Fund</u></b>			
8254	<b><i>Increase Travel Base</i></b>	\$ -	\$ 500
<b><u>Clerk's Forfeiture Fund (1722)</u></b>			
8253	<b><i>.5 FTE Clerical Aide:</i></b> This increment is for a one-half time permanent Clerical Aide employee for microfilming purposes.	-	13,456
<b><u>Various Funds</u></b>			
8255	<b><i>Digital Reel Microfilm Viewing And Archive System:</i></b> This is a computerization system for importing microfilm rolls to a computer to assist in retrieval and viewing of old microfilm and is designed for use in public access sites. This will be paid \$7,612 from the Clerk's Fines and Forfeiture Fund (1722), \$10,000 from the Clerk's Storage and Retrieval Fund (1723) and \$17,388 from the Clerk's Child Support Automation Fund (1724).	35,000	-



**Justice System**

**Constable**

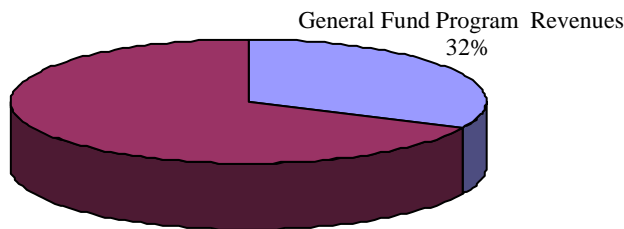
**Overview**

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 Justice Court.

The approved FY06 budget is \$71,597 which represents approximately an \$8,000 increase over FY05 estimated expenditures of \$63,431. This is \$5,000 in temporary wages and \$3,000 in increased retirement.

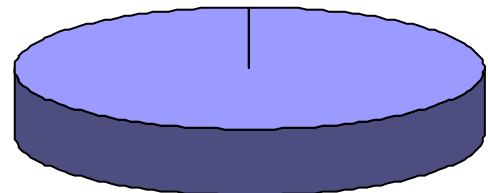
The following charts illustrate the Constable's funding sources, revenue types and expenditures by program and category for FY06:

**Funding Sources**



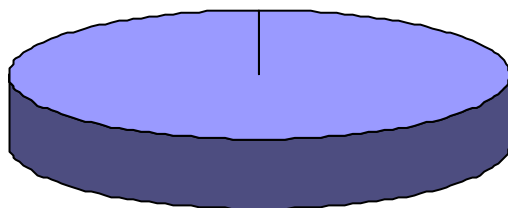
General Fund Support - 68%

**Expenditures by Program**



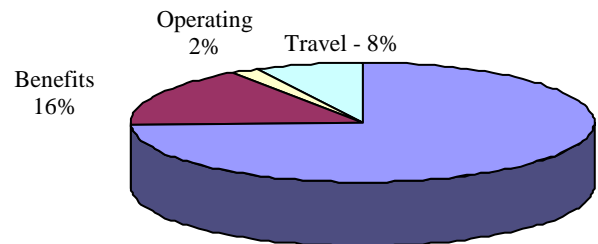
General - 100%

**Revenues by Source Type**



Charges for Services - 100%

**Expenditures by Category**



Salaries - 74%



**Justice System**

**Constable**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 48,665	\$ 53,294	\$ 48,294	\$ 53,294
ERE - Benefits	8,131	8,928	8,377	11,543
Operating	1,374	1,350	1,350	1,350
Travel	4,202	5,410	5,410	5,410
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 62,372</b>	<b>\$ 68,982</b>	<b>\$ 63,431</b>	<b>\$ 71,597</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
General	\$ 62,372	\$ 68,982	\$ 63,431	\$ 71,597
<b>Total</b>	<b>\$ 62,372</b>	<b>\$ 68,982</b>	<b>\$ 63,431</b>	<b>\$ 71,597</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
General Fund Program Revenues	\$ 30,815	\$ 23,000	\$ 23,000	\$ 23,000
General Fund Support	31,557	45,982	40,431	48,597
Use of Fund Balance	-	-	-	-
<b>Total</b>	<b>\$ 62,372</b>	<b>\$ 68,982</b>	<b>\$ 63,431</b>	<b>\$ 71,597</b>

**GENERAL FUND PROGRAMS**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 30,815	\$ 23,000	\$ 23,000	\$ 23,000
Program Expenditures	62,372	68,982	63,431	71,597
Net Cost of Program	(31,557)	(45,982)	(40,431)	(48,597)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	-	-	-	-
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	\$ (31,557)	\$ (45,982)	\$ (40,431)	\$ (48,597)



**Justice System**

Constable

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**Program Descriptions**

This department does not have other programs and is exclusively General-Funded.



**Justice System**

Constable

**Departmental Full-Time Equivalent (FTEs)**

<u>Position Title</u>	<u>FY04 Budget</u>	<u>FY05 Budget</u>	<u>Mid-Year Adjust</u>	<u>FY06 Base</u>	<u>FY06 Approved Add'l</u>	<u>FY06 Adopted</u>
Elected Official	1.00	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>1.00</b>	<b>-</b>	<b>1.00</b>



Coconino County Arizona

**Justice System**

Constable

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**Increments Approved For Fiscal Year 2006**

This department did not require incremental funding for FY06.



Justice System

County Attorney

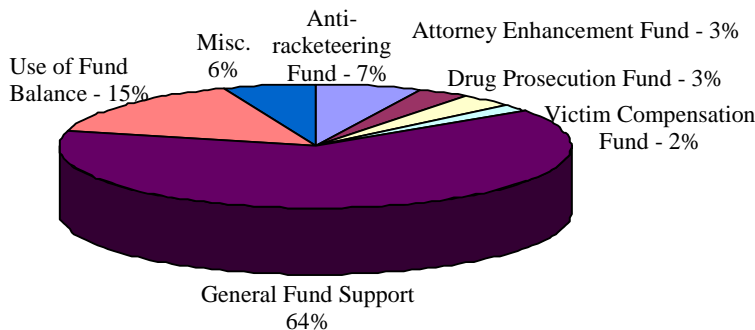
Overview

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.

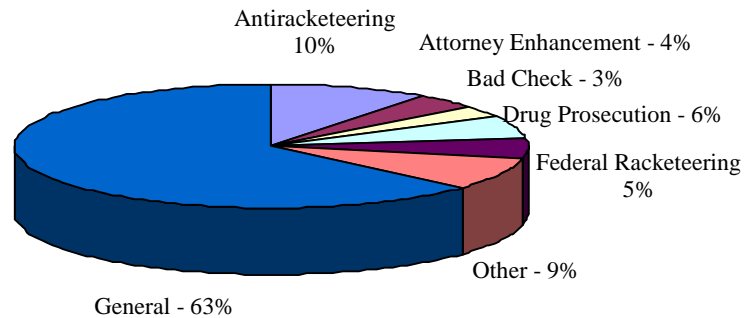
The total FY05 estimated expenditures of \$3,277,105 represent an approximate 10% variance from the FY05 budget figure of \$3,654,468. Operating expenditures were significantly lower than the budget due to under expending the federal anti-racketeering fund. The FY06 budget of \$3,827,012 represents increases in salary and ERE. The department was given incremental funding to refill two frozen Deputy Attorney positions.

The following charts illustrate the County Attorney's funding sources, revenue types and expenditures by program and category for FY06:

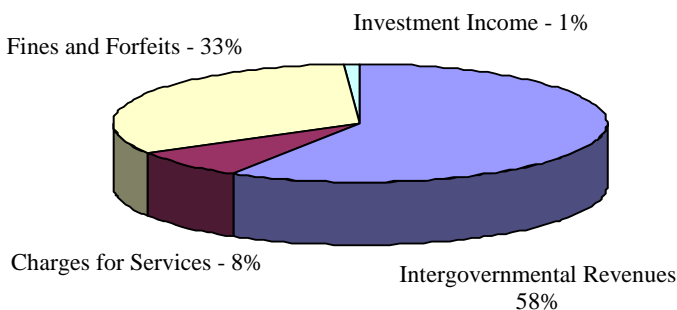
Funding Sources



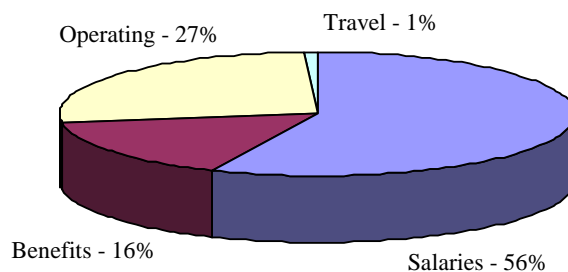
Expenditures by Program



Revenues by Source Type



Expenditures by Category





**Justice System**

**County Attorney**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 1,833,635	\$ 2,000,373	\$ 1,966,053	\$ 2,171,598
ERE - Benefits	456,159	530,132	508,411	600,275
Operating	738,608	1,090,328	777,960	1,026,964
Travel	17,246	33,635	17,413	28,175
Capital	19,503	-	7,268	-
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	20,328	-	-	-
<b>Total</b>	<b>\$ 3,085,479</b>	<b>\$ 3,654,468</b>	<b>\$ 3,277,105</b>	<b>\$ 3,827,012</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Anti-Racketeering	\$ 262,847	\$ 373,523	\$ 361,186	\$ 378,156
Attorney Enhancement	135,596	150,364	132,000	154,997
Bad Check Prosecution	88,559	113,046	102,261	110,260
Children's Justice Grant	7,747	-	-	-
Criminal Justice Record Improvement	17,764	-	-	-
Drug Prosecution	193,004	215,790	207,303	229,761
Federal Anti-Racketeering	-	200,000	-	200,000
Nat'l Criminal History Improvement	87,928	-	-	-
State Aid to County Attorneys	80,481	113,207	105,921	126,024
Victim Compensation	65,987	76,000	75,925	76,000
Victim Restitution	-	20,000	-	20,000
Victim of Crimes Act	12,855	60,000	29,799	58,307
Victim Right Program	51,722	46,549	43,367	47,518
General	2,080,989	2,285,989	2,219,343	2,425,989
<b>Total</b>	<b>\$ 3,085,479</b>	<b>\$ 3,654,468</b>	<b>\$ 3,277,105</b>	<b>\$ 3,827,012</b>



**Justice System**

**County Attorney**

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Anti-Racketeering Fund	\$ 268,925	\$ 256,500	\$ 310,725	\$ 256,500
Attorney Enhancement Fund	128,731	126,000	129,250	129,250
Attorney VRIA Victim Rights Fund	42,170	42,255	42,235	42,250
Bad Check Prosecution Fund	64,119	70,000	50,437	52,000
Children's Justice Grant Fund	7,747	-	-	-
CJ Records Improvement Fund	13,323	-	-	-
Drug Prosecution Fund	128,040	127,110	127,110	127,110
Fill the Gap Fund - Local	41,694	40,000	40,000	40,000
Miscellaneous	7	10	2	10
Nat'l Criminal History Improvement Fund	87,957	-	-	-
State Aid Fund	51,880	47,000	37,254	46,500
Victim Compensation Fund	65,987	76,000	75,925	76,000
Victim Restitution Fund	8,223	8,250	8,558	8,250
VOCA-Victim of Crimes Fund	30,618	30,000	27,488	30,000
General Fund Program Revenues	2,825	500	-	-
General Fund Support	2,087,716	2,286,989	2,220,475	2,431,257
Use of Fund Balance	55,517	543,854	207,646	587,885
<b>Total</b>	<b>\$ 3,085,479</b>	<b>\$ 3,654,468</b>	<b>\$ 3,277,105</b>	<b>\$ 3,827,012</b>

**GENERAL FUND PROGRAMS**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 2,825	\$ 500	\$ -	\$ -
Program Expenditures	2,080,989	2,285,989	2,219,343	2,425,989
Net Cost of Program	(2,078,164)	(2,285,489)	(2,219,343)	(2,425,989)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	(9,552)	(1,500)	(1,132)	(5,268)
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	<b>\$(2,087,716)</b>	<b>\$(2,286,989)</b>	<b>\$(2,220,475)</b>	<b>\$(2,431,257)</b>



## Justice System

### County Attorney

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#### **Program Descriptions**

**Anti-Racketeering:** These are funds from forfeitures seized in drug and anti-racketeering cases. Revenues are distributed per the METRO Board of Directors to support local drug apprehension and prosecution efforts as well as community substance abuse education. The use of these funds is restricted by Statute.

**Attorney Enhancement:** This fund is a State Criminal Justice Enhancement Fund distributed through the Attorney General's office. Revenues are used to enhance prosecution efforts. The use of these funds is restricted by Statute.

**Bad Check Prosecution:** These are State Statute determined bad check fees collected by the County Attorney's Bad Check program in Coconino County. Revenues are used for the investigation and prosecution of bad check cases. The use of these funds is restricted by Statute.

**Drug Prosecution:** This is the Edward J. Byrne Memorial Justice Assistance grant administered through the Arizona Criminal Justice Commission to fund drug prosecution efforts.

**Federal Anti-Racketeering:** These are funds from forfeitures seized in drug and anti-racketeering cases falling under the federal program. Revenues are distributed per the METRO Board of Directors to support local drug apprehension and prosecution efforts. The use of these funds is restricted by Statute.

**State Aid to County Attorneys:** These are State funds through the Arizona Criminal Justice Commission and surcharges on fines. The revenues are used to improve the processing of criminal cases.

**Victim Compensation:** This is a State victim compensation grant administered through the Arizona Criminal Justice Commission to reimburse victims for costs incurred per State guidelines. The fund is administered through the Arizona Criminal Justice Commission and distributed by the Coconino County Victim Compensation Board and Victim/Witness Services of Coconino County.

**Victim Restitution:** This is for restitution paid by defendants to compensate victims for costs incurred per State guidelines. The fund is administered through the Arizona Criminal Justice Commission and distributed by the Coconino County Victim Compensation Board and Victim/Witness Services of Coconino County.

**Victims of Crimes Act (VOCA):** This is a Federal Victims of Crimes Act grant to compensate victims for costs incurred per State guidelines. The fund is administered through the Arizona Criminal Justice Commission and distributed by the Coconino County Victim Compensation Board and Victim/Witness Services of Coconino County. The use of these funds is restricted by Statute and grant requirements.

**Victims Right Program:** These are State funds through the Attorney General's office to provide mandated notification services to victims. The use of these funds is restricted by Statute and grant requirements.



**Justice System**

**County Attorney**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Administrative Manager	1.00	1.00	-	1.00	-	1.00
Administrative Senior Manager	1.00	1.00	-	1.00	-	1.00
Administrative Specialist I	1.00	3.00	(1.00)	2.00	-	2.00
Administrative Specialist II	11.00	10.75	-	10.75	0.25	11.00
Administrative Specialist III	4.00	4.00	-	4.00	-	4.00
Administrative Support II	2.25	-	1.00	1.00	-	1.00
Chief Deputy County Attorney	1.00	1.00	-	1.00	-	1.00
Deputy County Attorney I	2.00	1.00	-	1.00	1.00	2.00
Deputy County Attorney II	6.00	6.00	-	6.00	-	6.00
Deputy County Attorney III	7.00	6.00	-	6.00	1.00	7.00
Deputy County Attorney IV	3.00	3.00	-	3.00	-	3.00
Elected Official	1.00	1.00	-	1.00	-	1.00
Investigator	-	1.00	-	1.00	(1.00)	-
Investigator/Bad Check Program	1.00	1.00	-	1.00	-	1.00
Technical Specialist	1.00	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>42.25</b>	<b>40.75</b>	<b>-</b>	<b>40.75</b>	<b>1.25</b>	<b>42.00</b>



**Justice System**

County Attorney

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>General Fund</u></b>			
8018	<b>Fill Frozen Deputy County Attorney I</b>	\$ -	\$ 59,964
8019	<b>Fill Frozen Deputy County Attorney III</b>	-	86,062
8021	<b>Increase Part-Time Administrative Specialist II To Full Time:</b> The County Attorney has a three quarter time Administrative Specialist II (Legal Secretary) that is to be made a full time position.	-	15,567
8042	<b>Increase Victim Witness Fees:</b> The base amount for Victim Witness Services will be increased to \$47,250	-	9,650
<b><u>State Aid (1781)</u></b>			
8040	<b>Insurance For Administrative Specialist II:</b> This increment is to cover the health insurance for increment #8021.	-	2,309



**Justice System**

**Flagstaff Justice Court**

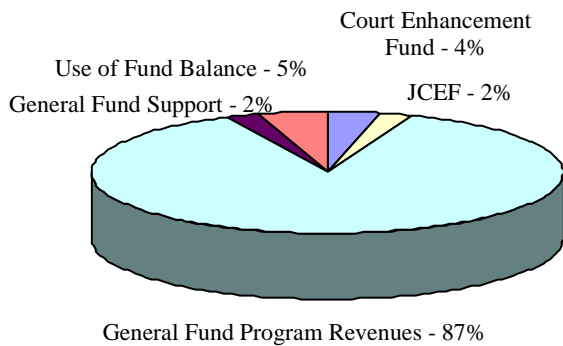
**Overview**

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.

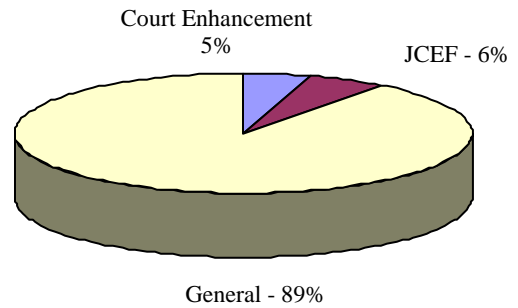
The estimated expenditures for FY05 of \$920,567 have only a slight variance from the FY05 revised budget of \$934,831. The FY06 budget of \$1,086,493 is increased \$151,662 from FY05 and is largely due to the salary increases and two new positions within the court. These positions were given to enable the court to support the new collections program (FARE) from the AOC and increased workloads.

The following charts illustrate the Flagstaff Justice Court's funding sources, revenue types and expenditures by program and category for FY06:

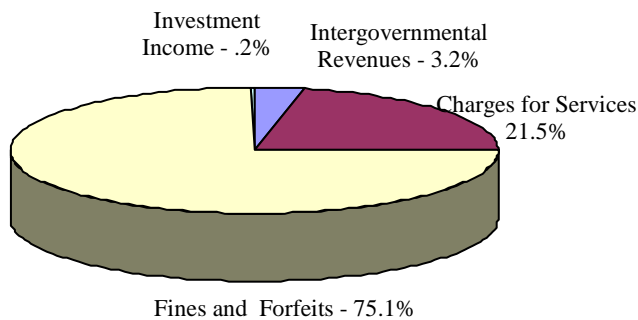
**Funding Sources**



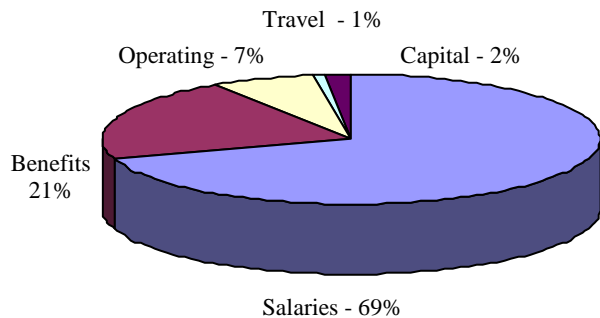
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Justice System**

**Flagstaff Justice Court**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 564,858	\$ 640,301	\$ 659,310	\$ 760,969
ERE - Benefits	147,517	190,320	172,700	225,064
Operating	67,633	91,060	81,847	74,310
Travel	4,834	8,150	6,710	8,150
Capital	5,950	5,000	-	18,000
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 790,792</b>	<b>\$ 934,831</b>	<b>\$ 920,567</b>	<b>\$ 1,086,493</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Flagstaff JC Enhancement	\$ 16,415	\$ 62,750	\$ 51,058	\$ 50,984
JCEF Flagstaff JC	19,648	64,380	49,730	61,246
General	754,729	807,701	819,779	974,263
<b>Total</b>	<b>\$ 790,792</b>	<b>\$ 934,831</b>	<b>\$ 920,567</b>	<b>\$ 1,086,493</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Flagstaff JC Enhancement Fund	\$ 38,303	\$ 35,260	\$ 46,095	\$ 40,700
Flagstaff Justice CPAF Fund	60	-	-	-
JCEF Flagstaff JC	24,759	29,000	20,950	21,500
General Fund Program Revenues	681,759	641,542	804,482	947,785
General Fund Support	72,969	166,159	15,297	26,478
**Use of Fund Balance	(27,058)	62,870	33,743	50,030
<b>Total</b>	<b>\$ 790,792</b>	<b>\$ 934,831</b>	<b>\$ 920,567</b>	<b>\$ 1,086,493</b>

**GENERAL FUND PROGRAMS**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 681,759	\$ 641,542	\$ 804,482	\$ 947,785
Program Expenditures	754,728	807,701	819,779	974,263
Net Cost of Program	(72,969)	(166,159)	(15,297)	(26,478)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	-	-	-	-
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	\$ (72,969)	\$ (166,159)	\$ (15,297)	\$ (26,478)

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



**Justice System**

**Flagstaff Justice Court**

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**Program Descriptions**

**Enhancement Fee:** These are fees adopted by the Board of Supervisors and added to civil filing and response fees and criminal and traffic fines, which are collected by the Flagstaff Justice Court to fund future Court innovation and/or improve the Court's mission to provide enhanced Court services to the public.

**Fill-the-Gap:** These are funds from the Supreme Court awarded to counties for the planning and implementation of collaborative projects that are designed to improve the processing of criminal cases.

**Judicial Court Enhancement (JCEF) - Flagstaff Justice Court:** This surcharge is collected by Flagstaff Justice Court to improve collections and increase automation.



**Justice System**

**Flagstaff Justice Court**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Accounting Technician II	1.00	1.00	-	1.00	-	1.00
Administrative Operations Manager	1.00	1.00	(1.00)	-	-	-
Administrative Manager	-	-	1.00	1.00	-	1.00
Administrative Specialist I	6.50	6.50	(0.50)	6.00	-	6.00
Administrative Specialist II	1.00	1.00	(1.00)	-	1.00	1.00
Administrative Specialist III	-	-	1.00	1.00	-	1.00
Administrative Supervisor	-	-	1.00	1.00	-	1.00
Administrative Support II	6.00	6.50	(6.00)	0.50	-	0.50
Elected Official	1.00	1.00	-	1.00	-	1.00
Justice of the Peace Pro Tem	1.25	1.25	-	1.25	-	1.25
Justice Court Specialist	-	-	5.75	5.75	1.00	6.75
<b>Department Total</b>	<b>17.75</b>	<b>18.25</b>	<b>0.25</b>	<b>18.50</b>	<b>2.00</b>	<b>20.50</b>



**Justice System**

**Flagstaff Justice Court**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>General Fund</u></b>			
2101	<b><i>New FTE For FARE</i></b>	\$ -	\$ 38,866
2102	<b><i>ProTempore Judge Salaries</i></b>	-	16,039
2103	<b><i>JC Specialist:</i></b> This position will help with the workload at the felony desk.	-	35,407
*2104	<b><i>Admin Operations Grade Level Adjustment:</i></b> 5% increase	-	4,270

\*This increment was approved to be absorbed by existing funds



**Justice System**

**Fredonia Justice Court**

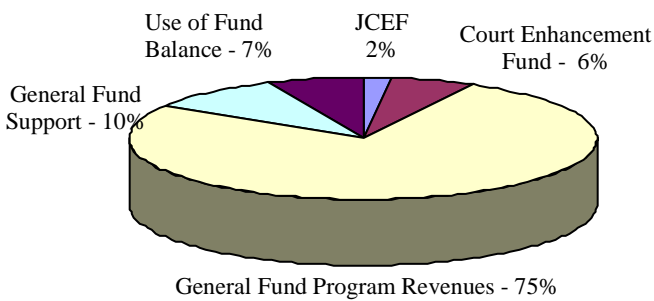
**Overview**

The Fredonia Justice Court hears cases of civil, felony, misdemeanor and traffic matters. It also deals with Orders 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 are forwarded to the appropriate agency.

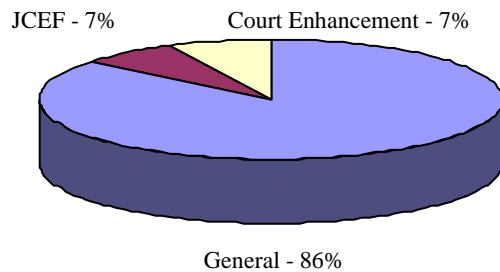
The Fredonia Justice Court's estimated expenditures for FY05 closely reflect the revised budget of \$123,529. The FY06 budget of \$145,645 is increasing due to the salary and ERE increases associated with the pay plan and a \$9,000 capital expenditure for digital recording equipment.

The following charts illustrate the Fredonia Justice Court's funding sources, revenue types and expenditures by program and category for FY06:

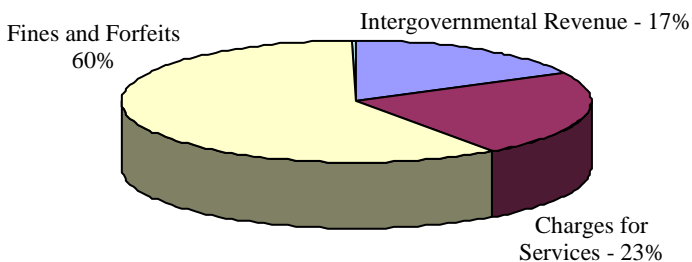
**Funding Sources**



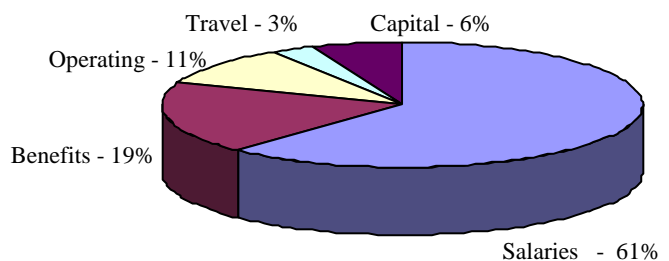
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Justice System**

**Fredonia Justice Court**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 84,830	\$ 87,190	\$ 87,697	\$ 90,164
ERE - Benefits	20,988	22,289	22,289	27,181
Operating	8,657	12,550	12,020	15,500
Travel	2,771	1,500	2,950	3,800
Capital	-	-	-	9,000
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 117,246</b>	<b>\$ 123,529</b>	<b>\$ 124,956</b>	<b>\$ 145,645</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
General	\$ 116,496	\$ 115,779	\$ 119,956	\$ 124,985
JCEF Fredonia JC	-	-	-	10,000
JC Court Enhancement	750	7,750	5,000	10,660
<b>Total</b>	<b>\$ 117,246</b>	<b>\$ 123,529</b>	<b>\$ 124,956</b>	<b>\$ 145,645</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
JCEF Fredonia JC	\$ 2,382	\$ 2,300	\$ 2,700	\$ 2,700
JC Court Enhancement Fund	5,588	8,450	8,923	8,450
General Fund Program Revenues	96,787	129,020	105,420	111,020
General Fund Support	19,709	(13,241)	14,536	13,965
**Use of Fund Balance	(7,221)	(3,000)	(6,623)	9,510
<b>Total</b>	<b>\$ 117,246</b>	<b>\$ 123,529</b>	<b>\$ 124,956</b>	<b>\$ 145,645</b>

**GENERAL FUND PROGRAMS**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 96,787	\$ 129,020	\$ 105,420	\$ 111,020
Program Expenditures	116,496	115,779	119,956	124,985
Net Cost of Program	(19,709)	13,241	(14,536)	(13,965)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	-	-	-	-
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	<b>\$ (19,709)</b>	<b>\$ 13,241</b>	<b>\$ (14,536)</b>	<b>\$ (13,965)</b>

\*This is a net **SOURCE** of General Funds

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



**Justice System**

**Fredonia Justice Court**

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**Program Descriptions**

**Enhancement Fee:** These are fees adopted by the Board of Supervisors and added to civil filing and response fees and criminal and traffic fines, which are collected by the Flagstaff Justice Court to fund future court innovation and/or improve the Court's mission to provide enhanced Court services to the public.

**Fill-the-Gap:** These are funds from the Supreme Court awarded to counties for the planning and implementation of collaborative projects that are designed to improve the processing of criminal cases.

**Judicial Court Enhancement (JCEF) - Fredonia Justice Court:** These are surcharges collected by Fredonia Justice Court to improve court collections and increase automation.



**Justice System**

**Fredonia Justice Court**

**Departmental Full-Time Equivalent (FTEs)**

<u>Position Title</u>	<u>FY04 Budget</u>	<u>FY05 Budget</u>	<u>Mid-Year Adjust</u>	<u>FY06 Base</u>	<u>FY06 Approved Add'l</u>	<u>FY06 Adopted</u>
Accounting Technician II	1.00	1.00	-	1.00	-	1.00
Elected Official	1.00	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>	<b>2.00</b>	<b>-</b>	<b>2.00</b>



**Justice System**

**Fredonia Justice Court**

**Increments Approved For Fiscal Year 2006**

<u>INC #</u>	<u>DESCRIPTION</u>	<u>COST</u>	
		<u>ONE-TIME</u>	<u>RECURRING</u>
<b><u>General Fund</u></b>			
8082	<i>Increase In Operations And Supplies</i>	\$ -	\$ 1,500
<b><u>Fredonia Court Enhancement (1626)</u></b>			
8084	<i>Increase In Operations For DP/Software Support</i>	-	2,750



**Justice System**

**Page Justice Court**

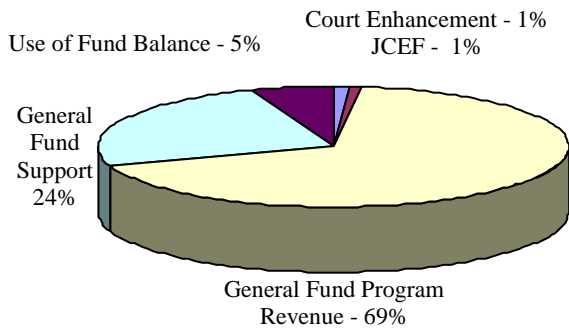
**Overview**

The Page Justice Court's 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 and office space as the City of Page Magistrate Court, and therefore coordinates the use of workspace, courtroom ancillary facilities, equipment and personnel between courts to accommodate scheduling and service.

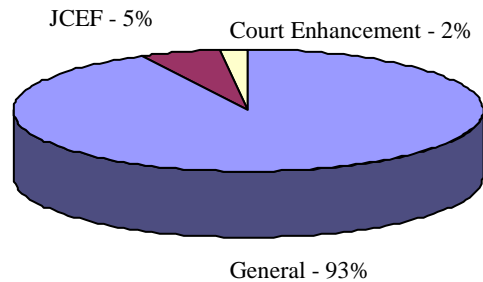
The Page Justice Court has estimated the FY05 expenditures to be \$278,879 or slightly over budget. The FY05 estimated travel and operation expenditures are over budget by \$1,815. The FY06 budget includes increases in travel and operations of \$3,390. The total FY06 budget of \$309,136 is an increase of 11.4% over FY05 budget, primarily due to the County-wide salary increases.

The following charts illustrate the Page Justice Court's funding sources, revenue types and expenditures by program and category for FY06:

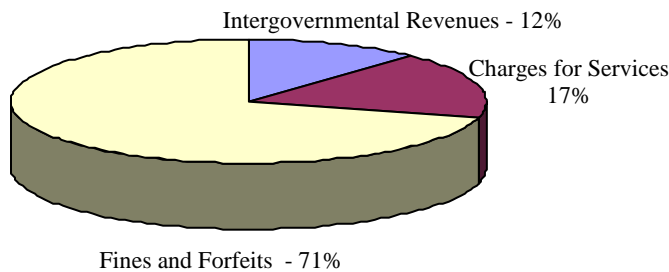
**Funding Sources**



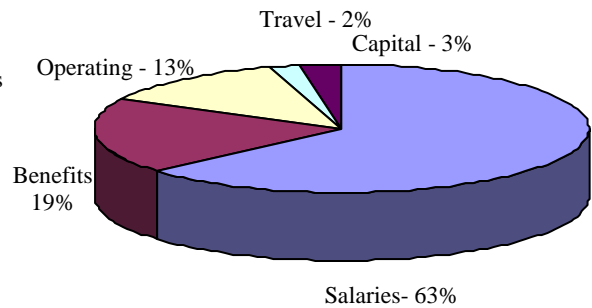
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Justice System**

**Page Justice Court**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 180,457	\$ 186,433	\$ 186,433	\$ 195,715
ERE - Benefits	45,932	49,630	49,630	59,215
Operating	35,462	35,390	37,370	39,395
Travel	4,725	5,111	4,946	6,311
Capital	-	500	500	8,500
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 266,576</b>	<b>\$ 277,064</b>	<b>\$ 278,879</b>	<b>\$ 309,136</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
General	\$ 265,076	\$ 259,989	\$ 263,254	\$ 286,249
JCEF Page JC	-	13,375	13,375	16,937
Page JC Court Enhancement	1,500	3,700	2,250	5,950
<b>Total</b>	<b>\$ 266,576</b>	<b>\$ 277,064</b>	<b>\$ 278,879</b>	<b>\$ 309,136</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
JCEF Page	\$ 4,491	\$ 4,800	\$ 3,669	\$ 3,600
Page JC Court Enhancement Fund	4,792	2,300	5,400	2,300
General Fund Program Revenues	195,006	210,769	150,700	210,769
General Fund Support	70,070	49,220	112,554	75,480
**Use of Fund Balance	(7,783)	9,975	6,556	16,987
<b>Total</b>	<b>\$ 266,576</b>	<b>\$ 277,064</b>	<b>\$ 278,879</b>	<b>\$ 309,136</b>

**GENERAL FUND PROGRAMS**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 195,006	\$ 210,769	\$ 150,700	\$ 210,769
Program Expenditures	265,076	259,989	263,254	286,249
Net Cost of Program	(70,070)	(49,220)	(112,554)	(75,480)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	-	-	-	-
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	<b>\$ (70,070)</b>	<b>\$ (49,220)</b>	<b>\$ (112,554)</b>	<b>\$ (75,480)</b>

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



**Justice System**

Page Justice Court

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**Program Descriptions**

**Enhancement Fee:** These are fees adopted by the Board of Supervisors and added to civil filing and response fees, and criminal and traffic fines, which are collected by the Flagstaff Justice Court to fund future court innovation and/or improve the Court's mission to provide enhanced court services to the public.

**Fill-the-Gap:** These are funds from the Supreme Court awarded to counties for the planning and implementation of collaborative projects that are designed to improve the processing of criminal cases.

**Judicial Court Enhancement (JCEF) - Page Justice Court:** These are surcharges collected by Page Justice Court to improve court collections and increase automation.



**Justice System**

Page Justice Court

**Departmental Full-Time Equivalent (FTEs)**

<u>Position Title</u>	<u>FY04 Budget</u>	<u>FY05 Budget</u>	<u>Mid-Year Adjust</u>	<u>FY06 Base</u>	<u>FY06 Approved Add'l</u>	<u>FY06 Adopted</u>
Administrative Specialist I	2.00	2.00	-	2.00	-	2.00
Administrative Supervisor	1.00	1.00	-	1.00	-	1.00
Administrative Support II	1.00	1.00	-	1.00	-	1.00
Elected Official	1.00	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>5.00</b>	<b>-</b>	<b>5.00</b>



**Justice System**

Page Justice Court

**Increments Approved For Fiscal Year 2006**

<u>INC #</u>	<u>DESCRIPTION</u>	<u>COST</u>	
		<u>ONE-TIME</u>	<u>RECURRING</u>
<b><u>General Fund</u></b>			
8127	<i>Salary Increase For ProTempore Judge</i>	\$ -	\$ 4,438
8128	<i>Increase In Operations And Supplies</i>	-	2,955
<b><u>Page Court Enhancement Fund (1627)</u></b>			
8131	<i>Increase Operations For Data Processing Supplies And Travel</i>	3,750	-



**Justice System**

**Williams Justice Court**

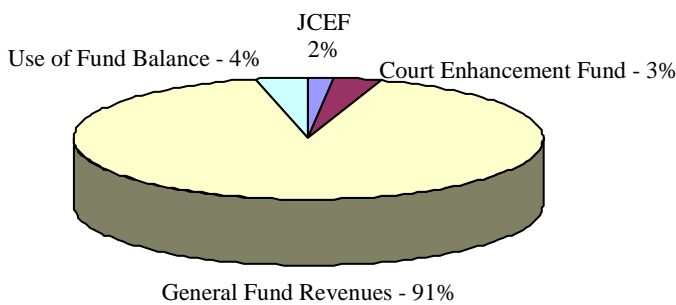
**Overview**

The Williams Justice Court provides due process of law to all citizens by hearing cases involving civil, felony, misdemeanor and traffic matters.

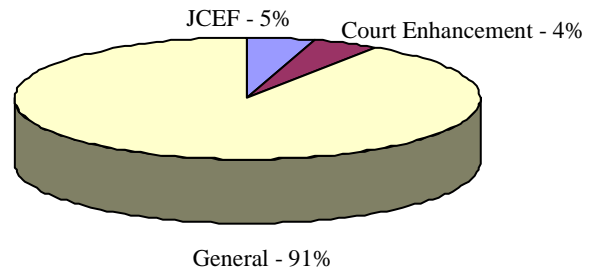
The Williams Justice Court estimated FY05 expenditures are under expended by \$252,588 which is less than the FY05 budget by 10%. This is primarily due to salary and employee related expense savings. The budget for FY06 is \$290,689. This increase is approximately half for salary and ERE and half for operating and travel increases.

The following charts illustrate the Williams Justice Court's funding sources, revenue types and expenditures by program and category for FY06:

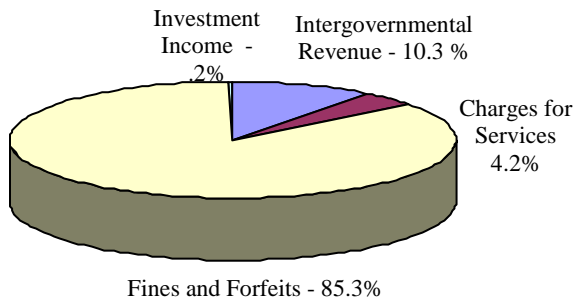
**Funding Sources**



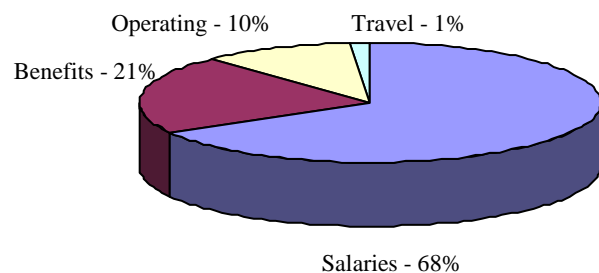
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Justice System**

**Williams Justice Court**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 170,685	\$ 187,706	\$ 172,020	\$ 193,889
ERE - Benefits	49,689	64,479	54,111	62,151
Operating	38,276	24,249	24,737	30,499
Travel	1,625	2,900	1,720	4,150
Capital	1,636	-	-	-
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 261,911</b>	<b>\$ 279,334</b>	<b>\$ 252,588</b>	<b>\$ 290,689</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
JCEF Williams JC	\$ 15,445	\$ 27,185	\$ 6,131	\$ 13,629
JC Court Enhancement	3,647	10,000	4,081	12,650
General	242,819	242,149	242,376	264,410
<b>Total</b>	<b>\$ 261,911</b>	<b>\$ 279,334</b>	<b>\$ 252,588</b>	<b>\$ 290,689</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
JCEF Williams JC	\$ 8,285	\$ 5,282	\$ 5,708	\$ 5,282
JC Court Enhancement Fund	11,551	10,186	15,001	10,186
General Fund Program Revenues	313,941	277,418	282,418	277,418
General Fund Support	(71,122)	(35,269)	(40,042)	(13,008)
**Use of Fund Balance	(744)	21,717	(10,497)	10,811
<b>Total</b>	<b>\$ 261,911</b>	<b>\$ 279,334</b>	<b>\$ 252,588</b>	<b>\$ 290,689</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 313,941	\$ 277,418	\$ 282,418	\$ 277,418
Program Expenditures	242,819	242,149	242,376	264,410
Net Cost of Program	71,122	35,269	40,042	13,008
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	-	-	-	-
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	<b>\$71,122</b>	<b>\$35,269</b>	<b>\$40,042</b>	<b>\$13,008</b>

\*This is a net **SOURCE** of General Funds

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



**Justice System**

**Williams Justice Court**

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**Program Descriptions**

**Enhancement Fee:** These are fees adopted by the Board of Supervisors and added to civil filing and response fees and criminal and traffic fines, which are collected by the Flagstaff Justice Court to fund future Court innovation and/or improve the Court's mission to provide enhanced court services to the public.

**Fill-the-Gap:** These are funds from the Supreme Court awarded to counties for the planning and implementation of collaborative projects that are designed to improve the processing of criminal cases.

**Judicial Court Enhancement (JCEF) - Williams Justice Court:** This includes surcharges collected by Williams Justice Court to improve Court collections and automation.



**Justice System**

**Williams Justice Court**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Administrative Specialist I	1.00	1.00	-	1.00	-	1.00
Administrative Supervisor	1.00	1.00	-	1.00	-	1.00
Administrative Support II	1.00	1.75	(0.75)	1.00	-	1.00
Elected Official	1.00	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>4.00</b>	<b>4.75</b>	<b>(0.75)</b>	<b>4.00</b>	<b>-</b>	<b>4.00</b>



**Justice System**

**Williams Justice Court**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>General Fund</u></b>			
8115	<b>Salary Expenses:</b> Williams Justice Court will receive a .75 Administrative Support II employee to collect revenue in the Williams Justice Court.	\$ -	\$ 14,388
<b><u>Williams Court Enhancement Fund (1628)</u></b>			
8117	<b>Increase Operations For Temp Wages, Travel And Data Processing</b>	10,000	2,250



**Justice System**

**Juvenile Court Services**

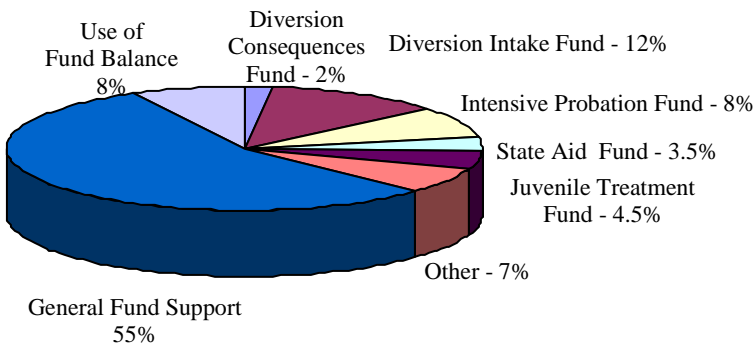
**Overview**

The mission of the Coconino County Juvenile Court is to enhance the ability of youth to achieve success, correct juvenile delinquency, provide citizen safety from juvenile crimes, and protect dependent and neglected children by timely processing of their cases and appointment of Court Appointed Special Advocates.

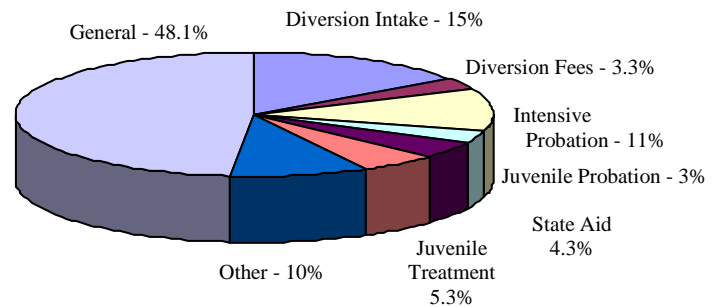
The department estimates the FY05 expenditures to be \$3,560,666, significantly lower than the FY05 budget of \$4,322,508 due to a large amount of unfilled positions creating a salary lapse. Operating expenditures were also under expended by approximately \$320,000 due to no necessary qualifying expenditures. The FY06 budget of \$4,562,633 represents an increase of approximately 5.5% over the FY05 budget due to the salary in the department. The department received incremental funding for the day reporting program to provide preventative supervised and targeted programming during high delinquency time.

The following charts illustrate Juvenile Court Services' funding sources, revenue types and expenditures by program and category for FY06:

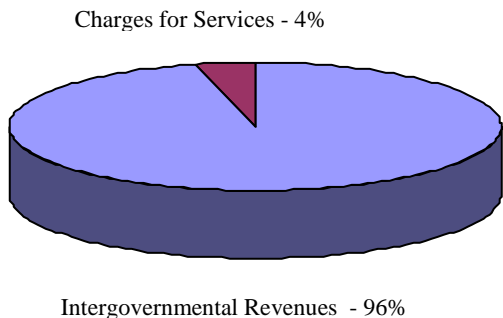
**Funding Sources**



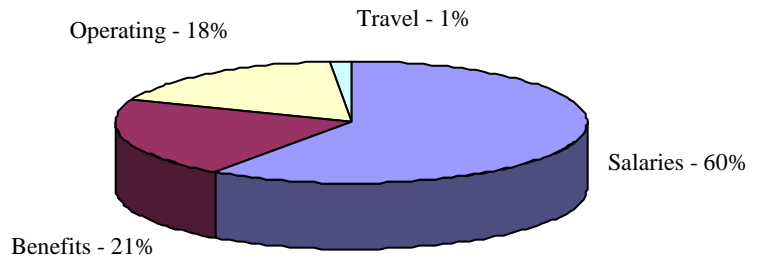
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Justice System**

**Juvenile Court Services**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 2,148,699	\$ 2,618,148	\$ 2,352,082	\$ 2,727,675
ERE - Benefits	615,071	847,836	689,377	964,028
Operating	364,518	792,010	465,932	807,362
Travel	46,906	64,514	53,275	63,568
Capital	1,378	-	-	-
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 3,176,572</b>	<b>\$ 4,322,508</b>	<b>\$ 3,560,666</b>	<b>\$ 4,562,633</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Court Appointed Special Advocates	\$ 61,025	\$ 69,774	\$ 55,840	\$ 77,177
Diversion Consequences	60,568	115,376	83,691	101,794
Diversion Intake	522,546	660,480	552,101	686,522
Family Counseling	21,735	36,050	36,016	24,700
Health Community	6,100	6,000	6,000	6,000
Juvenile Account Incentive	50,567	7,897	50,225	42,720
Juvenile Diversion Fees	18,754	128,300	16,742	148,237
Juvenile Intensive Probation	354,448	539,525	371,755	513,036
Juvenile Probation	58,263	187,207	60,629	141,061
Juvenile Probation State Aid	142,010	204,950	150,912	195,141
Juvenile Treatment	208,343	234,592	215,170	242,768
Juvenile Victim's Rights	16,413	15,727	17,663	22,939
Model Court State	15,908	21,172	10,733	24,984
PIC Act	-	46,406	6,000	48,909
Miscellaneous	70	2,072	-	2,104
USDA Food Grant	24,224	46,948	36,048	39,675
Juvenile Crime Reduction Judge Pro Tempore	1,375	-	-	-
JCEF Standard Probation	-	-	-	11,620
JCEF - JIPS	-	-	25,052	29,896
General	1,614,225	2,000,032	1,866,089	2,203,350
<b>Total</b>	<b>\$ 3,176,572</b>	<b>\$ 4,322,508</b>	<b>\$ 3,560,666</b>	<b>\$ 4,562,633</b>



**Justice System**

**Juvenile Court Services**

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
CASA Special Advocate Fund	\$ 61,026	\$ 61,977	\$ 55,838	\$ 64,077
Diversion Consequences Fund	61,201	105,531	84,067	86,390
Diversion Intake Fund	524,589	599,246	553,054	553,426
Family Counseling Fund	15,846	19,769	19,860	19,769
Health Community Fund	6,003	6,000	6,000	6,000
Juvenile Account Incentive Fund	49,891	7,897	50,225	42,720
JCEF - Juvenile Probation	-	-	-	11,620
JCEF - JIPS	-	-	25,052	29,896
Juvenile Diversion Fees Fund	34,780	28,700	30,634	28,700
Juvenile Intensive Probation Fund	355,708	443,913	368,055	369,323
Juvenile Probation Service Fund	57,903	30,150	32,147	30,150
Juvenile Probation State Aid Fund	142,645	187,879	151,547	160,490
Juvenile Treatment Fund	208,810	218,300	206,226	207,170
Juvenile Victim Rights Fund	16,413	20,900	17,594	20,900
Model Court State Funds	14,547	20,575	10,734	21,188
PIC Act	10,541	-	6,140	-
Miscellaneous	74	-	34	-
USDA Food Grant Fund	24,606	36,464	28,766	36,464
General Fund Program Revenues	16,284	6,085	6,346	6,085
General Fund Support	1,606,377	2,080,764	1,873,870	2,510,528
**Use of Fund Balance	(30,672)	448,358	34,477	357,737
<b>Total</b>	<b>\$ 3,176,572</b>	<b>\$ 4,322,508</b>	<b>\$ 3,560,666</b>	<b>\$ 4,562,633</b>

**GENERAL FUND PROGRAMS**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 16,284	\$ 6,085	\$ 6,346	\$ 6,085
Program Expenditures	1,614,224	2,000,032	1,865,909	2,203,350
Net Cost of Program	(1,597,940)	(1,993,947)	(1,859,563)	(2,197,265)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	(8,437)	(86,817)	(14,307)	(313,263)
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	<b>\$ (1,606,377)</b>	<b>\$ (2,080,764)</b>	<b>\$ (1,873,870)</b>	<b>\$ (2,510,528)</b>

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



## Justice System

### Juvenile Court Services

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#### Program Descriptions

**Community Advisory Board Grants:** This is a Juvenile Crime Reduction Fund given to the Juvenile Citizen Advisory Board. In FY99 it was used for Graduation Night. In FY00 it was used for the State-wide Citizen Advisory Board conference. In FY01, FY02 and FY03, it was used for Search Institute surveys and implementation. In FY04, it was used for community initiatives. In FY05 it was used for prevention program through joint community initiative with United Way.

**Court Appointed Special Advocates:** This program recruits and trains volunteers throughout the County who are appointed by the Presiding Juvenile Court Judge to advocate personally for dependent children in foster care under the supervision of Department of Economic Security (DES) in the Superior Court. Each child has his or her own personal advocate who reviews all court documents in all DES casework plans and reports directly to the Judge on the child's behalf, as mandated by ARS 8-523 and 8-524 and ACJA 7-101.

**Family Counseling:** This program helps in providing counseling in areas that are felt to contribute to a juvenile's habitual offenses. It pays for counseling that addresses family issues, as mandated by ARS 8-261 through 8-265 and ACJA 6-310.

**Juvenile Account Incentive Block:** These monies are received from the Governor's office to provide services for drug programs and intensive outpatient therapy.

**Juvenile Diversion Consequences:** These monies are utilized to provide services to minors who demonstrate a reasonable chance of reducing the number of repetitive juvenile offenses and to offset the cost of services for children referred to the juvenile court.

**Juvenile Diversion Fees:** Fees paid to this fund are from repetitive juvenile offenders from delinquency complaints, as mandated through ARS 12-268 and ACJA 6-306.

**Juvenile Diversion Intake:** These monies are used for the purpose of reducing the number of repetitive juvenile offenders and to reduce the process for minors through non-formal court actions and through the use of consequences.

**Juvenile Intensive Probation:** This program is used to reduce the number of commitments to the Arizona Department of Juvenile Corrections or out-of-home placements for juveniles with a delinquent history. They are supervised by surveillance, treatment, work, education and home detention, as mandated by ARS 8-351 through 8-358 and ACJA 6-302.

**Juvenile Probation Services:** This fee fund is used for the improvement of probation services to all juveniles. These fees must be used for probation services only; 70% of these monies are used for probation officers, as mandated through ARS 12-268 and ACJA 6-306.

**Juvenile Probation Standard Probation:** This fund is an agreement with the Arizona Supreme Court to assist the County in maintaining a caseload ratio of 35:1 for field officers per ARS 8-803(c), and ACJA 6-301. Standard probation funds shall supplement County funds for probation services, not supplant them.



## Justice System

### Juvenile Court Services

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#### **Program Descriptions**

**Juvenile Treatment Services:** These monies are used to reduce the number of repetitive juvenile offenders through the various treatment services, evaluations and monitoring services offered.

**Juvenile Victim's Rights Implementation:** The Arizona State Legislature passed Statutes to define the rights of victims of crimes under Article II, Section 2.1 of the Arizona Constitution. This fund provides services to those victims.

**Court Improvement:** This is a grant to promote Juvenile Court Judicial Consolidation. This allows dependency and delinquency juvenile matters to be consolidated and heard by the full-time judicial officer assigned to Juvenile Court.

**United States Department of Agriculture Food Grant (USDA):** This is a Federal reimbursable grant through the Arizona Department of Education to provide school lunch reimbursements and commodities; the program ensures that each minor is given a well-balanced meal that meets nutritional guidelines.



**Justice System**

Juvenile Court Services

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Accounting Technician II	1.00	1.00	-	1.00	-	1.00
Administrative Operations Manager	1.00	1.00	-	1.00	-	1.00
Administrative Senior Manager	1.00	1.00	-	1.00	-	1.00
Administrative Specialist I	8.00	8.15	0.13	8.28	-	8.28
Administrative Specialist II	1.00	1.00	-	1.00	-	1.00
Bailiff/Security Officer	1.00	1.00	-	1.00	-	1.00
Commissioner/Judge	0.50	0.50	-	0.50	-	0.50
Community Services Coordinator	1.00	1.00	-	1.00	-	1.00
Court Technician I	1.00	0.80	0.20	1.00	-	1.00
Deputy Director	1.00	1.00	-	1.00	-	1.00
Director - Juvenile Court Services	1.00	1.00	-	1.00	-	1.00
Judicial Assistant	-	1.00	-	1.00	-	1.00
Juvenile Detention Division Manager	1.00	1.00	(1.00)	-	-	-
Juvenile Program Coordinator	2.00	2.00	-	2.00	-	2.00
Probation Division Manager	1.00	1.00	-	1.00	-	1.00
Probation Officer I	1.00	-	-	-	-	-
Probation Officer II	13.00	15.00	(1.00)	14.00	-	14.00
Probation Officer III	5.00	4.00	1.00	5.00	-	5.00
Surveillance Officer	2.00	2.00	-	2.00	-	2.00
Technical Specialist	1.00	1.00	-	1.00	-	1.00
Youth Care Worker I	25.00	25.50	-	25.50	-	25.50
Youth Care Worker II	4.00	4.00	-	4.00	-	4.00
Youth Service Worker	1.00	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>73.50</b>	<b>74.95</b>	<b>(0.67)</b>	<b>74.28</b>	<b>-</b>	<b>74.28</b>



**Justice System**

Juvenile Court Services

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>General Fund</u></b>			
2401	<b>Fund Salary And ERE:</b> This recurring increment is to cover salary and ERE deficits. In FY04 and FY05 the allocated State monies for salary and ERE were not adequate to cover the existing salaries and ERE for each fund.	\$ -	\$ 174,176
2402	<b>Day Reporting Program Contract Services:</b> Juvenile Court Services is receiving an increment for contract services for the Day Reporting Program.	-	20,000
2403	<b>Absorb Funding For Court Technician I:</b> This increment is for recurring operations for the General Fund to absorb the funding for the Court Technician I position currently funded through the Juvenile Probation Fees Fund.	-	33,655
<b><u>Diversion Intake Fund (1468)</u></b>			
2404	<b>Increase Travel And Operations</b>	4,001	-
<b><u>Diversion Fees Fund (1475)</u></b>			
2406	<b>Increase Travel And Operations</b>	14,361	-
<b><u>Incentive Block Grant (1477)</u></b>			
2405	<b>Increase Travel And Operations</b>	34,823	-



**Justice System**

**Legal Defender**

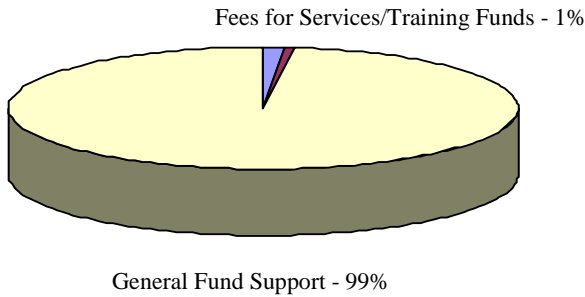
**Overview**

The mission of the Legal Defender is to provide quality legal services to clients in a respectful and caring manner. Created in FY99, the office was conceived as a 'second tier' indigent defense service. The office handles and coordinates all Coconino County court cases found to qualify for court-appointed counsel and not assigned to the Office of the Public Defender, as appointed by the court.

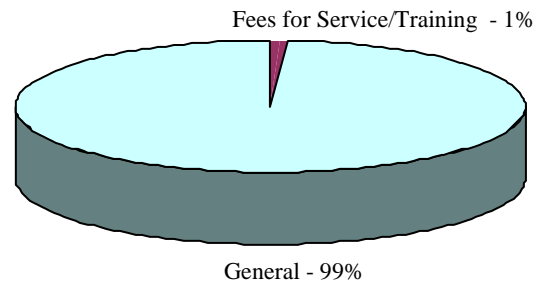
The FY05 estimated expenditures for the Legal Defender of \$731,514 represent a variance over the FY05 budget of 11.5%. The department over expended the operations by \$87,691 to cover expenditures for death penalty cases. These cases are extremely costly and largely uncontrollable. The FY06 budget of \$679,358 is slightly larger than the FY05 budget for salary increases.

The following charts illustrate the Legal Defender's funding sources, revenue types and expenditures by program and category for FY06:

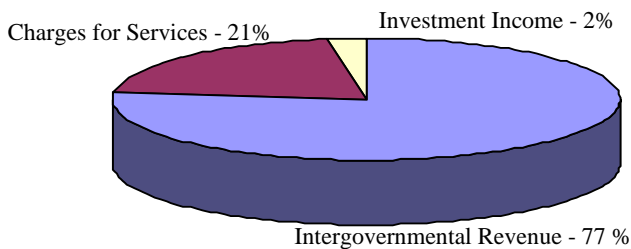
**Funding Sources**



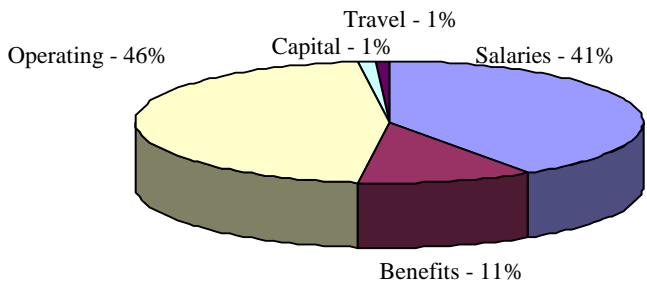
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Justice System**

**Legal Defender**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 241,392	\$ 253,693	\$ 245,323	\$ 263,912
ERE - Benefits	59,386	64,860	62,211	72,523
Operating	314,779	297,569	385,260	297,569
Travel	4,693	6,874	4,613	7,444
Capital	-	-	5,260	5,000
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	33,448	32,200	28,847	32,910
<b>Total</b>	<b>\$ 653,698</b>	<b>\$ 655,196</b>	<b>\$ 731,514</b>	<b>\$ 679,358</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Fill the Gap	\$ 33,448	\$ 32,200	\$ 28,847	\$ 32,910
Legal Defender Training	3,828	2,350	2,746	2,920
Fees for Service	-	-	5,260	5,000
Indigent Legal Representation (Dependency)	16	-	-	-
General	616,406	620,646	694,661	638,528
<b>Total</b>	<b>\$ 653,698</b>	<b>\$ 655,196</b>	<b>\$ 731,514</b>	<b>\$ 679,358</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Fees for Services Fund	\$ 9,858	\$ -	\$ 9,134	\$ 9,350
Training Fund	2,595	2,200	2,515	2,515
Fill the Gap	-	-	-	32,910
General Fund Program Revenues	-	-	-	-
General Fund Support	616,406	620,646	694,661	638,528
**Use of Fund Balance	24,839	32,350	25,204	(3,945)
<b>Total</b>	<b>\$ 653,698</b>	<b>\$ 655,196</b>	<b>\$ 731,514</b>	<b>\$ 679,358</b>

**GENERAL FUND PROGRAMS**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ -	\$ -	\$ -	\$ -
Program Expenditures	616,406	620,646	694,661	638,528
Net Cost of Program	(616,406)	(620,646)	(694,661)	(638,528)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	-	-	-	-
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	\$ (616,406)	\$ (620,646)	\$ (694,661)	\$ (638,528)

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



**Justice System**

**Legal Defender**

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**Program Descriptions**

**Legal Defender Fees for Services:** This fund is for client reimbursements and assessments received for Legal Defender attorney costs, which are then used for indigent defense costs.

**Legal Defender – Fill the Gap:** These are funds from the Supreme Court awarded to counties for the planning and implementation of collaborative projects that are designed to improve the processing of criminal cases. The Legal Defender's office acts as a pass-through agency for this funding; monies received are transferred via the Legal Defender's office to Superior Court for the purposes of funding the Coconino County Drug Court.

**Training:** These funds are used to supplement continuing legal education and other training expenses. A portion may also be used for costs related to administration of these programs.



**Justice System**

**Legal Defender**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Administrative Specialist III	1.00	1.00	-	1.00	(1.00)	-
Administrative Support I	0.48	0.48	-	0.48	-	0.48
Business Manager	-	-	-	-	1.00	1.00
Deputy Public Defender III	2.00	2.00	-	2.00	-	2.00
Legal Defender	1.00	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>4.48</b>	<b>4.48</b>	<b>-</b>	<b>4.48</b>	<b>-</b>	<b>4.48</b>



**Justice System**

Legal Defender

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>General Fund</u></b>			
*8049	<b><i>Position Reclassification:</i></b> This increment will reclassify an existing Administrative Specialist III position to that of Business Manager, an increase of one grade level.	\$ -	\$ 1,958

**Legal Fees for Services (General Fund 1692)**

2801	<b><i>Increase For Travel, Operations, Data Processing</i></b>	5,000	-
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\*This increment was approved to be absorbed by existing funds



**Justice System**

**Public Defender**

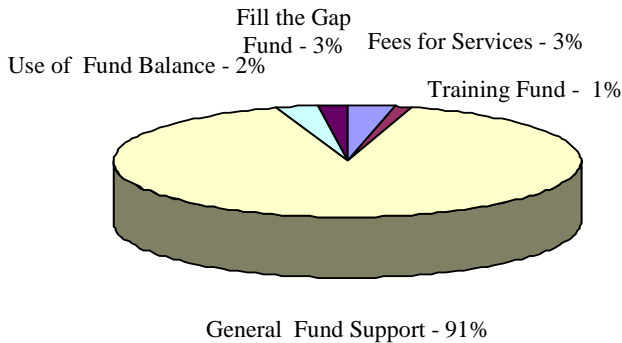
**Overview**

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.

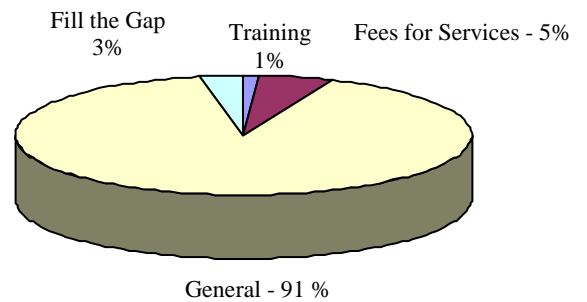
The FY05 estimated expenditures for the Public Defender of \$1,746,668 are approximately \$155,000 lower than the FY05 budget. Of this, \$132,000 is for salary and ERE savings with the remainder being in operations and travel. The FY06 budget of \$2,020,553 represents an increase of approximately 6.2% over the revised FY05 budget. This is primarily due to County-wide salary increases and for approved incremental funding for a Deputy Public Defender I.

The following charts illustrate the Public Defender's funding sources, revenue types and expenditures by program and category for FY06:

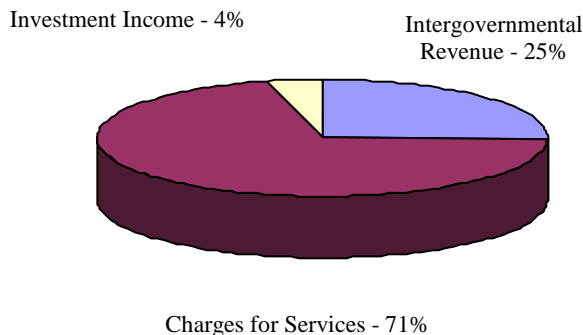
**Funding Sources**



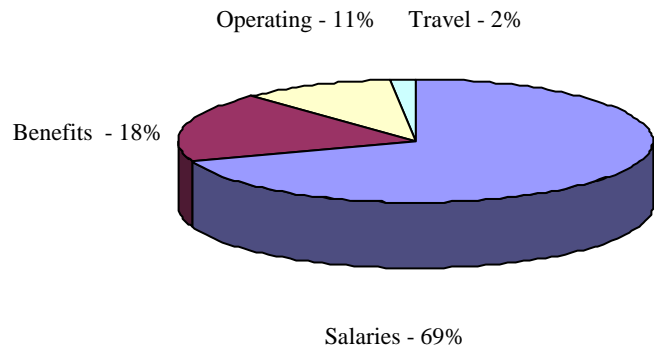
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Justice System**

**Public Defender**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 1,216,439	\$ 1,281,247	\$ 1,188,920	\$ 1,358,483
ERE - Benefits	294,581	318,138	278,750	357,607
Operating	185,073	207,122	193,090	207,122
Travel	27,216	34,357	30,508	34,357
Capital	-	-	-	-
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	96,796	61,078	55,400	62,984
<b>Total</b>	<b>\$ 1,820,105</b>	<b>\$ 1,901,942</b>	<b>\$ 1,746,668</b>	<b>\$ 2,020,553</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Public Defender Training	\$ 21,432	\$ 22,100	\$ 21,238	\$ 22,100
Public Defender Fees Services	89,235	107,600	107,600	107,600
Fill the Gap	96,796	61,078	55,400	62,984
General	1,612,642	1,711,164	1,562,430	1,827,869
<b>Total</b>	<b>\$ 1,820,105</b>	<b>\$ 1,901,942</b>	<b>\$ 1,746,668</b>	<b>\$ 2,020,553</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Public Defender Fees Services Fund	\$ 82,860	\$ 66,600	\$ 72,600	\$ 66,600
Public Defender Training	23,555	23,800	24,650	23,800
Fill the Gap Fund	27,647	58,200	56,188	62,984
General Fund Program Revenues	-	-	-	-
General Fund Support	1,612,642	1,711,164	1,562,430	1,827,869
Use of Fund Balance	73,401	42,178	30,800	39,300
<b>Total</b>	<b>\$ 1,820,105</b>	<b>\$ 1,901,942</b>	<b>\$ 1,746,668</b>	<b>\$ 2,020,553</b>

**GENERAL FUND PROGRAMS**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ -	\$ -	\$ -	\$ -
Program Expenditures	1,612,642	1,711,164	1,562,430	1,827,869
Net Cost of Program	(1,612,642)	(1,711,164)	(1,562,430)	(1,827,869)
Transfers in from Other Ffnds	-	-	-	-
General Fund Transfers to Other Funds	-	-	-	-
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	<b>\$ (1,612,642)</b>	<b>\$ (1,711,164)</b>	<b>\$ (1,562,430)</b>	<b>\$ (1,827,869)</b>



**Justice System**

Public Defender

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**Program Descriptions**

**Training:** This is funding used for the training and education of the Public Defender's office.

**Indigent Costs from Fees:** These are client reimbursements and assessments received for Public Defender attorney costs which are then used for indigent defense costs.



**Justice System**

**Public Defender**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Administrative Senior Manager	1.00	1.00	-	1.00	-	1.00
Administrative Specialist I	2.00	2.00	-	2.00	-	2.00
Administrative Specialist II	3.00	3.00	-	3.00	-	3.00
Chief Deputy Public Defender	1.00	1.00	-	1.00	-	1.00
Chief Investigator	1.00	1.00	-	1.00	-	1.00
Deputy Public Defender I	1.00	-	-	-	1.00	1.00
Deputy Public Defender II	1.00	2.00	-	2.00	-	2.00
Deputy Public Defender III	8.00	8.00	-	8.00	-	8.00
Deputy Public Defender IV	2.00	2.00	-	2.00	-	2.00
Public Defender	1.00	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>21.00</b>	<b>21.00</b>	<b>-</b>	<b>21.00</b>	<b>1.00</b>	<b>22.00</b>



**Justice System**

Public Defender

**Increments Approved For Fiscal Year 2006**

<u>INC #</u>	<u>DESCRIPTION</u>	<u>COST</u>	
		<u>ONE-TIME</u>	<u>RECURRING</u>
<u>General Fund</u>			
7905	<i>FTE Deputy Public Defender I</i>	\$ -	\$ 55,000



**Justice System**

**Sheriff/Jail District**

**Overview**

The Sheriff's Office provides law enforcement and patrol services to all unincorporated areas of the County, operates the County Detention Facility, conducts search and rescue operations, serves civil process and provides criminal investigation services. Substations are located in Page, Fredonia, Williams, Grand Canyon/Tusayan, Sedona, Tuba City, Blue Ridge and Forest Lakes Estates. The Sheriff's Office works with citizen volunteers in community policing efforts in such areas as Pinewood/Munds Park, Kachina Village, Mormon Lake, Doney Park, Doney Park East, Timberline-Fernwood, Parks, and Kaibab Estates.

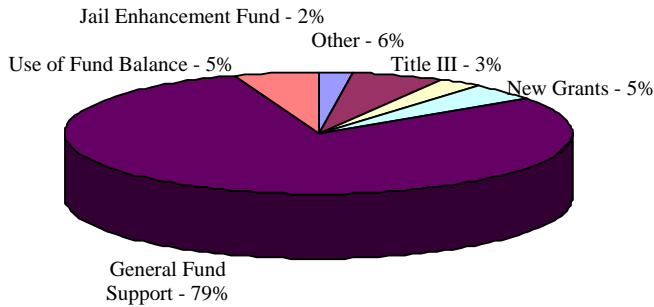
The Jail District is a special taxing district that was established for the purpose of raising the necessary funds, through a County sales tax, to pay for the construction and operation of a new jail and Sheriff's administration facility in Flagstaff and a short-term holding facility in the City of Page.

The FY06 budget for the Sheriff's department is \$8,835,711, representing an approximate 15% increase over the FY05 budget. The increase is approximately 5% for new grants and most of the balance for salary and employee related expense increases (Public Safety Employee retirement had a substantial increase). The FY05 estimated expenditures of \$7,542,646 are just under the revised budget of \$7,639,901.

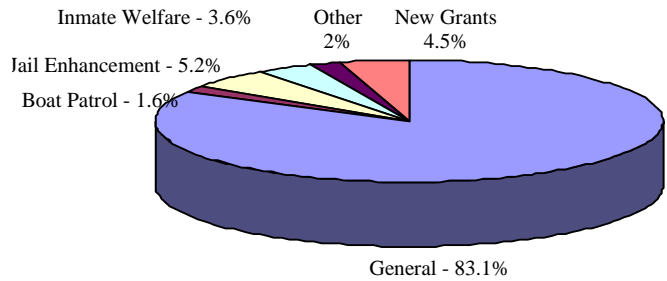
The FY06 budget for the Jail District is \$12,385,932 - approximately 6% over the FY05 budget. This is due to the County-wide raises in salary. The FY05 estimated expenditures of \$11,129,562 are approximately 3% under the FY05 budget due to vacancies in staffing.

The following charts illustrate the Sheriff's funding sources, revenue types and expenditures by program and category for FY06:

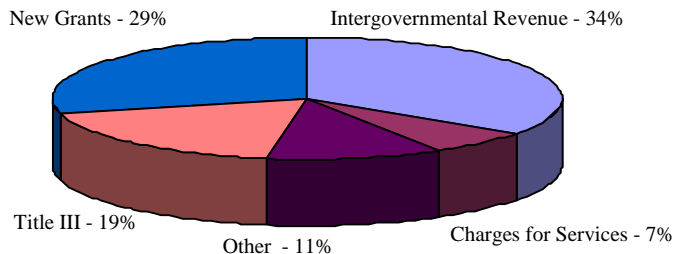
**Funding Sources**



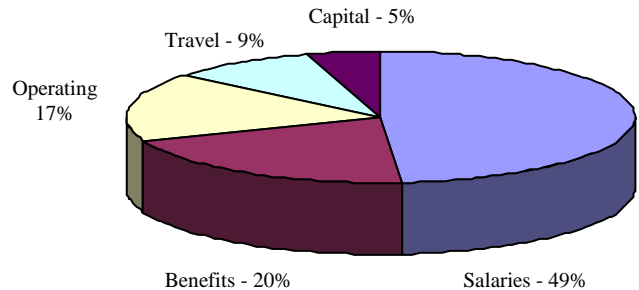
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**



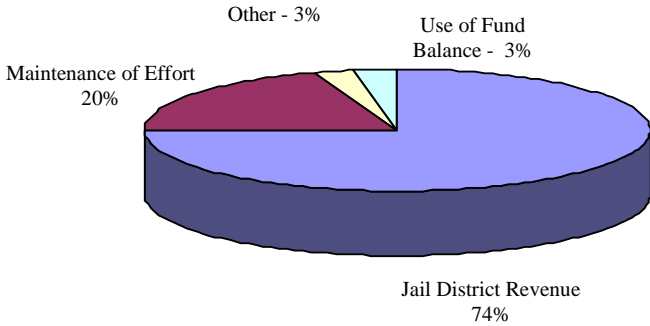


**Justice System**

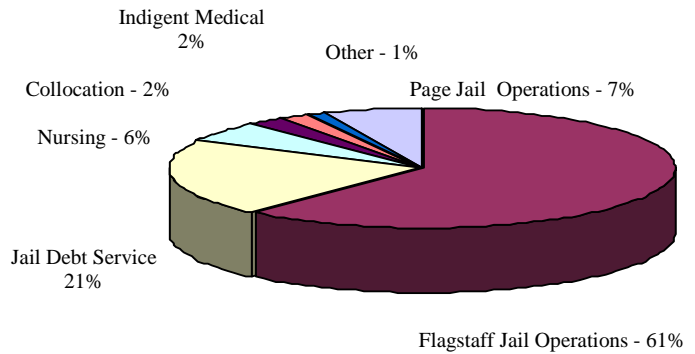
**Jail District**

The following charts illustrate the Jail District's funding sources, revenue types and expenditures by program and category for FY06:

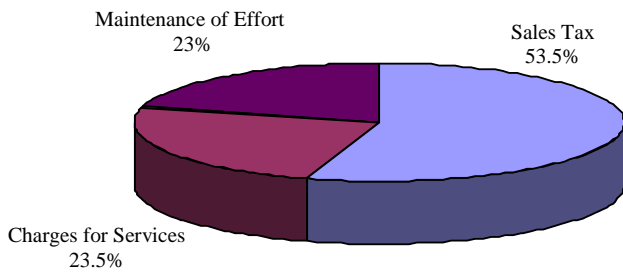
**Funding Sources**



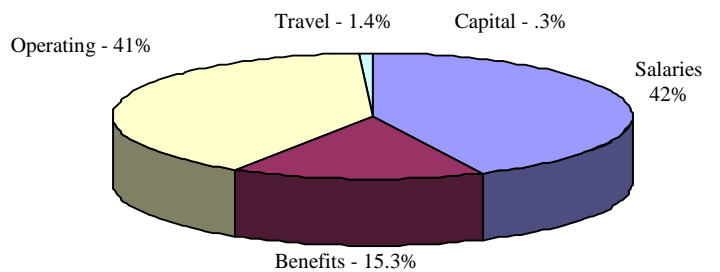
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Justice System**

**Sheriff**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 3,646,685	\$ 3,802,075	\$ 4,198,285	\$ 4,300,803
ERE - Benefits	1,305,410	1,493,236	1,575,456	1,801,335
Operating	997,351	1,359,523	798,326	1,507,544
Travel	782,966	882,579	842,487	816,679
Capital	384,334	102,488	127,988	409,350
Transfers to General Fund	2,385	-	53	-
Transfers to Other Funds	-	-	51	-
<b>Total</b>	<b>\$ 7,119,131</b>	<b>\$ 7,639,901</b>	<b>\$ 7,542,646</b>	<b>\$ 8,835,711</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
General	\$ 6,308,620	\$ 6,294,350	\$ 6,657,181	\$ 7,341,775
Boat Patrol	127,636	196,741	204,270	138,275
Cannabis Eradication	1,366	7,500	9,487	9,690
Community Policing	2,385	-	-	-
Drug Detention	42,299	47,402	48,128	49,453
Highway Safety	123,702	-	232	-
Jail Enhancement	171,194	639,571	264,480	460,950
Inmate Welfare	230,521	344,500	259,503	321,082
Local Law Enforcement Block Grant	21,116	7,802	17,210	10,000
Outside Pay	20,403	27,202	21,043	25,313
Metro Unit	53,227	54,833	52,108	61,173
Sheriff Donations	15,866	20,000	8,900	20,000
Protective Vest	795	-	104	-
New Grants	-	-	-	398,000
<b>Total</b>	<b>\$ 7,119,131</b>	<b>\$ 7,639,901</b>	<b>\$ 7,542,646</b>	<b>\$ 8,835,711</b>



**Justice System**

**Sheriff**

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Anti-Racketeering	\$ 20,328	\$ -	\$ -	\$ -
Boat Patrol Fund	121,028	196,741	196,776	133,244
Cannibus Eradication	6,242	-	266	10,000
Community Police	7	-	1	-
Drug Detention	37,064	47,121	37,064	51,819
Highway Safety	122,505	-	232	-
Jail Enhancement	228,681	205,000	226,234	203,500
Inmate Welfare	223,110	157,891	261,469	157,891
Metro Unit Fund	26,108	54,833	51,182	61,173
Outside Pay Fund	16,211	27,201	21,043	25,351
Protective Vest	798	-	9	-
Sheriff Donations Fund	10,888	2,750	10,303	3,750
Title III	258,461	179,400	179,400	255,809
Local Law Enforcement Block Grant	19,004	7,802	15,489	9,000
New Grant	-	-	-	398,000
General Fund Program Revenues	101,872	59,650	61,700	65,250
General Fund Support	5,954,895	6,055,300	6,423,581	7,031,716
**Use of Fund Balance	(28,071)	646,212	57,897	429,208
<b>Total</b>	<b>\$ 7,119,131</b>	<b>\$ 7,639,901</b>	<b>\$ 7,542,646</b>	<b>\$ 8,835,711</b>

**GENERAL FUND PROGRAMS**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 101,872	\$ 59,650	\$ 61,700	\$ 65,250
Program Expenditures	6,308,620	6,294,350	6,657,181	7,341,775
Net Cost of Program	(6,206,748)	(6,234,700)	(6,595,481)	(7,276,525)
Transfers in from Other Funds	258,461	179,400	179,400	255,809
General Fund Transfers to Other Funds	(6,608)	-	(7,500)	(11,000)
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	<b>\$ (5,954,895)</b>	<b>\$ (6,055,300)</b>	<b>\$ (6,423,581)</b>	<b>\$ (7,031,716)</b>

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



**Justice System**

**Jail District**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 4,514,326	\$ 4,948,379	\$ 4,397,098	\$ 5,349,103
ERE - Benefits	1,411,634	1,669,604	1,373,082	1,952,411
Operating	4,752,100	4,775,189	5,207,434	4,981,245
Travel	103,593	91,927	101,538	88,418
Capital			50,410	-
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	9,004	-	-	14,755
<b>Total</b>	<b>\$ 10,790,657</b>	<b>\$ 11,485,099</b>	<b>\$ 11,129,562</b>	<b>\$ 12,385,932</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
	\$ -	\$ -	\$ -	\$ 14,755
Flagstaff Jail Operations	6,077,783	6,821,704	6,354,574	7,648,702
Jail Debt Service	2,576,031	2,572,980	2,565,400	2,573,649
Nursing	625,067	684,509	661,352	700,900
Collocation Maintenance	332,172	282,998	310,976	281,548
Indigent Medical	327,443	251,747	362,281	251,747
Page Jail Medical	128,597	106,377	85,568	106,377
Page Jail Operations	723,564	764,784	789,411	808,254
<b>Total</b>	<b>\$ 10,790,657</b>	<b>\$ 11,485,099</b>	<b>\$ 11,129,562</b>	<b>\$ 12,385,932</b>

**FUNDING SOURCES**

Jail District Revenue	\$ 8,986,762	\$ 9,151,062	\$ 8,797,004	\$ 9,287,697
Maintenance of Effort	2,053,676	2,333,838	2,380,515	2,428,125
Other Financing Sources	-	-	-	321,953
**Use of Fund Balance	(249,781)	199	(47,957)	348,157
<b>Total</b>	<b>\$ 10,790,657</b>	<b>\$ 11,485,099</b>	<b>\$ 11,129,562</b>	<b>\$ 12,385,932</b>

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

Other than the Maintenance of Effort Payment, the Jail District receives no additional General Fund support.



## Justice System

### Sheriff/Jail District

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#### Program Descriptions

**Boat Patrol:** This program provides law enforcement and Search and Rescue services on Lake Powell and the Colorado River.

**CCSD - Inmate Health Care Cost Reimbursement:** This program provides reimbursement from the inmates for health care services provided at a rate of \$3.00 per visit.

**Community Policing:** The community policing program encourages partnerships between communities and law enforcement by assigning a specific deputy to interact with a specific community on a daily basis. This helps develop neighborhood watch programs, summer work programs for youth, and recreational programs, etc. for the community as well as taking a more focused approach to criminal activity and domestic violence.

**Domestic Violence:** The Sheriff's Office participates in a multi-jurisdictional task force that focuses on education, prevention and prosecution of domestic violence crimes.

**Drug Detention:** The Arizona Criminal Justice Commission provides funding for data collection and statistical information regarding detention of persons on drug-related charges.

**Inmate Welfare:** This is special revenue fund generated from sales of commissary items and commissions from collect phone calls placed by inmates. The proceeds are used for goods and services that have a direct benefit to the inmates.

**Jail District:** This is a special district authorized in 1997 to provide funds for the operation of the County Jail through a .3 cent sales tax.

**Jail Enhancement:** This is a special revenue fund generated from fees and fines administered by the Arizona Department of Corrections. The proceeds are used for training of Detention staff and the purchase of goods and services that will enhance the inmates stay.

**Metro Unit:** The Sheriff's Office participates in a multi-jurisdictional task force in Northern Arizona for the education, detection, enforcement and prevention of drug-related crimes.

**Repair and Replacement (Jail District):** This is a special fund established under the Jail District that sets aside monies for future repair and replacement of infrastructure in the County Jail.

**Sheriff Donations:** This is a special fund generated from donations from individuals and businesses to support the Sheriff's department's volunteer efforts in the communities and Search and Rescue.



**Justice System**

**Sheriff**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Accounting Technician II	1.00	1.00	-	1.00	-	1.00
Administrative Commander	-	-	-	-	1.00	1.00
Administrative Operations Manager	1.00	1.00	-	1.00	-	1.00
Administrative Specialist I	3.00	2.00	-	2.00	-	2.00
Administrative Specialist II	3.00	3.00	-	3.00	-	3.00
Administrative Specialist III	1.00	1.00	-	1.00	-	1.00
Administrative Support II	1.50	1.50	(1.50)	-	-	-
Captain	1.00	1.00	-	1.00	-	1.00
Chief Deputy Sheriff	1.00	1.00	-	1.00	-	1.00
Communication/Information Systems Manager	1.00	1.00	-	1.00	-	1.00
Corporal	4.00	4.00	-	4.00	-	4.00
Custodian	4.00	3.50	-	3.50	-	3.50 *
Data Integrity Specialist	-	-	-	-	1.00	1.00
Deputy Sheriff	36.00	36.00	-	36.00	-	36.00
Detective	7.00	7.00	-	7.00	-	7.00
Elected Official	1.00	1.00	-	1.00	-	1.00
Crime Scene Investigator	1.00	1.00	-	1.00	-	1.00
Extradition Warrant Clerk	4.00	4.00	-	4.00	-	4.00
Lead Custodian	1.00	1.00	-	1.00	-	1.00
Lieutenant	4.00	4.00	-	4.00	-	4.00
Senior Manager	1.00	1.00	-	1.00	(1.00)	-
Sergeant	9.00	9.00	-	9.00	-	9.00
Systems Specialist	1.00	1.00	1.00	2.00	-	2.00
Technical Specialist	-	1.00	2.00	3.00	-	3.00
Network Systems Manager	-	-	1.00	1.00	-	1.00
Volunteer Coordinator (unfunded)	-	-	-	-	1.00	1.00
<b>Department Total</b>	<b>86.50</b>	<b>86.00</b>	<b>2.50</b>	<b>88.50</b>	<b>2.00</b>	<b>90.50</b>

\* includes 1 frozen Custodian position



**Justice System**

**Jail District**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Administrative Operations Manager	2.00	2.00	-	2.00	-	2.00
Administrative Specialist I	1.00	1.00	-	1.00	-	1.00
Administrative Specialist II	1.00	2.00	-	2.00	-	2.00
Administrative Specialist III	1.00	-	-	-	-	-
Commander	1.00	1.00	-	1.00	-	1.00
Communicable Disease Investigator	0.25	0.25	-	0.25	-	0.25
Cook	5.50	5.50	-	5.50	-	5.50
Correctional Nurse Practitioner	1.00	1.00	-	1.00	-	1.00
Correctional Nurse Supervisor	1.00	1.00	-	1.00	-	1.00
Correctional RN	6.00	6.00	-	6.00	-	6.00
Dental Assistant	0.13	0.38	-	0.38	-	0.38
Detention Facility Lieutenant	2.00	2.00	-	2.00	-	2.00
Detention Maintenance Supervisor	1.00	1.00	-	1.00	-	1.00
Detention Officer I	32.00	32.00	-	32.00	-	32.00
Detention Officer II	55.35	55.00	-	55.00	-	55.00 *
Detention Sergeant	15.00	15.00	-	15.00	-	15.00 **
Detention Support Specialist	33.15	32.00	-	32.00	-	32.00
Division Supervisor - Trades	1.00	1.00	-	1.00	-	1.00
Food Services Manager	1.00	1.00	-	1.00	-	1.00
Network Systems Manager	1.00	1.00	(1.00)	-	-	-
Paralegal	1.00	-	-	-	-	-
Program Coordinator	1.00	1.00	-	1.00	-	1.00
Public Health Dentist	0.20	0.20	-	0.20	-	0.20
Skilled Trades Worker	3.00	3.00	-	3.00	-	3.00
<b>Department Total</b>	<b>166.58</b>	<b>164.33</b>	<b>(1.00)</b>	<b>163.33</b>	<b>-</b>	<b>163.33</b>

\* includes 14 frozen Detention Officer II positions

\*\* includes 1 frozen Detention Sergeant position



**Justice System**

**Sheriff**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>General Fund</u></b>			
8132	<b>Service Agreements With City/Network Hardware:</b> This is an increment for routine replacement/upgrade of network hardware/software for the computer system shared by the Sheriff's Office, Jail District, Flagstaff Police Department, Williams Police Department, and NAU Police Department.	\$ 120,000	\$ -
8178	<b>Service Agreements With City/Dispatch:</b> This is an increment per IGA with the City of Flagstaff for dispatch services for co-location expense increases due to salary/operating increases by the City.	-	61,863
8179	<b>Service Agreements With City/Records:</b> This is an increment per IGA with the City of Flagstaff for records services for co-location expense increases due to salary/operating increases by the City.	-	10,300
*8180	<b>Administrative Commander Increase/Car Allowance:</b> This is in lieu of a County vehicle and can be absorbed in the current Base Budget. It also includes an increase in salary due to increased responsibilities and a title change.	-	5,927
8181	<b>Tusayan Incentive At 10%:</b> This is an increment for incentive pay to encourage longevity at the Tusayan substation.	-	5,400
8185	<b>Reclassify Administrative Specialist I To Administrative Specialist II</b>	-	1,485
8186	<b>Reclassify Administrative Specialist II To Administrative Specialist III</b>	-	1,563
8187	<b>Vest Reimbursement:</b> This is an increment to increase the amount reimbursed to employees for vest purchases.	-	5,000

\*This increment was approved to be absorbed by existing funds



**Justice System**

**Sheriff**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>General Fund</u></b>			
8207	<b>Service Agreements With City/Data Integrity Specialist:</b> This is part of the Service Agreement with the City of Flagstaff. This increment is for a Data Integrity Specialist.	\$ -	\$ 43,356
8212	<b>Unfreeze 1.5 Administrative Support II FTE's:</b> This is to change these FTE's to 1.00 FTE as a Public Information Officer/Volunteer Coordinator.	-	49,454
<b><u>Grant Funding</u></b>			
8154	<b>Homeland Security Interoperable Communications System</b>	109,000	-
8156	<b>Law Enforcement Terrorism Prevention</b>	189,000	-
8158	<b>Criminal Justice Integration Project</b>	100,000	-
<b><u>Jail Enhancement (1272)</u></b>			
**8220	<b>Clothes Dryer</b>	11,500	-
<b><u>Inmate Welfare (1274)</u></b>			
**8126	<b>Hogan For Inmate Religious Ceremonies</b>	75,000	-

\*\*This increment approved if funded



**Justice System**

**Jail District**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b>Jail District Fund (4027)</b>			
**2001	<b>Car Allowance For Three Lieutenants</b>	\$ -	\$ 3,808
2002	<b>Increase To Travel And Operations</b>	252,546	-
2003	<b>Funding For Sheriff/Jail Bonus</b>	25,000	-
**8143	<b>Computer Software:</b> This is for the migration to Microsoft Office Suite.	-	12,000
**8146	<b>Computer Hardware:</b> This is for establishing a replacement schedule.	-	30,000
**8148	<b>Portable Radio Replacement</b>	-	28,310
**8149	<b>Mobile Radio Replacement</b>	-	15,000
8196	<b>Dispatch Increase:</b> This is an increment per IGA with the City of Flagstaff for dispatch services for co-location expense increase.	-	3,712
8197	<b>Records Increase:</b> This is an increment per IGA with the City of Flagstaff for record services for co-location expense increases.	-	29,335
**8198	<b>Drug Detention:</b> This is an operating increment for funding to supplement funding from the Arizona Criminal Justice Commission for 1 Detention Officer II.	14,755	-
*8202	<b>Reclassify Kitchen Staff:</b> This is an increment to reclassify the kitchen staff due to increased duties and supervision of working inmates.	-	11,385
**8203	<b>Unfreeze Four Detention Officers And A Sergeant</b>	-	153,343

\*This increment is approved to be absorbed by existing funds

\*\*This increment approved if funded



**Justice System**

**Jail District**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>Jail District Fund (4027)</u></b>			
8204	<b><i>Vest Purchase Reimbursement Increase:</i></b> This is an increment to increase the amount reimbursed to employees.	\$ -	\$ 5,000
*8205	<b><i>Reclassify From Administrative Specialist I To II</i></b>	-	1,777
**8219	<b><i>New Vehicle For Maintenance Division</i></b>	28,000	-

\*This increment is approved to be absorbed by existing funds

\*\*This increment approved if funded



**Justice System**

**Superior Court**

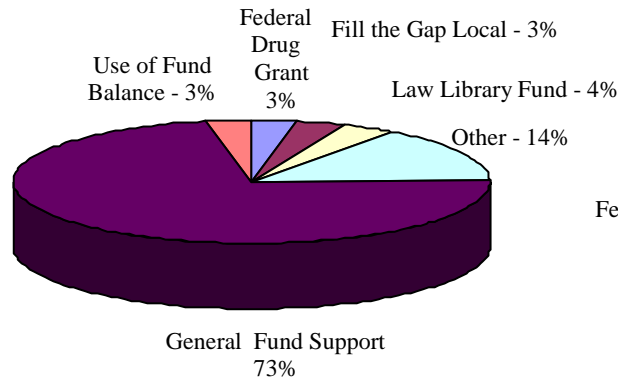
**Overview**

The Court's creed for many years has been: "We serve with pride." This encompasses the Superior Court's determination to provide the community with the best possible judicial services. The Court is part of the State's only general jurisdiction court. Generally, there are two major categories of cases heard in Superior Court: criminal and civil. The Superior Court has original jurisdiction of cases and proceedings in which exclusive jurisdiction is not vested by law in another court.

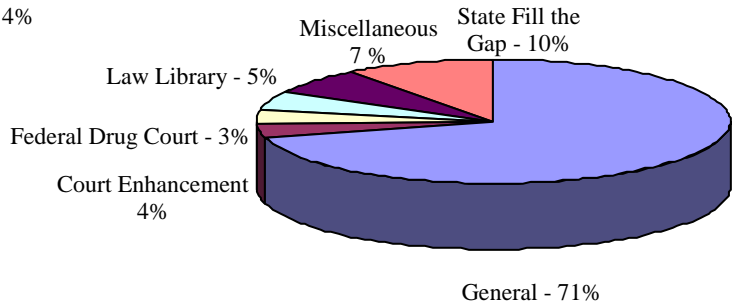
The Superior Court's FY05 estimated expenditures of \$2,816,154 closely reflect the FY05 budget of \$2,850,057. The FY06 budget of \$3,146,382 is approximately a 10.5% increase over the FY05 budget. The largest part of this variance, \$168,930, is in salaries and ERE. Operating expenditures increased by \$101,045; the majority is in expected new grants and the Court Enhancement Fund base increase. The incremental funding that was approved for the Superior Court includes a Judicial Assistant for vacation coverage.

The following charts illustrate the Superior Court's funding sources, revenue types and expenditures by program and category for FY06:

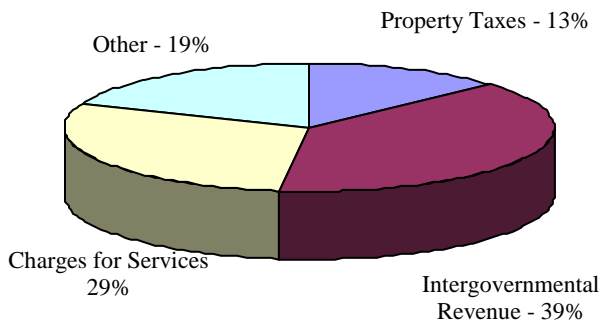
**Funding Sources**



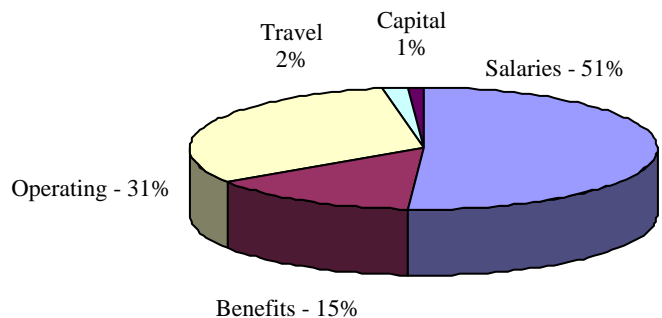
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Justice System**

**Superior Court**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 1,403,673	\$ 1,493,335	\$ 1,463,801	\$ 1,607,490
ERE - Benefits	346,869	409,337	406,699	464,112
Operating	699,762	883,210	886,234	984,255
Travel	48,690	44,175	39,420	53,025
Capital	30,303	20,000	20,000	37,500
Transfers to General Fund	902	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 2,530,199</b>	<b>\$ 2,850,057</b>	<b>\$ 2,816,154</b>	<b>\$ 3,146,382</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
General	\$ 1,945,656	\$ 2,127,276	\$ 2,122,700	\$ 2,220,936
ACJC DUI Abatement	-	-	27,500	55,000
ADR Grant	59,380	38,099	37,348	40,452
Conciliation Court	48,358	46,000	46,000	46,000
Court Enhancement	59,498	89,355	87,054	125,009
Drug Enforcement	69,026	69,264	69,264	67,442
DUI/Drug Court	14,045	-	-	-
Federal Drug Court Grant	-	-	-	100,000
IV-D DES Grant	-	26,705	26,066	12,385
Law Library	145,339	155,541	142,395	159,789
State Fill the Gap	188,897	297,817	257,827	319,369
<b>Total</b>	<b>\$ 2,530,199</b>	<b>\$ 2,850,057</b>	<b>\$ 2,816,154</b>	<b>\$ 3,146,382</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
ACJC DUI Abatement Fund	\$ -	\$ -	\$ 27,500	\$ 55,000
ADR Grant Fund	10,250	10,000	12,000	12,000
Conciliation Court Fund	53,800	47,268	47,268	47,268
Court Enhancement Fund	85,677	79,000	83,858	83,300
Drug Enforcement Fund	69,026	69,264	69,264	69,264
DUI Drug Court Fund	13,652	-	-	-
Federal Drug Court Grant Fund	-	-	-	100,000
Fill The Gap - Local	110,687	100,000	100,000	100,000
IV-D DES Grant Fund	25,792	26,705	26,066	26,066
Law Library Fund	233,792	38,000	117,153	117,153
Legal Defender Fill the Gap Fund	10,923	3,220	6,159	6,910
Public Defender Fill the Gap Fund	96,796	61,078	62,984	62,984
State Fill the Gap Fund	95,063	85,543	86,162	86,051
General Fund Program Revenues	3	-	-	-
General Fund Support	1,998,081	2,193,763	2,186,697	2,287,513
**Use of Fund Balance	(273,343)	136,216	(8,957)	92,873
<b>Total</b>	<b>\$ 2,530,199</b>	<b>\$ 2,850,057</b>	<b>\$ 2,816,154</b>	<b>\$ 3,146,382</b>

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



**Justice System**

**Superior Court**

**GENERAL FUND PROGRAMS**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 3	\$ -	\$ -	\$ -
Program Expenditures	1,944,753	2,127,276	2,122,700	2,220,936
Net Cost of Program	(1,944,750)	(2,127,276)	(2,122,700)	(2,220,936)
Transfers in from Other Funds				
General Fund Transfers to Other Funds	(53,331)	(66,487)	(63,997)	(66,577)
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	\$ (1,998,081)	\$ (2,193,763)	\$ (2,186,697)	\$ (2,287,513)



## Justice System

### Superior Court

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#### **Program Descriptions**

**IV-D DES Grant:** These funds are used to employ a part-time judge pro tempore to allow for more effective and timely case processing for failure to pay child support cases.

**Alternate Dispute Resolution (ADR):** These fees are collected by Superior Court to offset a portion of the costs to administer the Alternative Dispute Resolution Program, which provides mediation services for civil, probate, guardianship, and domestic relations cases.

**Case Processing Assistance Fund (CPAF):** These are Supreme Court grant funds for the purpose of improving criminal case processing.

**Conciliation Court:** This is a fee collected by Superior Court to finance mediation and custody evaluation services for families experiencing separation, divorce or paternity issues.

**Court Enhancement:** Court enhancement fees are collected by the Clerk of Superior Court and are transmitted to the County Treasurer for deposit in the local Court Enhancement Fund to improve, maintain, and enhance the ability to collect and manage monies assessed or received by the courts, improve court automation, improve case processing, and to improve the administration of justice.

**Drug Enforcement:** This grant provides partial funding for a full-time pro tempore judge to hear drug-related cases.

**Legal Services Center:** These funds are used for the Law library and Self-help Center. This is a research facility which is co-located with Legal Aid. The Self-Help Center provides court forms for pro per litigants.

**Superior Court Fill the Gap:** These are funds from the Arizona State Supreme Court awarded to counties for the planning and implementation of collaborative projects that are designed to improve the processing of criminal cases. These funds assisted in the development and implementation a multi-jurisdictional drug court system in Coconino County and are being further used to assist in its functioning.



**Justice System**

**Superior Court**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Administrative Senior Manager	1.00	1.00	-	1.00	-	1.00
Alternate Dispute Resolution Coordinator	1.00	1.00	-	1.00	-	1.00
Bailiff/Security Officer	3.00	3.00	-	3.00	-	3.00
Caseflow Manager	1.00	1.00	-	1.00	-	1.00
Commissioner/Judge	0.50	0.50	-	0.50	-	0.50
Court Administrator	1.00	1.00	-	1.00	-	1.00
Deputy Court Administrator	1.00	1.00	-	1.00	-	1.00
Drug Court Coordinator	1.00	1.00	-	1.00	-	1.00
Elected Official	4.00	4.00	-	4.00	-	4.00
Judicial Assistant	5.00	5.00	-	5.00	0.50	5.50
Judicial Specialist	2.00	2.00	-	2.00	-	2.00
Law Library Assistant	1.00	1.00	-	1.00	-	1.00
Official Court Reporter	5.00	5.00	-	5.00	-	5.00
Security Chief/Bailiff	1.00	1.00	-	1.00	-	1.00
Superior Court Judge Pro Tempore/Commissioner	1.00	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>28.50</b>	<b>28.50</b>	<b>-</b>	<b>28.50</b>	<b>0.50</b>	<b>29.00</b>



**Justice System**

**Superior Court**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>General Fund</u></b>			
7977	<b>Judicial Assistant For Consistent Vacation Coverage:</b> The Superior Court is receiving an additional .50 FTE Judicial Assistant position.	\$ -	\$ 18,156
<b><u>Court Enhancement Fund (1579)</u></b>			
7976	<b>Court Enhancement Base Budget Increase</b>	35,800	1,595
<b><u>Grants</u></b>			
2201	<b>Drug Court Expansion Grant:</b> This is a Federal Drug Court expansion grant split between FY06 and FY07 for a Federal Drug Court Expansion.	-	100,000
7989	<b>Arizona Criminal Justice Commission DUI Grant</b>	55,000	-



Coconino County Arizona

**Justice System**

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# Health and Social Services



**COCONINO RURAL ENVIRONMENT CORPS**

**Stewardship**  
Promotes stewardship by implementing a variety of conservation and service initiatives;

**Development**  
Encourages personal development through a combination of training, work experience, and educational opportunities;

**Tradition**  
And carries on the tradition of the Civilian Conservation Corps with hard work, dedication, and pride.

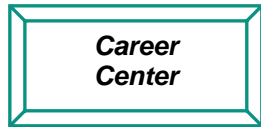


Adult Center - Flagstaff  
Senior Services Congregate Meals Location



**Health and Social Services**

**Service Area Summary**



**Description of Services**

This service area includes the Career Center, Community Services and Health departments. 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.

**Goals and Objectives**

The service area's top three goals and objectives and the strategies they are implementing to address these are:

**Issue:** *Prevention/early intervention versus treatment*

**Strategies**

1. The County takes a leadership role in partnering with other agencies to address root causes.
2. Creation/development/support of a continuum of care for individuals with behavioral health issues (e.g., service continuum with a Detox Center as a component).
3. Funding agencies are encouraged to provide assistance to address the root issue not just treat the problem.
4. Commitment of resources to prevention activities.

**Issue:** *Increased demand and expectation for services*

**Strategies**

1. BOS lobbies, educates and advocates for equitable distribution of funds.
2. Assess changing demographics and demands; reallocate funds within County as deemed appropriate.
3. Determine need for alternate methodologies of service delivery (e.g., citizen volunteers who we train to be primary point of contact; County Information Kiosk; 800 info number with correct referral to County departments or other agencies as appropriate; outreach workers in each community).
4. Single point of entry "universal intake."
5. Create a Public Health Tax District.

**Issue:** *Limited ability to attract and retain qualified staff*

**Strategies**

1. Review process to determine best placement of responsibility and authority in recruitments, hiring and classification decisions.
2. Provide hiring incentives and/or housing allowance for key positions.
3. Create a committee to recommend to the Board appropriate actions to address affordable housing issues.



**Health and Social Services**

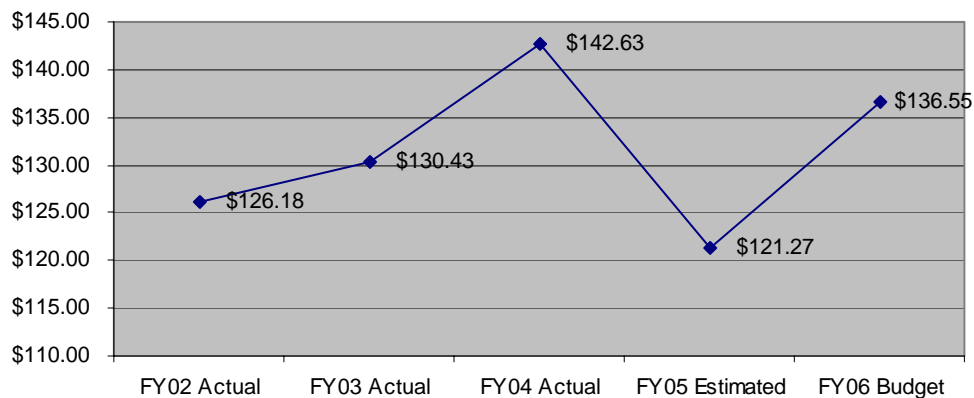
Service Area Summary



**Per Capita Costs of Services**

The per capita cost for the Health Department and Community Services have remained relatively constant over the last five years. Career Center revenue varies from year to year, accounting for an overall fluctuation in per capita costs.

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:

	<i><b>FY04 Actual</b></i>	<i><b>FY05 Estimated</b></i>	<i><b>FY06 Budget</b></i>	<i><b>Change: FY05 to FY06</b></i>
<b>Career Center</b>	\$ 13.21	\$ 9.92	\$ 9.05	-8.74%
<b>Community Services</b>	53.63	29.72	37.30	25.51%
<b>Health</b>	75.79	81.64	90.21	10.49%

Transportation broke off from Community Services and became a separate department in FY05, accounting for the drop in per capita costs for this department.



**Health and Social Services**

**Career Center**

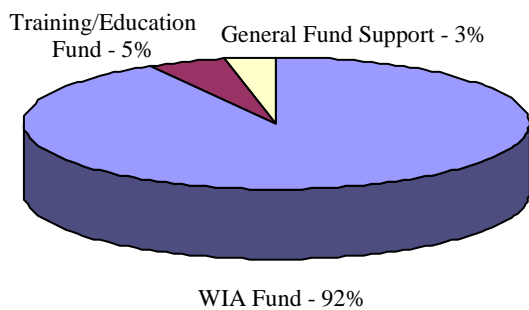
**Overview**

The Coconino Career Center is a bridge to the future, making a difference by: empowering people through training, preparing individuals for the workplace of tomorrow, and investing in people to provide valued employees as a contribution toward a better economy. They conscientiously serve the communities of Coconino County by meeting each new challenge of a changing workplace.

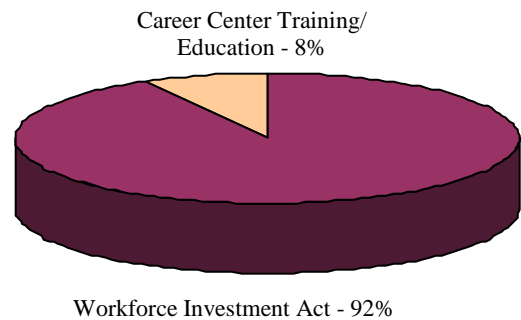
The Career Center estimates FY05 expenditures at approximately \$1,278,540 or 19% above the FY05 revised budget of \$1,071,403. The Career Center received some additional grant revenue at the end of the fiscal year, which they applied to their operations. Approved funding for FY06 totals \$1,172,589, a 9% increase over the FY05 budget. The Career Center recently lost State funding for their youth program due to the State legislature eliminating the grant that supported this program. The board will restore this funding with a General Fund contribution if the State does not add it back into their budget.

The following charts illustrate the Career Center's funding sources, revenue types, and expenditures by program and category for FY06:

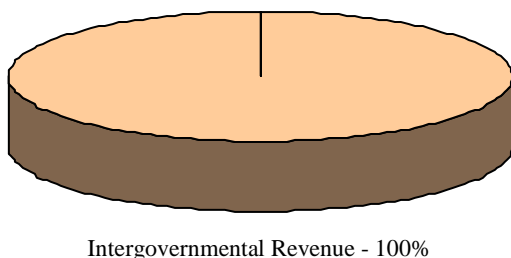
**Funding Sources**



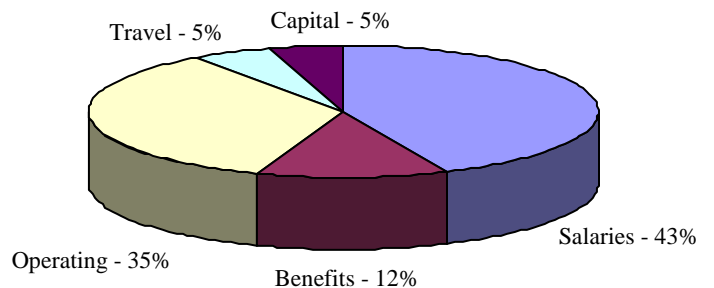
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Health and Social Services**

**Career Center**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 383,182	\$ 487,441	\$ 488,817	\$ 507,393
ERE - Benefits	94,388	103,843	104,933	143,387
Operating	185,530	364,813	569,484	406,503
Travel	19,328	60,321	60,321	60,321
Capital	-	-	-	-
Transfers to General Fund	156,245	54,985	54,985	54,985
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 838,673</b>	<b>\$ 1,071,403</b>	<b>\$ 1,278,540</b>	<b>\$ 1,172,589</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Workforce Investment Act	\$ 638,701	\$ 974,854	\$ 1,181,991	\$ 1,079,419
Career Center Training/Education	99,005	96,549	96,549	93,170
JTPA Summer	93,969	-	-	-
Welfare to Work	6,998	-	-	-
<b>Total</b>	<b>\$ 838,673</b>	<b>\$ 1,071,403</b>	<b>\$ 1,278,540</b>	<b>\$ 1,172,589</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
WIA Fund	\$ 640,951	\$ 1,118,270	\$ 1,181,991	\$ 1,079,419
Career Center Training/Education Fund	56,454	55,497	55,497	59,050
Youth In Action Fund	5	-	-	-
JTPA Fund	3	-	-	-
General Fund Program Revenues	-	-	-	-
General Fund Support	279,813	87,600	67,600	39,100
**Use of Fund Balance	(138,553)	(189,964)	(26,548)	(4,980)
<b>Total</b>	<b>\$ 838,673</b>	<b>\$ 1,071,403</b>	<b>\$ 1,278,540</b>	<b>\$ 1,172,589</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ -	\$ -	\$ -	\$ -
Program Expenditures	-	-	-	-
Net Cost of Program	-	-	-	-
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	(279,813)	(87,600)	(67,600)	(39,100)
General Fund Sales Tax, Property Tax, and Other General Revenues Allocated and Used	\$ (279,813)	\$ (87,600)	\$ (67,600)	\$ (39,100)

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



**Health and Social Services**

**Career Center**

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**Program Descriptions**

**Career Center Training/Education:** This program provides summer jobs in neighborhood community improvement projects to County youth with funding from the Coconino County Board of Supervisors.

**Independent Learning Center:** This is 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. It is funded by a variety of resources including the Federal Workforce Investment Act.

**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 some of the programs that support workforce development. The Act is governed by a 42-member local advisory group: the Workforce Investment Board. The Board is appointed by the County Board of Supervisors and staffed by the Career Center.



**Health and Social Services**

Career Center

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid- Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Administrative Operations Manager	-	1.00	-	1.00	-	1.00
Administrative Specialist I	1.00	-	1.00	1.00	-	1.00
Administrative Specialist III	1.00	1.00	-	1.00	-	1.00
Career Center Director	1.00	1.00	-	1.00	-	1.00
Career Coach	3.00	2.00	0.88	2.88	-	2.88
Program Coordinator	4.00	1.80	(0.80)	1.00	-	1.00
Program Manager	1.00	1.00	-	1.00	-	1.00
Skills Trainer	-	1.00	1.00	2.00	-	2.00
<b>Department Total</b>	<b>11.00</b>	<b>8.80</b>	<b>2.08</b>	<b>10.88</b>	<b>-</b>	<b>10.88</b>



**Health and Social Services**

Career Center

**Increments Approved For Fiscal Year 2006**

<u>INC #</u>	<u>DESCRIPTION</u>	<u>COST</u>	
		<u>ONE-TIME</u>	<u>RECURRING</u>
<b><u>General Fund</u></b>			
7001	<b><i>Transfer To Cover Lost State Funding For Youth Program:</i></b> The Career Center runs a summer work program at the request of the Board. In the past they have received supplemental funding for this program from the State of Arizona but lost the State support in FY06.	\$ 19,000	\$ -



Health and Social Services

Community Services

Overview

The mission of Community Services is to strive to enhance the well being of the less fortunate and isolated residents of Coconino County by: providing food and shelter, providing opportunities for social interaction, providing transportation, networking, and linking to other social service agencies, providing home care, retaining a highly qualified and compassionate staff, and pursuing excellence in all they do.

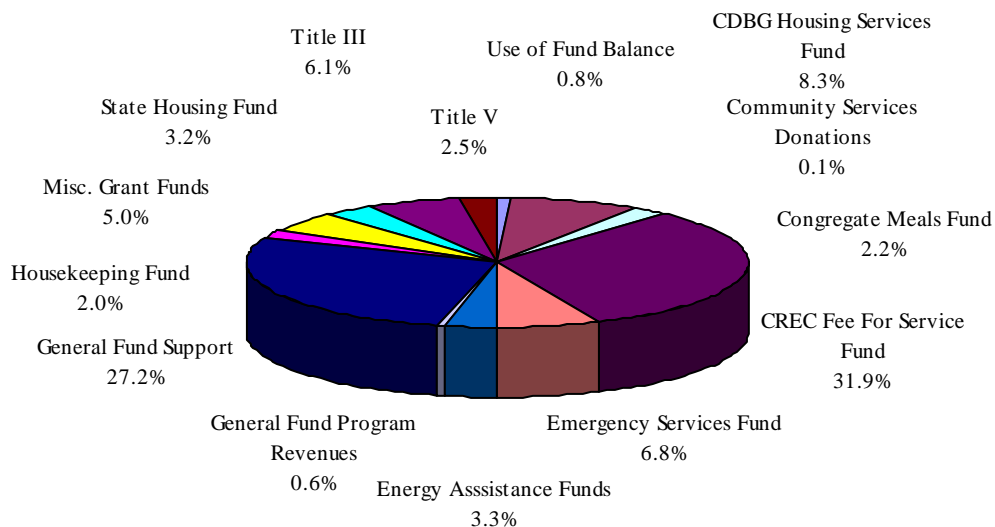
They provide a variety of social services to the elderly and are members of the American Society on Aging and the National Council on Aging. They are a contract agency for Senior Community Services Employment (Title V). When requested, they assist those not eligible for the Title V program to locate meaningful employment. Community Services is also a volunteer station for the Senior Companion/Retired Senior Volunteer Program.

Emergency, fiduciary, and transportation services are also available through Community Services. The agency networks, cooperates, and coordinates with other community social service agencies to assist those who are less fortunate, or who are physically challenged and in need of service.

Community Services estimates FY05 expenditures at approximately \$3,831,024, or 6% below the FY05 total revised budget of \$4,076,849. This is due to expenditures for the CREC program being over budgeted. Various grant funds were also over budgeted. Total approved funding for FY06 is \$4,832,468. This increase of 26% from FY05 expenditures is primarily due to increases in various grants, as reflected on the increment list that follows.

The following charts illustrate Community Services' funding sources, revenue types, and expenditures by program and category for FY06:

Funding Sources

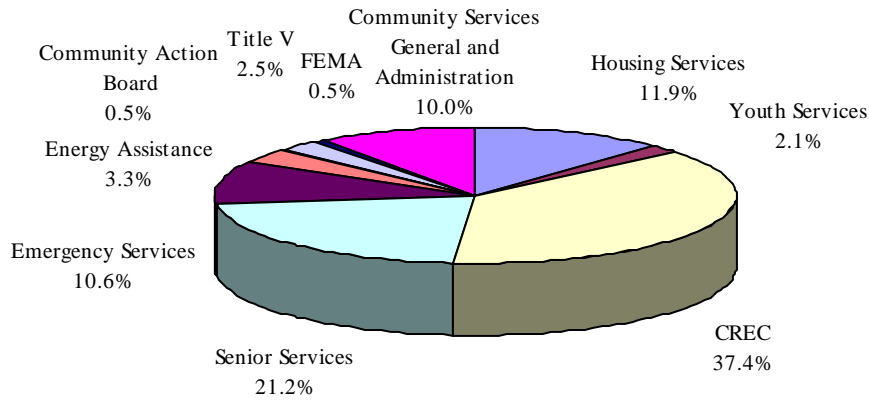




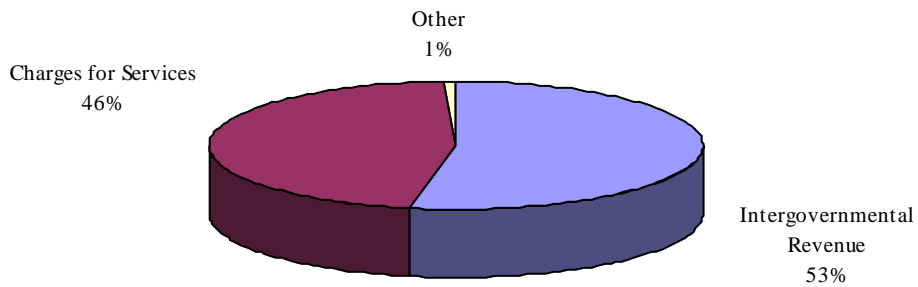
Health and Social Services

Community Services

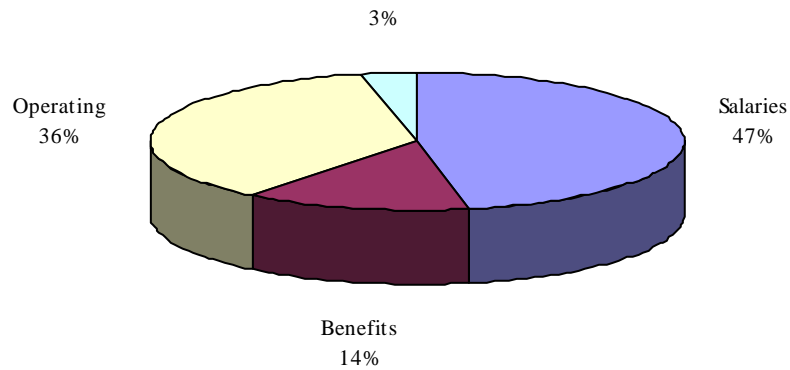
Expenditures by Program



Revenues by Source Type



Expenditures by Category





**Health and Social Services**

**Community Services**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 1,733,374	\$ 1,998,363	\$ 1,993,143	\$ 2,262,191
ERE - Benefits	424,434	511,414	487,346	667,328
Operating	1,061,055	1,448,661	1,242,191	1,740,564
Travel	116,984	109,331	99,264	162,385
Capital	77,845	9,080	9,080	-
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 3,413,692</b>	<b>\$ 4,076,849</b>	<b>\$ 3,831,024</b>	<b>\$ 4,832,468</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
CDGB Housing Services	\$ 253,069	\$ 262,448	\$ 254,013	\$ 377,587
Youth Services	45,081	83,373	48,163	99,663
State Housing	150,368	151,018	157,501	157,500
Eviction/Foreclosure	56,568	42,000	42,000	42,000
CREC	976,182	1,303,726	1,197,284	1,809,266
Senior Services - General	187,595	256,153	256,140	266,459
Senior Services - Housekeeping	237,761	288,225	240,857	287,800
Senior Services - Case Management	74,153	86,104	72,702	77,382
Senior Services - Congregate Meals	143,634	150,408	143,770	162,851
Senior Services - Home Delivered Meals	158,452	181,749	193,424	200,400
Senior Services - Respite Care	26,211	34,672	27,878	31,357
Emergency Services	418,843	466,429	469,725	511,863
Energy Assistance	153,650	153,243	140,520	148,304
APS Energy Assistance	10,167	11,176	12,119	10,278
Community Action Board	21,243	17,620	22,066	22,065
Title V	103,484	134,284	114,031	122,440
FEMA	22,250	22,000	25,177	22,000
Community Services General and Administration	374,981	432,221	413,654	483,253
<b>Total</b>	<b>\$ 3,413,692</b>	<b>\$ 4,076,849</b>	<b>\$ 3,831,024</b>	<b>\$ 4,832,468</b>



**Health and Social Services**

**Community Services**

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
CDBG Housing Services Fund	\$ 253,068	\$ 262,380	\$ 239,054	\$ 403,932
Weed and Seed Fund	93	-	-	-
State Housing Fund	150,132	157,500	157,500	157,500
Flagstaff CDBG - Eviction/Foreclosure Fund	56,568	42,000	42,000	42,000
CREC Fee For Service Fund	900,828	1,104,388	1,110,952	1,540,806
Housekeeping Fund	94,084	95,060	96,443	95,468
Case Management Fund	49,799	60,064	60,064	50,064
Congregate Meals Fund	92,221	96,658	106,869	105,799
Home Delivered Meals Fund	84,444	84,495	75,488	84,050
Respite Care Fund	22,000	26,195	24,394	21,195
Emergency Services Fund	324,960	329,612	332,933	326,693
Energy Assistance Fund	152,274	153,243	140,520	148,304
Community Action Board Fund	21,243	19,381	22,065	22,065
Title V Fund	102,845	128,872	111,117	120,966
FEMA Fund	21,750	22,000	22,286	22,000
APS Energy Assistance Fund	10,246	11,328	11,176	11,176
Solid Waste Fund	8,450	-	-	-
Youth Services Fund	4,147	38,655	8,914	-
Community Services Fund	-	-	1,375	-
Community Services Donations	9,324	3,200	1,572	3,200
Title III Forest Fees Fund	138,814	221,718	143,995	292,798
General Fund Program Revenues	32,925	24,000	30,500	30,500
General Fund Support	969,907	1,211,179	1,109,323	1,316,506
**Use of Fund Balance	(86,430)	(15,079)	(17,516)	37,446
<b>Total</b>	<b>\$ 3,413,692</b>	<b>\$ 4,076,849</b>	<b>\$ 3,831,024</b>	<b>\$ 4,832,468</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 32,925	\$ 24,000	\$ 30,500	\$ 30,500
Program Expenditures	187,595	256,153	256,140	266,459
Net Cost of Program	(154,670)	(232,153)	(225,640)	(235,959)
Transfers in from Other Funds	-	-	-	-
Transfers out from General Fund	(815,237)	(979,026)	(883,683)	(1,080,547)
General Fund Sales Tax, Property Tax, and Other General Revenues Alllocated and Used	<b>\$ (969,907)</b>	<b>\$ (1,211,179)</b>	<b>\$ (1,109,323)</b>	<b>\$ (1,316,506)</b>

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



## Health and Social Services

### Community Services

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#### **Program Descriptions**

**Community Development Block Grant (CDBG) Housing Services:** This program includes federal grants for programs and services for low and moderate income residents, including eviction prevention.

**Youth Services:** This is an integrated rural youth development/prevention program and service delivery system to all youth in the County, working with local youth councils in the outlying areas.

**Arizona Department of Housing:** This is funding to provide housing assistance for qualified low-income individuals including: eviction prevention/mortgage foreclosure, rental assistance, and move-in assistance.

**Coconino Rural Environment Corps (CREC):** A conservation corps program for young adults to engage in public service projects that address environmental conservation, preservation, and restoration.

**Senior Services – Housekeeping:** In-home housekeeping services provided to seniors based on need.

**Senior Services – Case Management:** Case managers determine eligibility, authorize services, and make appropriate referrals for seniors to remain as independent as possible and avoid institutionalization.

**Senior Services - Congregate Meals:** Noontime meals with 1/3 of daily nutrition are served to seniors 60 and over in Flagstaff and Williams Monday through Friday. The centers also provide socialization, exercise, daily activities, volunteerism, and educational programs.

**Senior Services - Home Delivered Meals:** Monday through Friday lunch with 1/3 of daily nutritional needs are provided to homebound elderly with authorization by a case manager.

**Senior Services - Respite Care:** This is a 2 to 4 hour break for caregivers who provide 24-hour care for a senior in their home.

**Donations to Senior Programs:** These are specific targeted donations made to programs to assist senior citizens of Coconino County.

**Emergency Services:** Emergency and crisis services to qualified low-income individuals are provided through this program. Services include: utility payment assistance, eviction prevention/mortgage foreclosure, move-in assistance, and special needs assistance.

**Energy Assistance:** These are funds to assist residents with utility bills, deposits, and firewood. This program also provides repairs and replacement of appliances. Income limit requirements must be met for this assistance.

**APS Energy Assistance:** This program includes electric energy assistance program for County residents who meet specific income level requirements.



## Health and Social Services

### Community Services

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#### **Program Descriptions**

**Community Action Board:** This is a tri-party board to advise the Coconino County Community Services Department on programs and services such as energy assistance, utility repairs, replacements, deposits, emergency services, elderly case management, congregate meals, home delivered meals, home care, and job development.

**Title V:** Title V is subsidized employment to those age 55 and over to train in new skills and reenter the workforce.

**Federal Emergency Management Agency (FEMA):** This program includes funding to provide County residents with assistance in meeting rent payments and utility assistance to prevent eviction. This program also provides motel vouchers for the homeless.

**Community Services General and Administration:** This program is for the management of the financial and administrative affairs of the entire department.



**Health and Social Services**

**Community Services**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid- Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Accounting Technician I	1.50	0.74	-	0.74	0.15	0.89
Accounting Technician II	2.00	2.00	-	2.00	-	2.00
Administrative Manager	1.00	1.00	-	1.00	-	1.00
Administrative Operations Manager	1.00	-	-	-	-	-
Administrative Specialist I	1.00	-	-	-	0.50	0.50
Administrative Specialist II	3.00	1.00	1.00	2.00	-	2.00
Administrative Specialist III	-	1.00	-	1.00	-	1.00
Administrative Support I	0.30	0.30	-	0.30	-	0.30
Administrative Support II	2.50	2.23	0.15	2.38	-	2.38
Case Worker	3.00	3.00	-	3.00	-	3.00
Community Aide	7.63	7.43	-	7.43	-	7.43
Cook	2.64	2.64	(0.01)	2.63	-	2.63
CREC Crew Supervisor	1.00	1.00	(1.00)	-	-	-
CREC Shop Assistant	-	-	1.00	1.00	-	1.00
Deputy Public Fiduciary	0.50	1.00	(1.00)	-	-	-
Director - Community Services	1.00	1.00	-	1.00	-	1.00
Division Supervisor - Trades	1.00	-	-	-	-	-
Eligibility Worker	3.00	1.98	0.02	2.00	-	2.00
Program Coordinator	10.50	7.50	3.00	10.50	-	10.50
Program Manager	1.00	1.00	1.00	2.00	-	2.00
Public Fiduciary Case Manager	2.00	2.00	-	2.00	-	2.00
Public Fiduciary	-	-	1.00	1.00	-	1.00
Senior Manager	1.00	1.00	-	1.00	-	1.00
Senior Program Coordinator	1.00	2.00	1.00	3.00	-	3.00
Senior Services Van Driver	1.00	-	-	-	-	-
Senior Services Van Manager	-	1.00	-	1.00	-	1.00
Special Needs Operator	7.80	-	-	-	-	-
Title V Worker	10.50	10.50	-	10.50	-	10.50
Transit Bus Driver	17.00	-	-	-	-	-
Transit Division Manager	1.00	-	-	-	-	-
Transit Operations Manager	1.00	-	-	-	-	-
Transit Service Worker	1.00	-	-	-	-	-
Transit Shift Leader	3.00	-	-	-	-	-
Transportation Dispatcher	2.00	-	-	-	-	-
<b>Department Total</b>	<b>91.87</b>	<b>*51.32</b>	<b>6.16</b>	<b>57.48</b>	<b>0.65</b>	<b>58.13</b>

\*Transportation was split off into a separate department in FY05



**Health and Social Services**

Community Services

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>General Fund</u></b>			
*8132	<b>Admin Specialist II To III:</b> This reclassification involves an employee in the Public Fiduciary Office.	\$ -	\$ 3,203
*8140	<b>Program Coordinator Reclassification:</b> This increment is to reclassify two Program Coordinators for senior services positions that administer the nutrition programs in Williams and Flagstaff.	-	9,012
8222	<b>Accounting Technician I:</b> Community Services will increase a .250 time Accounting Technician employee to a .4 time employee	-	3,771
8225	<b>Administrative Specialist I:</b> A new half-time Administrative Specialist I will be added in the Public Fiduciary Office.	-	13,795
<b><u>CDBG Housing Service Fund (1036)</u></b>			
3401	<b>Increase In Budgeted Operations And Travel</b>	-	181,198
<b><u>Community Services Fund (1401)</u></b>			
3402	<b>Increase In Budgeted Operations And Travel</b>	5,690	-
<b><u>CREC Fees for Service Fund (1415)</u></b>			
3405	<b>Temporary Wage Increase</b>	5,481	-
3406	<b>Increase In Budgeted Operations And Travel</b>	-	201,425

\*This increment was approved to be absorbed by existing funds



**Health and Social Services**

Community Services

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>Emergency Services Fund (1424)</u></b>			
3412	<i>Increase In Budgeted Operations And Travel</i>	\$ -	\$ 34,375
*8141	<i>FTE - Reclassify Eligibility Worker To Case Worker:</i> This is an increment for a redefinition of two and a half existing Eligibility Worker Positions.	-	8,578
<b><u>Community Service Board Fund (1428)</u></b>			
3414	<i>Increase In Budgeted Operations And Travel</i>	739	1,945

\*This increment was approved to be absorbed by existing funds



**Health and Social Services**

**Health Department**

**Overview**

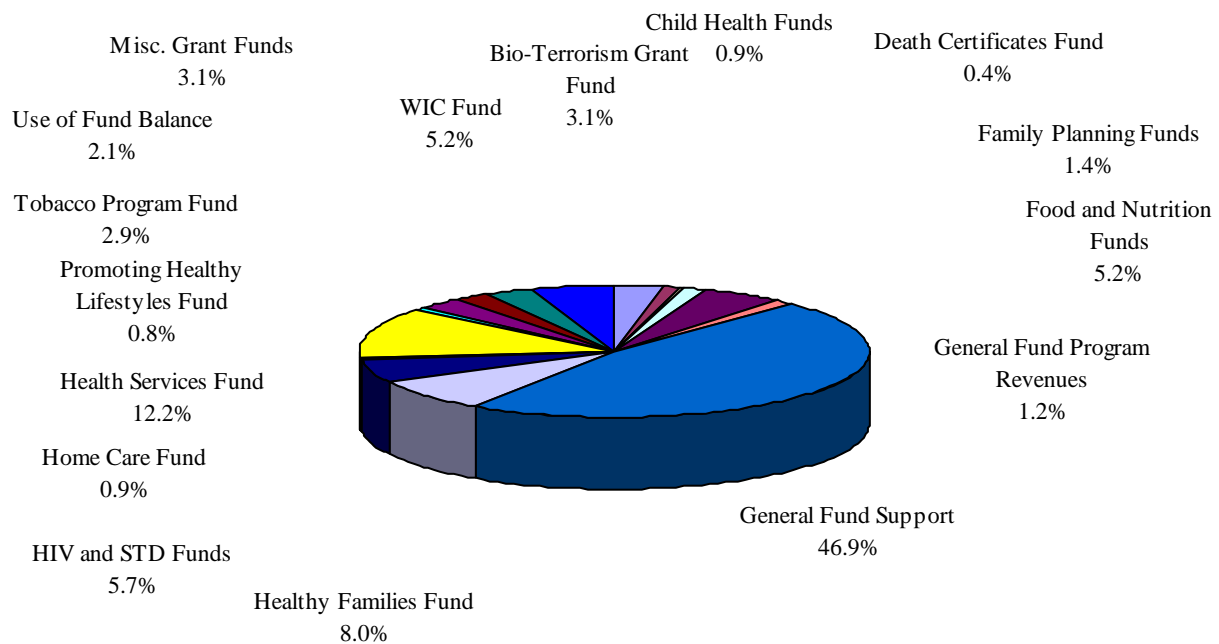
The mission of the Health Department is to provide services that prevent epidemics and the spread of disease, protect against environmental hazards, promote and encourage healthy behaviors, and assure the accessibility of health services.

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.

The Health Department estimates FY05 expenditures at approximately \$10,525,475 or 2% under the revised FY05 budget of \$10,760,060, mostly due to savings in salaries and ERE from unfilled positions. Total approved funding for FY06 is \$11,687,863. This is an increase of about 11% from FY05 estimated expenditures and is mostly in the area of salaries and benefits due to new FTE's being added, increases in the cost of benefits, and the pay plan. The Health Department also increased expenditures related to increased grant funding for FY06.

The following charts illustrate the Health Department's funding sources, revenue types, and expenditures by program and category for FY06:

**Funding Sources**

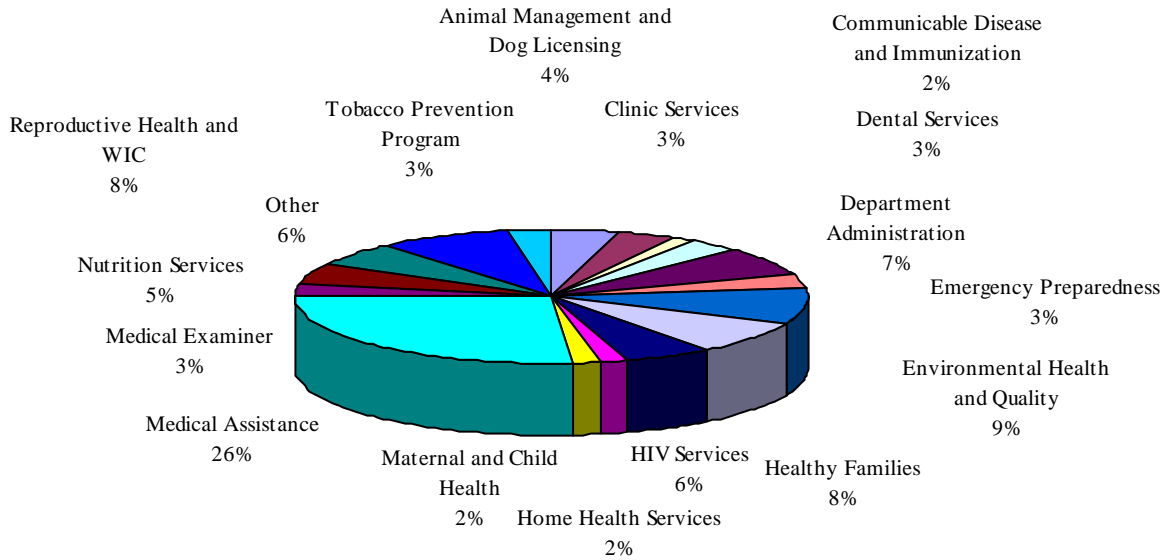




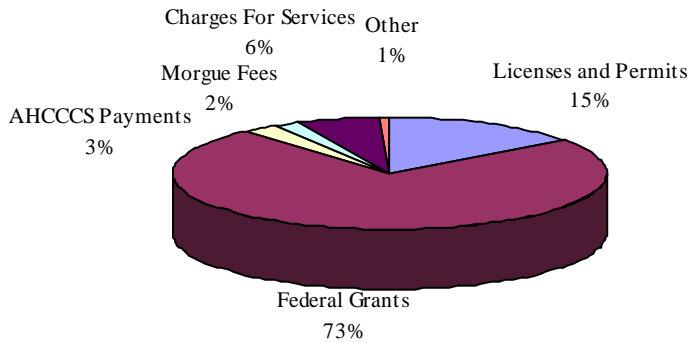
Health and Social Services

Health Department

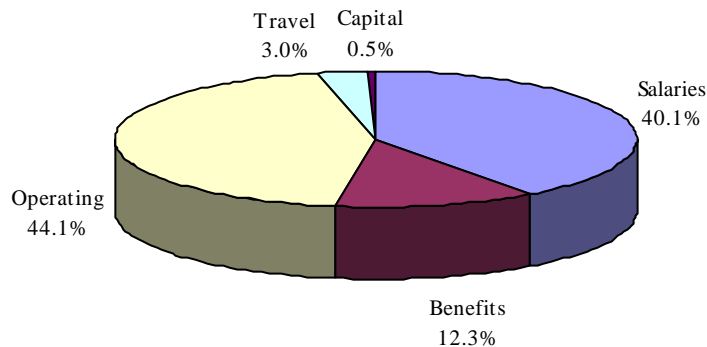
Expenditures by Program



Revenues by Source Type



Expenditures by Category





**Health and Social Services**

**Health Department**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 3,622,346	\$ 4,309,500	\$ 3,947,295	\$ 4,685,236
ERE - Benefits	963,415	1,231,900	1,091,483	1,438,767
Operating	4,829,603	4,817,845	5,116,541	5,155,621
Travel	314,138	353,087	361,056	354,577
Capital	73,544	38,628	-	53,662
Transfers to General Fund	9,100	9,100	9,100	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 9,812,146</b>	<b>\$ 10,760,060</b>	<b>\$ 10,525,475</b>	<b>\$ 11,687,863</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Healthy Coconino	\$ 89,843	\$ 27,630	\$ 46,455	\$ 60,882
CVD Heartbeat	81,736	86,405	78,536	85,162
Promoting Healthy Lifestyles	3,935	79,171	79,168	91,656
Nutrition Services	409,968	488,538	432,789	600,365
Supplemental Food Assistance	8,530	12,511	11,257	11,382
Tobacco Prevention Program	422,560	325,300	316,639	335,719
AZEIP Case Management	40,510	33,404	33,940	38,041
Healthy Families	527,170	777,570	723,861	932,714
Health Start	48,881	51,538	49,489	51,158
WIC	498,100	562,315	556,480	645,352
Reproductive Health Services	232,900	271,794	280,657	331,311
MCH Services	84,292	104,790	114,187	98,630
Child Health/NICP	46,604	55,000	41,308	55,000
Child Health Grant - Injury	90,558	42,791	37,961	49,795
Access to Health Care	77,020	93,177	96,804	132,928
Dental Services	289,832	313,121	305,768	351,571
HIV Services	598,459	758,945	718,064	654,036
Communicable Disease Services	126,188	113,997	103,996	127,924
Immunization Program	46,779	74,392	51,406	70,819
Clinic Services	339,381	349,150	380,506	419,691
Emergency Preparedness	391,919	374,822	439,153	367,540
Medical Examiner	313,822	354,123	310,645	355,125
Death Certificates	39,358	45,384	42,138	44,578
Medical Assistance	2,695,595	2,885,308	2,917,114	3,071,200
Health Education and Promotion	104,808	118,277	111,173	128,225
Home Health Services	174,473	164,466	163,829	182,696
Environmental Health	446,022	488,082	487,036	593,078
Environmental Quality	390,030	398,288	382,069	434,854
Animal Management	359,249	407,391	402,143	402,285
Dog Licensing	88,514	95,979	78,283	96,847
Miscellaneous/Special Care Needs	123,964	23,290	28,023	22,000
Department Administration	621,146	783,111	704,598	845,299
<b>Total</b>	<b>\$ 9,812,146</b>	<b>\$ 10,760,060</b>	<b>\$ 10,525,475</b>	<b>\$ 11,687,863</b>



**Health and Social Services**

**Health Department**

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Healthy Coconino Fund	\$ 2,000	\$ -	\$ 5,000	\$ -
CVD Heartbeat Fund	77,826	76,650	76,297	77,221
Promoting Healthy Lifestyles Fund	3,935	79,171	79,171	91,656
AZ Nutrition Network Fund	370,213	438,569	375,695	550,114
Nutrition Grant Fund	49,282	49,276	49,276	49,276
Supplemental Food Program Fund	7,691	8,832	8,832	8,882
Tobacco Program Fund	397,960	325,300	316,449	335,719
AZEIP Case Management Fund	34,530	32,000	32,000	36,000
Healthy Families Fund	496,332	777,568	777,567	932,714
Health Start Fund	47,600	50,000	50,000	50,000
WIC Fund	460,622	557,376	562,995	611,673
Family Planning Fund	104,682	103,406	104,343	103,406
Family Planning Title X Fund	71,130	64,839	57,477	64,839
State MCH Block Grant Fund	96,366	89,989	90,737	87,039
Commodity Supplemental Food Program Fund	2,195	2,370	2,384	2,370
Child Health Fund	47,210	55,000	41,308	55,000
Child Health Grant Fund	89,503	42,790	42,790	49,922
ADHS Women's Health Project Fund	55,838	-	60	-
MSM Outreach Fund	32,856	-	1	-
Home Care Fund	79,515	96,035	94,859	99,719
Dental Education Fund	6,255	9,000	9,000	9,000
HIV Outpatient Fund	470,312	491,500	491,500	400,000
HIV Prevention Planning Fund	68,818	80,000	74,157	80,000
HIV Prevention Services Fund	9,871	95,904	77,426	95,904
HIV Education Fund	67,024	70,000	70,018	70,020
State STD Fund	52,044	15,153	15,396	15,153
TB Control Fund	39,440	20,000	20,045	20,000
Immunization Program Fund	55,435	74,392	57,670	49,392
School Based/Linked Clinic Fund	31,438	2,450	25,612	11,000
Bio-Terrorism Grant Fund	353,498	365,538	439,154	367,540
Community Development Fund	22,056	23,000	22,296	22,000
Development Services/NICP Fund	6,675	-	-	-
Death Certificates Fund	52,458	50,500	50,255	50,200
Misc. Discontinued Program Funds	440	-	143	-
Health Services Fund	1,474,087	1,349,110	1,414,633	1,429,147
General Fund Program Revenues	184,583	114,925	151,518	137,426
General Fund Support	4,253,398	5,042,432	4,818,217	5,477,422
Use of Fund Balance	137,028	106,985	21,194	248,109
<b>Total</b>	<b>\$ 9,812,146</b>	<b>\$ 10,760,060</b>	<b>\$ 10,525,475</b>	<b>\$ 11,687,863</b>



**Health and Social Services**

**Health Department**

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 184,584	\$ 114,925	\$ 151,518	\$ 137,426
Program Expenditures	3,086,270	3,333,908	3,324,947	3,559,253
Net Cost of Program	(2,901,686)	(3,218,983)	(3,173,429)	(3,421,827)
Transfers in from Other Funds	-	-	-	-
Transfers out from General Fund	(1,351,712)	(1,823,449)	(1,644,788)	(2,055,595)
General Fund Sales Tax, Property Tax, and Other General Revenues Allocated and Used	<u>\$ (4,253,398)</u>	<u>\$ (5,042,432)</u>	<u>\$ (4,818,217)</u>	<u>\$ (5,477,422)</u>



## Health and Social Services

### Health Department

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#### **Program Descriptions**

**CVD Heartbeat Program:** This is a physical activity promotion program for grade school students and adults.

**Nutrition Services:** This program provides community education to shape food consumption behaviors in a positive way and promote healthy behaviors that result in the reduction of disease and the promotion of a healthy lifestyle. This program also teaches children and their parents the importance of nutrition in a daily diet. It covers the importance of 5 vegetables and fruits a day.

**Supplemental Food Assistance Program:** This provides for monthly distribution of food boxes to eligible postpartum women, children to age 6 years, and older adults.

**Tobacco Use Prevention Program:** This is a program for tobacco use prevention, education, and cessation services for youth and adults.

**Arizona Early Intervention Program (AZEIP) Case Management Program:** The AZEIP program is long-term case management for families with a child with developmental delay or traumatic brain injury.

**Healthy Families:** This is a program that provides a home visiting program to support at risk families and prevent child abuse and neglect.

**Health Start:** This is a home visiting program to promote prenatal care for pregnant women and primary care for their infants and children.

**Women, Infants and Children (WIC) Grant:** WIC is a special supplemental nutrition program for women, infants, and children.

**Reproductive Health Services:** Reproductive Health Services provides many services, including physical examinations, contraceptive services, and cancer screening to men and women, teen and adults. This program also provides sexually transmitted disease (STD) counseling and testing services, partner notification, and surveillance to prevent the spread of STD's.

**Maternal and Child Health (MCH) Services:** This program provides a variety of services to women and children to produce improved pregnancy outcomes and promote wellness in families.

**Child Health/Neonatal Intensive Care Program (NICP):** This is a program that provides case management services to medically high-risk infants and children.

**Injury Prevention Program:** This is a program that includes community activities to prevent and/or reduce intentional and unintentional injuries.

**Dental Services:** Oral health and hygiene education in Flagstaff schools is provided through the dental services program.



## Health and Social Services

### Health Department

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#### **Program Descriptions**

**HIV Case Management and Care:** This is a program for case management and payment for treatment for individuals with HIV or AIDS.

**Community Promise:** Peer advocates from the gay community are trained to distribute role model stories and prevention materials within their social networks.

**HIV Prevention and Planning:** This program supports activities of the Northern Arizona HIV/AIDS Forum.

**HIV Testing and Counseling and Capacity Building:** This program provides education, testing, and counseling to high risk populations. It also provides training to providers in counseling and testing.

**Communicable Disease Program:** This program provides tracking and investigation of reportable communicable diseases, testing and treatment of sexually transmitted diseases, HIV testing and counseling, alerts to medical providers, and prevention education. It also provides treatment, surveillance, and prevention services for tuberculosis.

**Immunization Program:** Immunizations for children and adults are provided based on Centers for Disease Control (CDC) guidelines for required and recommended vaccinations.

**Teen Clinic:** The teen clinic provides reproductive health services to male and female teens.

**Developmental Services:** The identification of needs and rehabilitation services for children with a developmental delay is provided through this program.

**Emergency Preparedness:** This program develops and maintains various 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.

**Death Certificates:** This is a program that provides preparation and activities related to death certificates.

**Home Health Program:** This includes a provision of nursing and nurse aide services in the home to prevent unnecessary institutionalization.

**Environmental Health:** This program permits and inspects all food establishments, motels/hotels, trailer parks, campgrounds, swimming pools, and spas. They prevent and control vector borne and zoonotic disease outbreaks and investigate and ensure compliance for public health nuisance complaints.

**Environmental Quality:** This program permits and inspects onsite wastewater treatment facilities, water haulers, solid waste haulers, and septic haulers. They investigate and ensure compliance for public nuisance complaints.



**Health and Social Services**

Health Department

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**Program Descriptions**

**Animal Management:** This program processes dog licenses, investigates animal bite cases, permits and inspects all kennels in the County, and enforces the County's ordinances regarding dogs at large, vicious dogs, and barking dogs.

**Health Services General:** This fund includes the following: administration, dental services to low-income persons, environmental health and environmental quality programs, animal management program, services for clients with communicable diseases, health care services to homebound citizens, immunizations for adults, and a family planning program.



**Health and Social Services**

**Health Department**

**Departmental Full-Time Equivalents (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid- Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Accounting Technician I	0.50	-	0.50	0.50	-	0.50
Accounting Technician II	2.50	2.00	(1.00)	1.00	-	1.00
Administrative Operations Manager	1.00	-	-	-	-	-
Administrative Senior Manager	1.00	1.00	-	1.00	-	1.00
Administrative Specialist I	9.45	10.50	(1.00)	9.50	(1.00)	8.50
Administrative Specialist III	6.40	4.90	-	4.90	1.00	5.90
Administrative Supervisor	-	1.00	-	1.00	-	1.00
Administrative Support I	3.70	4.70	0.05	4.75	-	4.75
Administrative Support II	2.25	3.25	(0.65)	2.60	0.03	2.63
Animal Management Officer	3.40	3.40	-	3.40	-	3.40
Animal Management Supervisor	1.00	1.00	-	1.00	-	1.00
Assistant Director	-	1.00	-	1.00	-	1.00
Associate Director of Planning/Marketing	1.00	-	-	-	-	-
Case Worker	7.00	7.00	5.00	12.00	-	12.00
Certified Nurses Aide	2.50	2.13	0.47	2.60	-	2.60
Communicable Disease Investigator	0.75	1.75	-	1.75	-	1.75
Communications/Training Manager	1.50	1.00	-	1.00	-	1.00
Community Dietician	-	1.00	-	1.00	1.00	2.00
Community Health Nurse	6.90	6.38	0.02	6.40	-	6.40
Courier/Runner	1.00	1.00	-	1.00	-	1.00
Dental Assistant	1.88	1.63	-	1.63	-	1.63
Dental Hygienist/Educator	1.00	1.00	-	1.00	-	1.00
Director - Health Services	1.00	1.00	-	1.00	-	1.00
Eligibility Worker	1.00	1.00	(1.00)	-	-	-
Environmental Aide	0.50	0.50	-	0.50	-	0.50
Environmental Manager	1.00	1.00	-	1.00	-	1.00
Environmental Specialist I	5.50	5.50	1.00	6.50	-	6.50
Environmental Specialist II	1.00	2.00	-	2.00	-	2.00
Environmental Specialist III	2.00	1.00	-	1.00	-	1.00
Epidemiologist	1.00	1.00	-	1.00	-	1.00
Forensic Assistant	1.00	-	-	-	-	-
Forensic Investigator	1.00	1.00	-	1.00	-	1.00
Forensic Technician	-	-	1.00	1.00	-	1.00
Medical Examiner	1.00	1.00	-	1.00	-	1.00
Nurse Practitioner	1.20	0.50	0.75	1.25	-	1.25
Nutrition Counselor	7.75	7.75	0.50	8.25	-	8.25
Nutritionist	3.00	2.00	-	2.00	-	2.00
Outreach Worker	-	-	0.50	0.50	-	0.50
Physician	-	1.00	(1.00)	-	-	-
Program Coordinator	15.88	18.80	(0.22)	18.58	1.00	19.58
Program Manager	5.10	5.00	-	5.00	-	5.00



**Health and Social Services**

**Health Department**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid- Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Public Health Dentist	1.10	1.10	-	1.10	-	1.10
Public Health Emergency Preparedness Coordinator	-	1.00	-	1.00	-	1.00
Public Health Emergency Preparedness Manager	1.00	1.00	-	1.00	-	1.00
Senior Manager	5.00	5.00	-	5.00	-	5.00
Social Worker/Guardianship Investigator	-	-	0.50	0.50	-	0.50
<b>Department Total</b>	<b>110.76</b>	<b>113.79</b>	<b>5.42</b>	<b>119.21</b>	<b>2.03</b>	<b>121.24</b>



**Health and Social Services**

**Health Department**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b>General Fund</b>			
3114	<b>Increase In Budgeted Operations And Travel For Health Services</b>	\$ -	\$ 43,419
*4010	<b>Medical Examiner Travel Budget Increase</b>	-	5,000
7906	<b>Animal Transport Kennels:</b> These improved and higher capacity kennels will reduce the amount of trips to the shelter and will be safer for staff.	11,000	-
7907	<b>Increase In Environmental Health Operations And Travel Budget</b>	-	18,000
*7911	<b>Health Education Replacement Copier</b>	8,000	-
7922	<b>Licensing Software Phase II:</b> This phase of the Interlocking Software contract will implement license tracking and billing. All facilities licensed under the ADHS delegation, all dog licenses, and all persons licensed as food service workers and body artists will be included in the system for inspections, certification, and billing for license renewals.	100,500	-
7931	<b>ALTCS Contribution Increase:</b> This contribution increase is mandated by Statute.	-	153,892
7933	<b>Title 36 Increase:</b> This will renew a contract with The Guidance Center to provide Title 36 services. It is mandated by Statute.	-	65,000
*7942	<b>Stainless Steel Sink For Morgue</b>	10,136	-
7943	<b>Flu Clinics:</b> This will cover additional costs for flu vaccines, medical supplies needed to administer flu vaccine, and some temporary staff wages.	-	31,000
7944	<b>Medical Examiner Position Salary Increase:</b> The Health Department will increase the salary that could be offered to fill the medical examiner position. This position has been vacant for over a year.	-	26,400

\*This increment was approved to be absorbed by existing funds



**Health and Social Services**

**Health Department**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>General Fund</u></b>			
*7971	<b>Digital Forensic X-Ray Equipment:</b> This is an increment to purchase equipment to replace the current forensic X-ray equipment with digital equipment, eliminating development costs and ensuring client confidentiality.	\$ 6,000	\$ -
8000	<b>Sexual Assault Exams:</b> This cost is mandated by Statute.	-	21,000
*8143	<b>Reclassify Administrative Specialist I To Administrative Specialist III:</b> This reclassification is for an FTE in the Clinical Services Unit.	-	6,000
<b><u>WIC Grant Fund (1301)</u></b>			
1034	<b>Desktop Computer For New Grant:</b> The Department has applied for and received verbal approval to acquire two Polycom V500 systems and are awaiting written confirmation of the grant award.	5,637	-
3101	<b>Increase In Budgeted Operations And Travel</b>	4,532	-
3121	<b>WIC Breastfeeding Grant:</b> This is a new grant.	-	38,460
7954	<b>WIC Farmers Market Grant Increase</b>	-	108
<b><u>Home Care Fund (1302)</u></b>			
3102	<b>Increase In Budgeted Operations And Travel</b>	2,436	-
3103	<b>Increase In Temporary Wages</b>	3,000	-
7973	<b>NACOG Home Health Contract:</b> This increment is to increase this grant.	-	3,660

\*This increment was approved to be absorbed by existing funds



**Health and Social Services**

Health Department

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>Dental Education Fund (1303)</u></b>			
3104	<i>Increase In Budgeted Operations And Travel</i>	\$ 488	\$ -
<b><u>Family Planning Fund (1305)</u></b>			
3105	<i>Increase In Temporary Wages</i>	2,552	-
<b><u>TB Control Fund (1307)</u></b>			
1320	<i>General Fund Transfer To Cover Proposed Salary Increases</i>	-	4,059
3106	<i>Increase In Budgeted Operations And Travel</i>	1,262	-
<b><u>HIV Education Fund (1309)</u></b>			
3107	<i>Increase In Budgeted Operations And Travel</i>	3,008	-
<b><u>State STD Fund (1315)</u></b>			
3108	<i>Increase In Budgeted Operations And Travel</i>	2,535	-
<b><u>Supplemental Food Program Fund (1317)</u></b>			
3119	<i>General Fund Transfer To Cover Proposed Salary Increases</i>	-	75
<b><u>School Based/Linked Clinic Fund (1320)</u></b>			
3109	<i>Increase In Temporary Wages</i>	11,232	-
3110	<i>Increase In Budgeted Operations And Travel</i>	15,081	-



**Health and Social Services**

Health Department

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>Family Planning Title X Fund (1327)</u></b>			
3111	<i>Increase In Temporary Wages</i>	\$ 2,559	\$ -
3112	<i>Increase In Budgeted Operations And Travel</i>	8,506	-
<b><u>Nutrition Grant Fund (1330)</u></b>			
3113	<i>Increase In Budgeted Operations And Travel</i>	1,133	-
<b><u>Bio-Terrorism Fund (1334)</u></b>			
3115	<i>Increase In Temporary Wages</i>	-	2,540
<b><u>Child Health Grant Fund (1335)</u></b>			
7955	<i>Injury Prevention Grant Increase</i>	-	3,566
<b><u>Healthy Coconino Fund (1336)</u></b>			
8161	<i>Program Coordinator:</i> This is an increment for a program coordinator that will support the Strategic Planning Process and report to the Assistant Director.	-	46,363
<b><u>AZ Nutrition Network Fund (1342)</u></b>			
7851	<i>AZNN Vehicle And Trailer:</i> This increment is to purchase a new Chevrolet Trailblazer 4 x 4 and enclosed single axle trailer.	37,025	5,000
8092	<i>Community Dietician:</i> This will add a .5 FTE.	-	56,296
<b><u>Healthy Families Grant Fund (1350)</u></b>			
7956	<i>Healthy Families Grant Increase</i>	-	155,146



**Health and Social Services**

**Health Department**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>Promoting Healthy Lifestyles Fund (1359)</u></b>			
8060	<b><i>Williams Community Health Project:</i></b> This is an increment to increase this grant.	\$ -	\$ 12,485
<b><u>Tobacco Program (1381)</u></b>			
3121	<b><i>Increase In Budgeted Operations And Travel</i></b>	2,307	-
<b><u>HIV Prevention and Planning Fund (1385)</u></b>			
3116	<b><i>Increase In Budgeted Operations And Travel</i></b>	2,584	-
<b><u>Immunization Program Fund (1391)</u></b>			
3117	<b><i>Increase In Budgeted Operations And Travel</i></b>	2,315	-
<b><u>Commodity Supplemental Food Program Fund (1392)</u></b>			
8114	<b><i>Increase Grant Funded Position From .35 To .375 FTE:</i></b> This will increase an Administrative Support II position by one hour per week.	-	611
<b><u>AZEIP Fund (1395)</u></b>			
3118	<b><i>General Fund Transfer To Cover Proposed Salary Increases</i></b>	-	2,041
8104	<b><i>AZEIP Case Management Grant Increase</i></b>	-	4,000
<b><u>Mechanical Services Fund (1847)</u></b>			
4010	<b><i>Medical Examiner Vehicle:</i></b> This is an increment for a large SUV to transport bodies from death scenes, hospitals, etc. throughout the County to the morgue in Flagstaff. This new vehicle will reduce the risk of breakdowns in isolated areas and reduce the risk of injury to staff in loading.	35,000	-



# Community Development



**BUILDING PERMIT**

Permit No. \_\_\_\_\_  
Date Issued \_\_\_\_\_  
Issued To \_\_\_\_\_

Town of: \_\_\_\_\_  
Village of: \_\_\_\_\_  
Officer: \_\_\_\_\_





**Community Development**

**Service Area Summary**



**Description of Services**

The shared purpose of these departments is to enhance quality of life, provide livable communities, and service to the public. This service area includes the departments of Community Development, Geographic Information Systems, Parks and Recreation, Public Works, and Transportation. This area administers and enforces all County zoning and building codes and inspections, issues building permits, creates and maintains unique recreational opportunities including a variety of special events (the County Fair and Horse Race), provides mapping services throughout the County, provides maintenance to County roads, and provides both public and special needs transportation.

**Goals and Objectives**

The service area's top three goals and objectives and the strategies they are implementing to address these are:

**Issue:** *Increased public interest in quality of life*

**Strategies**

1. Revisit /update Flagstaff 2020.
2. Recognize that there are different views of quality of life in different parts of the County.
3. Review the County comprehensive plan for quality of life ideas.
4. Form a quality of life committee.

**Issue:** *Scarcity mentality - the pie is only so big*

**Strategies**

1. Entrepreneurship training; foster the spirit of entrepreneurship.
2. Focus on vision rather than barriers.
3. Implementation of HPO-end of "kingdomizing"; department integration other than competition.
4. Budget process that fosters healthy competition between departments for general fund dollars; focus on vision to do this.
5. Reach out to and learn from other jurisdictions to learn how to do more with less.
6. Visioning should be based on what needs to be done rather than based on what resources are available.
7. Use of the comprehensive plan as the organizing influence.
8. Create an Organizational Development Director position.

**Issue:** *Increased demand, expectations for services*

**Strategies**

1. Improved work space to better serve customers.
2. Define what the public wants, use the vision to implement it.
3. Increasing timeliness of service.
4. Educating public on the "why" of what we do.
5. Enhance the one-stop service shop across departments.
6. Enhance communication with customers.
7. Retain quality staff.
8. Customer satisfaction surveys.



**Community Development**

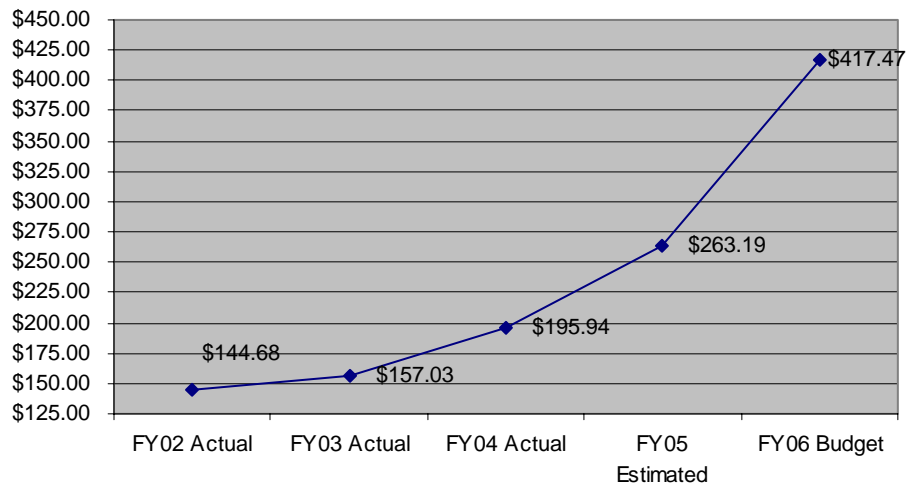
Service Area Summary



**Per Capita Costs of Services**

Per capita costs for this service are in an increasing trend that is anticipated to continue. Issues such as the Mountain Line transit expansion, Sedona Transit System Launch, and Parks and Open Space capital projects 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 Health and Social Services.



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

	<u>FY04 Actual</u>	<u>FY05 Estimated</u>	<u>FY06 Budget</u>	<u>Change: FY05 to FY06</u>
<b>Community Development</b>	\$ 16.93	\$ 13.32	\$ 22.46	68.61%
<b>GIS</b>	4.46	4.73	6.00	26.92%
<b>Parks and Recreation</b>	24.64	39.46	61.45	55.74%
<b>Public Works</b>	149.91	184.37	241.52	31.00%
<b>Transportation</b>		21.32	86.04	303.62%

Transportation broke off from Community Services and became a separate department in FY05.



**Community Development**

**Community Development**

**Overview**

The Department of Community Development employs planners, building plans reviewers, building inspectors, zoning enforcement officers, and administrative staff. The department carries out three separate functions: planning and zoning, building, and floodplain management.

In the area of planning and zoning, the Community Development Department prepares comprehensive and special area plans, processes zoning cases, and provides information to the public. Serving as one of the primary decision-making documents, the conservation-based Coconino County Comprehensive Plan addresses land use and development issues in the County's rural, unincorporated, non-tribal areas.

In the Department's other functions, the building division reviews plans, conducts inspections, and answers code questions. The Flood Control District interprets flood ordinances, responds to inquiries about flood status, and ensures that the County retains its flood insurance rating.

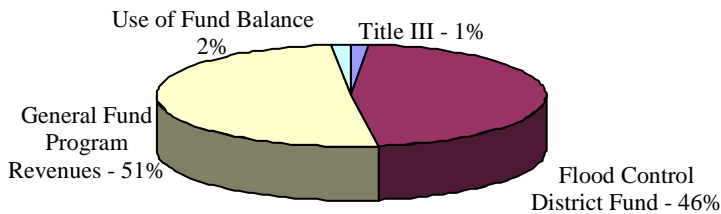
The Department processes about 125 zone change, subdivision, conditional use permit, and variance cases per year, presenting these cases to monthly Planning and Zoning Commission and Board of Adjustment meetings, and to the Board of Supervisors. The department also reviews all building plans, issues approximately 1,200 permits annually, and does about 8,000 building inspections each year.

The Flood Control District is budgeted under, and managed by, Community Development. For FY06 the Board adopted an increased rate of .20% over the prior year's rate of .0797%. This increase will have an \$845,698 impact on Flood Control District revenues and expenditures. The increased revenue will be used to invest in capital projects related to flood control issues.

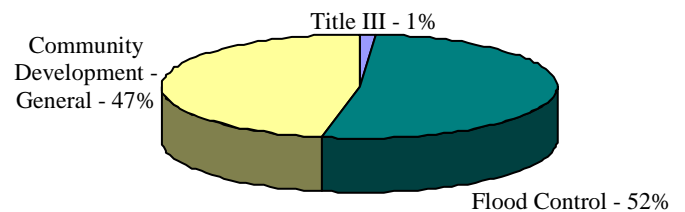
The Community Development department estimates FY05 expenditures at approximately \$1,717,605 or 6.5% under the FY05 revised budget of \$1,836,507 mainly due to lower than anticipated capital expenditures. Total funding approved for FY06 is \$2,910,573 - an increase of \$1,192,968 from FY05 estimated expenditures. This increase is primarily due to the Flood District tax rate increase.

The following charts illustrate Public Work's funding sources, revenue types, and expenditures by program and category for FY06:

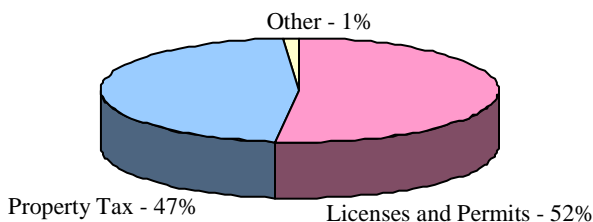
**Funding Sources**



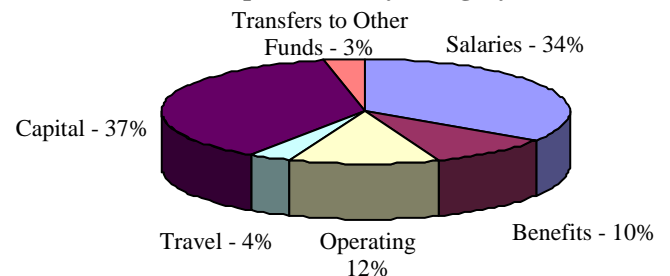
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Community Development**

**Community Development**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 833,419	\$ 923,769	\$ 903,962	\$ 994,357
ERE - Benefits	241,746	251,526	257,374	292,145
Operating	158,245	254,796	247,341	344,632
Travel	108,677	102,022	108,928	101,522
Capital	-	204,394	100,000	1,077,917
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	665,174	100,000	100,000	100,000
<b>Total</b>	<b>\$ 2,007,261</b>	<b>\$ 1,836,507</b>	<b>\$ 1,717,605</b>	<b>\$ 2,910,573</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Title III	\$ 42,053	\$ 40,001	\$ 24,553	\$ 43,062
Flood Control	844,972	532,353	434,183	1,498,747
Community Development - General	1,120,236	1,264,153	1,258,869	1,368,764
<b>Total</b>	<b>\$ 2,007,261</b>	<b>\$ 1,836,507</b>	<b>\$ 1,717,605</b>	<b>\$ 2,910,573</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Title III Forest Fees Fund	\$ 14,482	\$ 40,000	\$ 40,000	\$ 43,062
Flood Control District Fund	409,257	443,993	443,993	1,448,747
General Fund Program Revenues	1,861,168	1,574,791	1,468,728	1,574,791
General Fund Support	(713,361)	(310,637)	(225,306)	(206,027)
**Use of Fund Balance	435,715	88,360	(9,810)	50,000
<b>Total</b>	<b>\$ 2,007,261</b>	<b>\$ 1,836,507</b>	<b>\$ 1,717,605</b>	<b>\$ 2,910,573</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 1,861,168	\$ 1,574,791	\$ 1,468,728	\$ 1,574,791
Program Expenditures	1,162,289	1,304,154	1,283,422	1,411,826
Net Cost of Program	698,879	270,637	185,306	162,965
Transfers in from Other Funds	14,482	40,000	40,000	43,062
Transfers to Other Funds	-	-	-	-
General Fund Sales Tax, Property Tax, and Other General Revenues Allocated and Used	<b>\$ 713,361</b>	<b>\$ 310,637</b>	<b>\$ 225,306</b>	<b>\$ 206,027</b>

\*This is a net **SOURCE** of General Funds

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



## Community Development

### Community Development

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#### **Program Descriptions**

**Title III:** Title III is funding an Addressing Specialist who is assisting the GIS department, the Post Office, and Emergency Services in issuing 911 addresses and renaming roads required by the Post Office for duplicate names.

**Flood Control District:** This is a County improvement district funded through a secondary property tax collected to fund flood control projects and floodplain management.



**Community Development**

Community Development

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid- Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Addressing Specialist	0.75	1.00	-	1.00	-	1.00
Administrative Specialist I	1.00	-	-	-	-	-
Administrative Specialist II	-	1.00	-	1.00	-	1.00
Administrative Supervisor	1.00	1.00	-	1.00	-	1.00
Administrative Support	1.00	-	-	-	-	-
Building Inspector	5.00	5.00	-	5.00	-	5.00
Chief Building Official	1.00	1.00	-	1.00	-	1.00
Code Enforcement Officer	1.00	1.00	-	1.00	-	1.00
Community Development Director	1.00	1.00	-	1.00	-	1.00
Habitat Specialist	-	-	-	-	0.25	0.25
Hydrologist	1.00	1.00	-	1.00	-	1.00
Planner	1.00	1.00	-	1.00	-	1.00
Plans Examiner	2.00	2.00	-	2.00	-	2.00
Plans Review Technician	1.00	1.00	-	1.00	-	1.00
Principal Planner	1.00	1.00	-	1.00	-	1.00
Project Coordinator/Comprehensive Plan	1.00	-	-	-	-	-
Senior Planner	1.00	1.00	-	1.00	-	1.00
Sustainable Building Coordinator	-	0.50	-	0.50	-	0.50
Zoning Inspector	1.00	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>20.75</b>	<b>19.50</b>	<b>-</b>	<b>19.50</b>	<b>0.25</b>	<b>19.75</b>



**Community Development**

Community Development

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b>General Fund</b>			
0401	<b>Blue-Ridge Wildfire Protection Plan</b>	\$ 10,000	\$ -
0402	<b>Greater Flagstaff Forest Partnership</b>	12,500	-
0403	<b>Apache Sitgreaves Wildfire Protection Plan:</b> This increment will help fund a position to execute the Apache Sitgreaves wildfire protection plan.	-	7,500
8091	<b>FTE - Shared Habitat Specialist Position:</b> Community Development will share the cost of a full-time Habitat Specialist position with the Arizona Game and Fish Department (AGFD). This position would be an employee of AGFD, with the County's share being 25%.	-	15,000
<b>Flood Control District Fund (4001)</b>			
8252	<b>Temporary Wages - Hydrology Assistant:</b> This is an increment for temporary wages for an employee to assist the County Hydrologist in field inspections.	-	17,445



**Community Development**

**Geographic Information Systems**

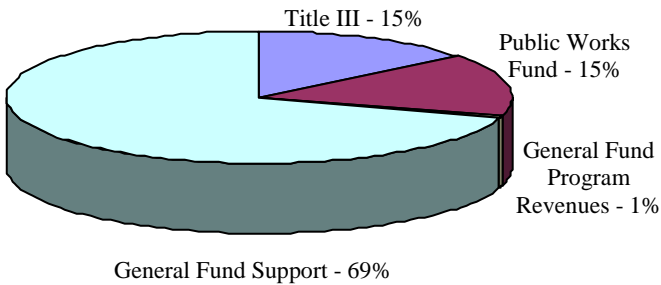
**Overview**

The Geographic Information Systems (GIS) Department provides County users with information about the natural and manmade features of the County land base, including (but not limited to) land parcels, topographical features, drainage patterns, boundary lines, easements, infrastructure, existing structures, property ownership, and land use. The spatial information stored in a single database is shared among the County departments to make decisions of greater efficiency, community viability, equity, and environmental health.

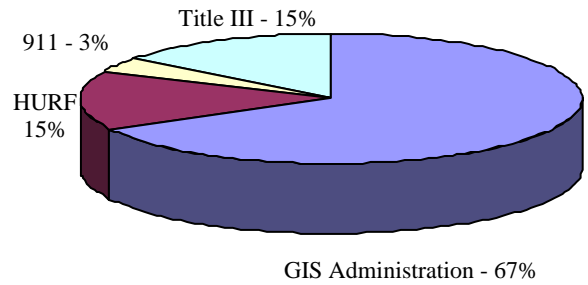
The GIS Department estimates FY05 expenditures at approximately \$609,485, or 16% under the revised budget of \$729,021 due to salary savings from vacancies. Total approved funding for FY06 is \$777,414, or 28% higher than the FY05 expenditures. This increase is due to salaries being budgeted with no vacancies, and the \$40,000 lease increment that was added to their budget. GIS also has carryovers in their FY06 budget of \$126,122 for a State 911 grant and to enhance the quality of GIS layers.

The following charts illustrate GIS's funding sources, revenue types, and expenditures by program and category for FY06:

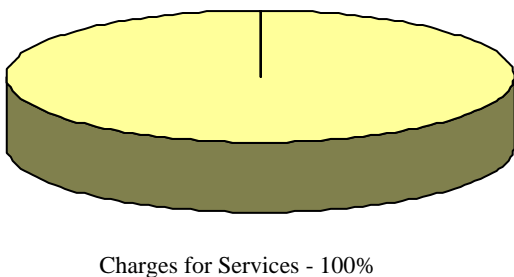
**Funding Sources**



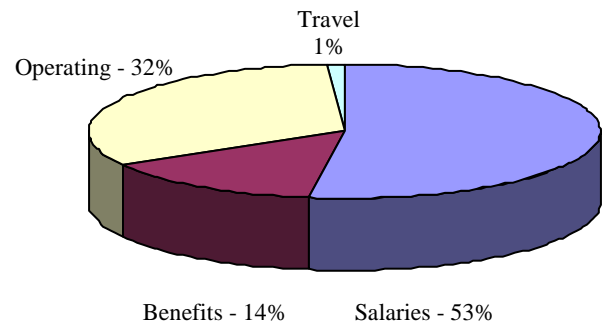
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Community Development**

**Geographic Information Systems**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 326,130	\$ 403,018	\$ 311,490	\$ 406,349
ERE - Benefits	87,004	111,738	103,478	112,724
Operating	139,011	206,111	183,383	250,187
Travel	9,850	8,154	11,134	8,154
Capital	-	-	-	-
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 561,995</b>	<b>\$ 729,021</b>	<b>\$ 609,485</b>	<b>\$ 777,414</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
GIS Administration	\$ 234,403	\$ 418,957	\$ 393,047	\$ 521,898
HURF	89,446	119,276	104,588	116,061
911	32,951	26,541	-	26,296
Storage and Retrieval	54,769	42,331	33,434	-
Title III	150,426	121,916	78,416	113,159
<b>Total</b>	<b>\$ 561,995</b>	<b>\$ 729,021</b>	<b>\$ 609,485</b>	<b>\$ 777,414</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Title III Forest Fees Fund	\$ 128,513	\$ 116,898	\$ 116,898	\$ 113,159
Public Works Fund	89,446	119,276	119,276	116,061
Assessor's Storage and Retrieval Fund	54,768	-	-	-
General Fund Program Revenues	9,848	6,000	6,000	6,000
General Fund Support	279,420	486,847	367,311	542,194
Use of Fund Balance	-	-	-	-
<b>Total</b>	<b>\$ 561,995</b>	<b>\$ 729,021</b>	<b>\$ 609,485</b>	<b>\$ 777,414</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 9,848	\$ 6,000	\$ 6,000	\$ 6,000
Program Expenditures	561,995	729,021	609,485	777,414
Net Cost of Program	(552,147)	(723,021)	(603,485)	(771,414)
Transfers in from Other Funds	272,727	236,174	236,174	229,220
Transfers out from General Fund	-	-	-	-
General Fund Sales Tax, Property Tax, and Other General Revenues Allocated and Used	<b>\$ (279,420)</b>	<b>\$ (486,847)</b>	<b>\$ (367,311)</b>	<b>\$ (542,194)</b>



**Community Development**

**Geographic Information Systems**

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**Program Descriptions**

**GIS Administration:** This program, funded by the General Fund, is used to fund the department's four positions in management, administration, and technical areas. These positions provide GIS services County-wide.

**Highway User Revenue:** The Highway User Revenue Fund pays wages for two GIS Analysts who work on road infrastructure and public works projects.

**911 Grant:** This grant was received from the Arizona Department of Administration. The GIS Department applied for and received the grant in the amount of \$53,000 to have the Valle and Parks communities in Coconino County 90% addressed with a 95% Automatic Location Identification (ALI) database integrity rate. These requirements had to be met to qualify these communities for enhanced 911 services.

**Title III:** This National Forest Fee revenue is allocated to fund two GIS Analysts positions working on public safety (standard addressing and streets) projects.



**Community Development**

**Geographic Information Systems**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid- Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Administrative Specialist I	1.00	1.00	-	1.00	-	1.00
GIS Analyst	4.00	5.00	-	5.00	-	5.00
GIS Database Administrator	1.00	1.00	-	1.00	-	1.00
Director - GIS	1.00	1.00	-	1.00	-	1.00
GIS Technician	1.00	1.00	(1.00)	-	-	-
<b>Department Total</b>	<b>8.00</b>	<b>9.00</b>	<b>(1.00)</b>	<b>8.00</b>	<b>-</b>	<b>8.00</b>



**Community Development**

**Geographic Information Systems**

**Increments Approved For Fiscal Year 2006**

<u>INC #</u>	<u>DESCRIPTION</u>	<u>COST</u>	
		<u>ONE-TIME</u>	<u>RECURRING</u>
<b><u>General Fund</u></b>			
4202	<b><i>Assume School District Lease:</i></b> It is requested that GIS assume the School District Lease for \$40,000 for one year. This is the term remaining on the lease.	\$ 40,000	\$ -



Community Development

Parks and Recreation

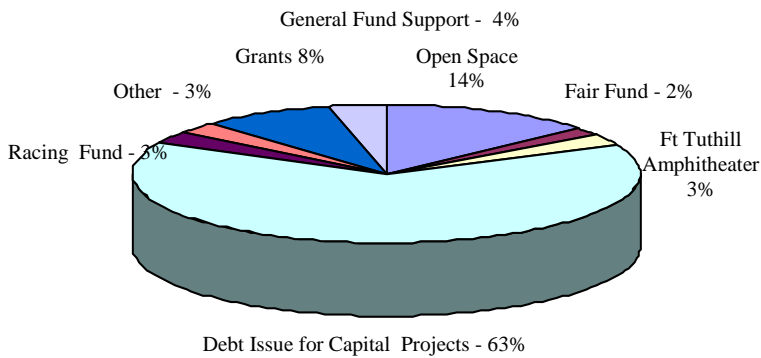
Overview

The vision of the Coconino County Parks and Recreation Department is to improve the quality of life for all by partnering with others to offer a variety of recreational 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 mission of the Coconino County Parks and Recreation Department is to provide recreational opportunities by developing and managing regional parks, trails, and natural areas.

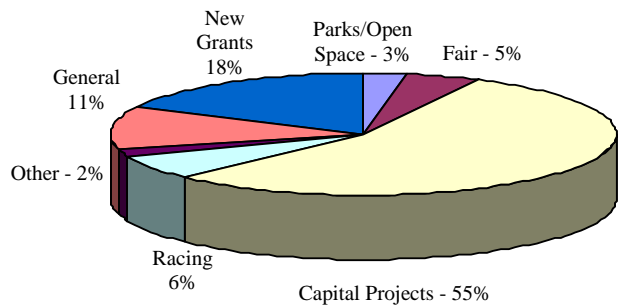
Parks and Recreation is in the last year of implementation of its 2001-2006 Strategic Plan. It continues to oversee completion of its Certificate of Participation funded Capital Improvement Plan as well as construction and land acquisition associated with the sales tax funded Parks and Open Space Program. The FY06 budget of \$7,962,255 includes an approximate 3.3% increase over the FY05 budget corresponding to increases in projects and an estimated possibility of new grants in the amount of \$1.5 million. The FY05 estimated expenditures of \$5,086,927 are under budget by \$2,621,229 due to unexpended capital projects budgets and corresponding operating expenditures.

The following charts illustrate Parks and Recreation’s funding sources, revenue types and expenditures by program and category for FY06:

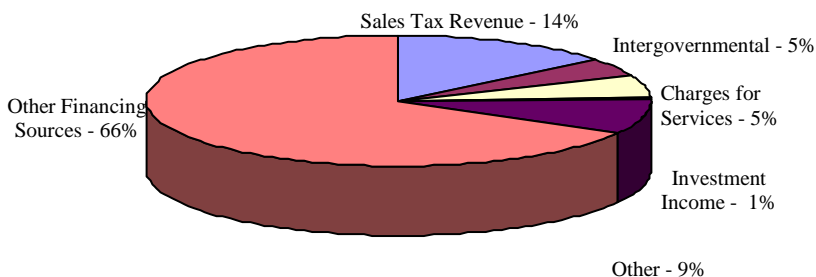
Funding Sources



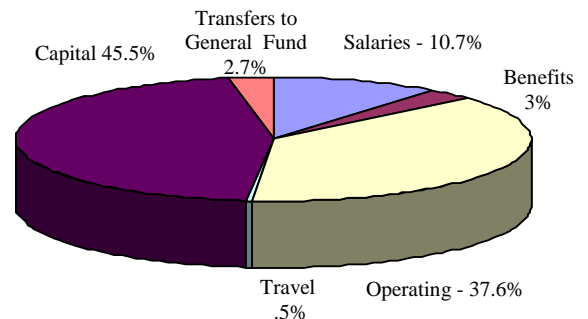
Expenditures by Program



Revenues by Source Type



Expenditures by Category





**Community Development**

**Parks and Recreation**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 740,956	\$ 797,480	\$ 800,080	\$ 850,142
ERE - Benefits	197,782	238,979	238,549	238,912
Operating	971,035	1,185,591	909,110	2,995,792
Travel	31,505	40,243	40,543	37,009
Capital	698,459	5,231,661	2,884,443	3,626,198
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	8,935	-	-	-
<b>Total</b>	<b>\$ 2,648,672</b>	<b>\$ 7,493,954</b>	<b>\$ 4,872,725</b>	<b>\$ 7,748,053</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Debt Service Parks and Open Space	\$ -	\$ -	\$ -	\$ -
Doney Park	28,239	93,769	238,733	-
Fair	380,663	450,199	442,220	388,049
Forest Highlands	-	10,000	2,000	8,000
Fort Tuthill Amphitheater	-	457,877	400,000	57,877
Livestock Auction	87,432	89,939	86,745	87,603
Parks Capital Projects	946,099	5,105,281	2,492,219	4,384,891
Racing	526,214	562,582	563,090	510,136
Raymond Park	28,417	10,000	10,000	10,000
Wildlife Habitat Education Project	3,837	-	2,830	3,530
General	647,771	714,307	634,888	874,034
New Grants	-	-	-	1,423,933
<b>Total</b>	<b>\$ 2,648,672</b>	<b>\$ 7,493,954</b>	<b>\$ 4,872,725</b>	<b>\$ 7,748,053</b>



**Community Development**

**Parks and Recreation**

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Debt Service Parks and Open Space Fund	\$ 2,499,605	\$ 2,377,000	\$ 2,377,000	\$ 2,377,000
Fair Fund	357,801	412,100	412,100	357,256
Forest Highlands Fund	362	124	124	124
Fort Tuthill Amphitheater Fund	-	457,877	-	457,877
Fort Tuthill Flagstaff Urban Trail System	204	250	250	250
Fort Tuthill Land Acquisition Fund	7,238	8,900	8,900	8,900
Livestock Arena Fund	4,215	3,500	3,500	3,500
Livestock Auction Fund	89,276	85,169	104,522	86,744
Parks and Recreation Doney Park Fund	3,617	37,996	-	137,996
Parks Capital Project	203,821	11,262,305	87,305	11,262,305
Racing Fund	566,705	520,800	520,800	531,399
Raymond Park Fund	572,581	22,857	28,292	22,857
Wildlife Habitat Education Fund	9,020	-	-	1,000
New Grants	-	-	-	1,423,933
Title III	43,589	110,000	-	110,000
General Fund Program Revenues	59,002	36,150	36,150	138,700
General Fund Support	563,613	384,053	414,634	441,925
**Use of Fund Balance	(2,331,977)	(8,225,127)	879,148	(9,613,713)
<b>Total</b>	<b>\$ 2,648,672</b>	<b>\$ 7,493,954</b>	<b>\$ 4,872,725</b>	<b>\$ 7,748,053</b>

**GENERAL FUND PROGRAMS**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 59,002	\$ 36,150	\$ 36,150	\$ 138,700
Program Expenditures	647,779	714,307	634,888	874,034
Net Cost of Program	(588,777)	(678,157)	(598,738)	(735,334)
Transfers in from Other Funds	43,594	324,202	214,202	324,202
General Fund Transfers to Other Funds	(18,430)	(30,098)	(30,098)	(30,793)
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	\$ (563,613)	\$ (384,053)	\$ (414,634)	\$ (441,925)

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



## Community Development

### Parks and Recreation

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#### Program Descriptions

**Doney Park:** Grants, donations and other monies within this fund are for the ongoing capital improvements to Peaks View County Park.

**Fair:** The revenue in this fund is generated from the County Fair. Expenditures in this fund are for the operations of the County Fair, maintenance of the fairgrounds portion of Fort Tuthill County Park, one-third of the maintenance at Coconino County Parks and Recreation offices and one-third of the department's administration.

**Forest Highlands Unit #5 Trail:** The donated revenue within this fund is for the construction of a trail between Fort Tuthill County Parks and Kachina Village.

**Fort Tuthill Amphitheater Phase II:** Grant revenue within this fund is provided by the Arizona State Parks Heritage Fund Program for a portion of the Phase II capital improvements at the Fort Tuthill County Park Amphitheater.

**Fort Tuthill - Flagstaff Urban Trails System (FUTS):** This fund handles the Flagstaff Urban Trail System grant received through the Arizona State Parks Board Heritage Fund Program. This grant was used to extend the Flagstaff Urban Trail from the boundary on the north side of Fort Tuthill into the park and to establish a small trailhead area.

**Fort Tuthill Land Acquisition and Development:** This fund is for a land acquisition and development grant at Fort Tuthill County Park which was received from the Arizona State Parks Heritage Fund Program. This grant provided for the extension of a Fort Tuthill County Park and partial development of the amphitheater.

**Livestock Arena:** This fund is for capital improvements related to the livestock arena.

**Livestock Auction:** This fund is for the revenue and expenditures related to the Junior Livestock Auction conducted during the annual Coconino County Fair.

**Parks and Open Space Debt Service (CPOS):** This program, approved by Coconino County voters in November 2002, is a sales-tax supported program created to protect natural areas and to develop and enhance the County parks. Capital expenditures are budgeted in Parks Capital Projects Fund and operations and maintenance are budgeted in a separate division in the General Fund.

**Parks Capital Projects:** These monies are used for capital improvements to parks and trails within the County park system.

**Racing:** The revenue in this fund is generated from the Coconino County Horse Races. Expenditures in this fund are for the operations of the County Horse Races, maintenance of equestrian-related facilities at Fort Tuthill County Park, one-third of the maintenance at Coconino County Parks and Recreation offices, and one-third of the department's administration.



**Community Development**

**Parks and Recreation**

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**Program Descriptions**

**Raymond Park:** Grants and donations within this fund are for the ongoing capital improvements made to Raymond Park and Pumphouse Greenway at Kachina Village.

**Wildlife Habitat Education Project:** This fund is for a grant from the Arizona Game and Fish Heritage Fund Program. It is used to provide environmental education to youth through the Resource Center for Environmental Education at Sawmill County Park.

**Lessee Events:** This is a separate division within the Parks General Fund budget for revenue and expenditures associated with facility rentals at Fort Tuthill County Park.



**Community Development**

**Parks and Recreation**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Accounting Technician II	-	1.00	-	1.00	1.00	2.00
Acquisition and Development Manager	-	1.00	-	1.00	-	1.00
Administrative Manager	1.00	1.00	-	1.00	-	1.00
Administrative Specialist II	1.00	-	-	-	-	-
Administrative Specialist III	1.00	1.00	-	1.00	-	1.00
Administrative Support I	0.75	0.75	(0.75)	-	-	-
Administrative Support II	1.00	1.00	1.00	2.00	-	2.00
Business Manager	1.00	1.00	-	1.00	-	1.00
Construction Program Manager	1.00	-	-	-	-	-
Construction Project Manager	-	1.00	-	1.00	-	1.00
Detention Officer II	-	-	1.00	1.00	-	1.00
Director - Parks and Recreation	1.00	1.00	-	1.00	-	1.00
Facilities Helper	-	0.50	(0.50)	-	-	-
Facilities Supervisor	-	-	1.00	1.00	-	1.00
Maintenance Manager	1.00	1.00	-	1.00	-	1.00
Marketing Coordinator	1.00	-	-	-	-	-
Natural Resources Supervisor	-	-	1.00	1.00	-	1.00
Operations Manager	1.00	1.00	-	1.00	-	1.00
Outreach Program Coordinator	-	-	1.00	1.00	-	1.00
Park Planning Project Coordinator	1.00	1.00	-	1.00	-	1.00
Special Events Coordinator	-	1.00	-	1.00	-	1.00
Trades Worker	4.00	4.00	(3.00)	1.00	-	1.00
Trails Planner	1.00	-	-	-	-	-
<b>Department Total</b>	<b>16.75</b>	<b>17.25</b>	<b>0.75</b>	<b>18.00</b>	<b>1.00</b>	<b>19.00</b>



**Community Development**

**Parks and Recreation**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>General Fund</u></b>			
8024	<b>Operational Funding For Inmate Program:</b> This is for operational funding for a cooperative inmate program between the Coconino County Sheriff's Office and Coconino County Parks and Recreation.	\$ -	\$ 9,000
8028	<b>Utility Budget Increase</b>	-	32,600
8031	<b>FTCP Stables Rehabilitation</b>	15,000	-
8032	<b>Repayment For Maintenance Building:</b> This request is for partial repayment to Public Works for the Parks and Recreation portion of the maintenance complex constructed at Fort Tuthill County Park.	-	25,000
8034	<b>Inmate Van:</b> This is an increment for one 4x4 fifteen passenger van to transport inmate work crews to project sites.	40,000	-
8035	<b>PortaJohn For Inmate Program:</b> This FY06 increment is for a trailer equipped with a porta-john.	3,750	-
8045	<b>FTCP Maintenance Complex:</b> This is an increment for gates at the new Fort Tuthill County Park.	10,000	-
8123	<b>Amphitheater Operations:</b> This increment will provide FY06 funding to develop partnerships with other organizations for the promotion and operation of the FTCP Amphitheater.	-	23,350
<b><u>Forest Highlands (1737)</u></b>			
2601	<b>Increase Travel And Operations:</b> This is a base increase in travel and operations in the Forest High Unit #5 Trail .	8,000	-



**Community Development**

**Parks and Recreation**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>Parks and Open Space (1739)</u></b>			
8022	<b>Tuba City County Park Development</b>	\$ 725,000	-
8023	<b>Peaks View County Park Phase III:</b> This is a capital increment for the third phase of construction at Peaks View County Park .	311,800	-
8036	<b>FTE Account Tech II:</b> The department is receiving a new full time employee to handle accounting for Coconino Parks and Open Space projects.	3,200	39,640
8037	<b>CPOS Tax Dollars At Work Signs:</b> This is a recurring increment for "CPOS tax dollars at work" signs on all CPOS acquisitions.	-	3,500
8038	<b>Raymond County Park Design Development</b>	56,530	-
8039	<b>Phase One Flagstaff Doney Park Trail:</b> This is a capital increment to connect the Doney Park, Timberline/Fernwood areas to the City of Flagstaff and Forest Service trails.	170,700	-
<b><u>Grants</u></b>			
8065	<b>Flagstaff Loop Trail:</b> This is a capital increment for a grant funded easement acquisition and trail construction for the Flagstaff Loop Trail.	66,550	-
8067	<b>Tuba City Park Construction-LRSP Grant</b>	817,383	-
8068	<b>Tuba City Park Construction:</b> This is an increment for the Tony Hawk Foundation grant funded construction at Tuba City County Park.	25,000	-
8070	<b>Tuba City Park Construction:</b> This is an increment for the National Endowment for the Arts grant funded construction at Tuba City County Park.	15,000	-
8071	<b>Tuba City Park Construction:</b> This is an increment for the McDonald's Foundation funded construction at Tuba City County Park.	200,000	-
8072	<b>Tuba City Park Construction:</b> This is an increment for the Kresge Foundation grant funded construction at Tuba City County Park.	300,000	-



Community Development

Public Works

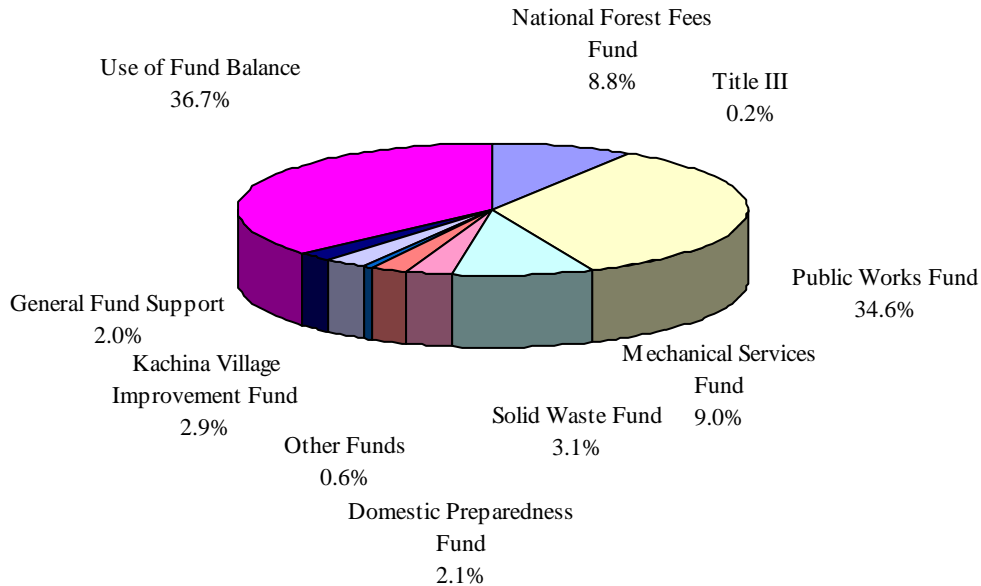
Overview

The Coconino County Public Works Department assumes primary responsibility for roadway maintenance in Coconino County and administers other diverse activities including: engineering services, fleet services, coordination of emergency services, solid waste management, signing and striping for County roadways, issuing permits for grading, excavating, and encroachments onto County rights-of-way, and the operation of the Kachina Village water/wastewater system. They are responsible for maintaining 1,138 miles of County roadways.

Public Works estimates FY05 expenditures at approximately \$23,769,392 or 22% under the revised FY05 budget of \$30,463,835. This variance is due to capital projects that were budgeted but not completed by the end of FY05. These projects are being carried over into FY06. Total approved funding for FY06 is \$31,294,108. This is an increase of 2.7% over the FY05 budget, due to an increased budget for capital projects and the pay plan.

The following charts illustrate Public Work’s funding sources, revenue types, and expenditures by program and category for FY06:

Funding Sources

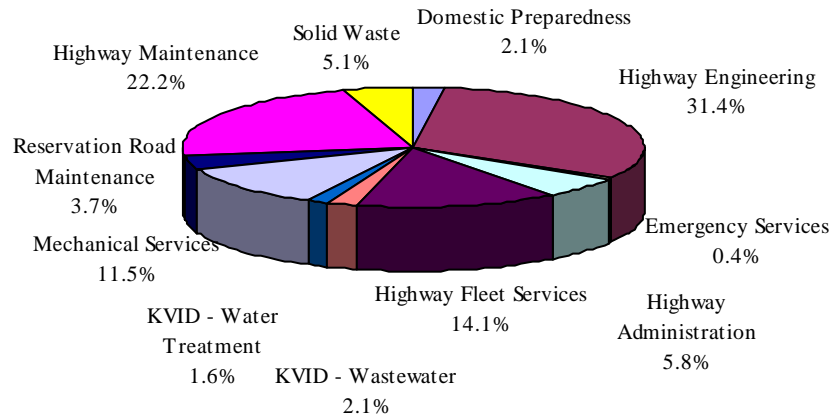




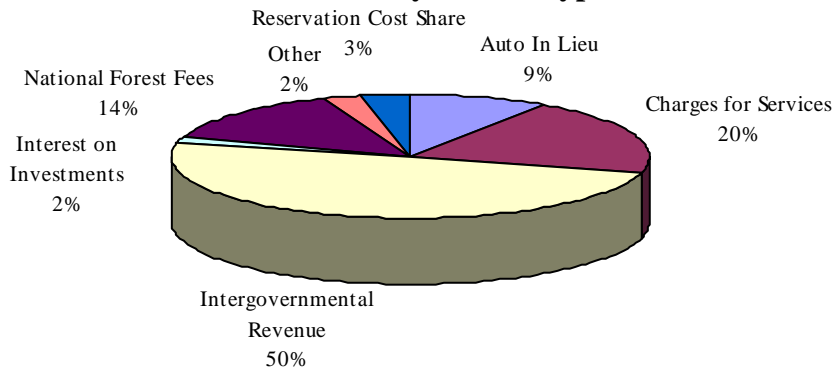
Community Development

Public Works

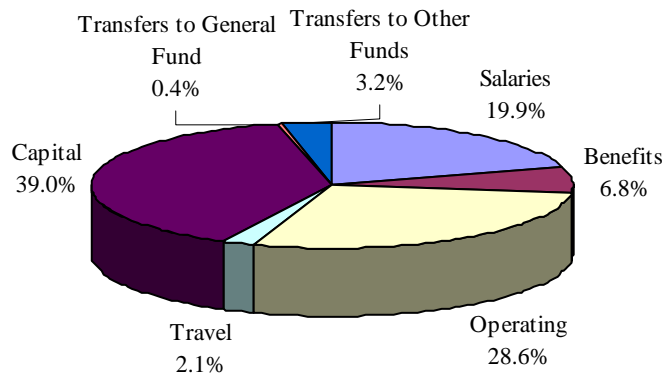
Expenditures by Program



Revenues by Source Type



Expenditures by Category





**Community Development**

**Public Works**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 4,698,897	\$ 5,783,349	\$ 5,403,155	\$ 6,226,274
ERE - Benefits	1,533,113	1,961,631	1,792,545	2,119,395
Operating	6,918,992	8,950,956	7,244,502	8,951,251
Travel	561,734	616,536	590,826	675,151
Capital	7,583,002	11,137,533	5,717,451	12,197,307
Transfers to General Fund	89,446	119,276	284,276	116,061
Transfers to Other Funds	38,450	1,894,554	2,736,637	1,008,669
<b>Total</b>	<b>\$ 21,423,634</b>	<b>\$ 30,463,835</b>	<b>\$ 23,769,392</b>	<b>\$ 31,294,108</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Highway Administration	\$ 1,315,258	\$ 1,525,786	\$ 1,517,096	\$ 1,815,556
Highway Maintenance	4,691,209	7,387,668	7,056,191	6,934,391
Highway Engineering	5,695,289	9,171,239	5,261,775	9,832,417
Highway Fleet Services	3,295,469	2,962,773	2,551,073	4,412,480
Reservation Road Maintenance	545,781	1,490,381	1,122,400	1,147,051
Emergency Services	97,376	117,700	97,152	115,163
Emergency Services Response Team	2,945	24,000	5,400	24,000
Domestic Preparedness	454,185	1,395,487	494,384	668,232
Solid Waste	1,498,934	1,663,858	1,722,295	1,592,204
KVID - Water Treatment	540,162	629,881	480,130	493,206
KVID - Wastewater	563,342	680,623	488,226	653,188
Mechanical Services	2,723,684	3,414,439	2,973,270	3,606,220
<b>Total</b>	<b>\$ 21,423,634</b>	<b>\$ 30,463,835</b>	<b>\$ 23,769,392</b>	<b>\$ 31,294,108</b>



**Community Development**

**Public Works**

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
National Forest Fees Fund	\$ 1,341,389	\$ 1,300,000	\$ 1,124,742	\$ 2,749,274
Title III Forest Fees Fund	21,764	91,000	91,000	55,000
Emergency Services Fund	6,998	3,000	2,401	3,100
Emergency Services Supplies Fund	70	1,350	1,551	1,560
State and Local Assistance Fund	51,747	52,000	40,000	52,000
Public Works Fund	11,966,962	10,735,625	11,412,524	10,825,200
Pinewood Improvements Fund	5,583	-	900	800
Mechanical Services Fund	2,842,932	2,465,000	2,925,498	2,805,000
Solid Waste Fund	794,913	939,000	1,007,492	961,400
Domestic Preparedness Fund	451,914	1,320,975	384,158	668,232
Community Emergency Response Team Fund	11,757	24,000	24,200	24,000
Flood Control District Fund	665,174	100,000	100,000	100,000
Kachina Village Improvement Fund	956,603	919,100	1,088,983	919,100
County Jail District Fund	3,961	-	-	-
General Fund Program Revenues	-	-	-	-
General Fund Support	756,728	716,566	692,747	627,967
Use of Fund Balance	1,545,139	11,796,219	4,873,196	11,501,475
<b>Total</b>	<b>\$ 21,423,634</b>	<b>\$ 30,463,835</b>	<b>\$ 23,769,392</b>	<b>\$ 31,294,108</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ -	\$ -	\$ -	\$ -
Program Expenditures	-	-	-	-
Net Cost of Program	-	-	-	-
Transfers in from Other Funds	-	-	-	-
Transfers out from General Fund	(756,728)	(716,566)	(692,747)	(627,967)
General Fund Sales Tax, Property Tax, and Other General Revenues Allocated and Used	\$ (756,728)	\$ (716,566)	\$ (692,747)	\$ (627,967)



## Community Development

### Public Works

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#### **Program Descriptions**

**Highway Administration:** This program provides fiscal and administrative support as well as the overall management of the Public Works Department including the budget process, purchasing, accounts payable, accounts receivable, employee training, and information systems support.

**Highway Maintenance:** This program optimizes the expenditure of funds for road maintenance and construction by utilizing the techniques and materials used in road maintenance, construction, and signing.

**Highway Engineering:** This program was established to construct, improve, and repair County Highways in a reasonably safe and cost effective manner. They provide accurate land surveying and legal descriptions for right-of-way acquisitions and drainage easements as needed for road and flood control projects.

**Highway Fleet Services:** Fleet services meets Coconino County's fleet acquisition, maintenance, and disposal needs as well as maintains the necessary inventory of repair parts and supplies used by fleet services and other divisions.

**Reservation Road Maintenance:** This program meets the requirement of the BIA contract for maintenance on reservation roads established as a primary road system for reservation residents.

**Emergency Services:** Emergency Services 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.

**Community Emergency Response Team Grant (CERT):** 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.

**Emergency Response Fund:** This program is used to provide staffing to local emergency planning committees. It purchases equipment for local fire departments, fire districts, and public safety agencies for the development of hazardous materials emergency response teams. It is also working to implement Arizona's Emergency Planning and Community Right-To-Know Program.

**Hazardous Materials Emergency Planning Grant (HMEP):** This grant provides for the development, improvement, and implementation of hazardous materials emergency response plans.

**Solid Waste:** The solid waste fund is responsible for funding solid waste disposal and tire collection sites throughout the County and providing easy and timely access to these facilities. They provide a cost effective solid waste disposal program for County residents, comply with current ADEQ regulations concerning the operation of solid waste transfers stations, and provide recycling and forest material disposal facilities.



**Community Development**

**Public Works**

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**Program Descriptions**

**KVID – Water Treatment:** 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.

**KVID – Wastewater:** Wastewater is treated in an activated sludge extended aeration treatment plant and the effluent is pumped to a constructed wetlands evaporation transpiration disposal area. The new treatment plant provides reliable service and is presently in substantial compliance with state and federal regulations.

**Mechanical Services:** Mechanical Services is an internal service fund and is responsible for the acquisition, maintenance, and disposal of the County's fleet of light vehicles and equipment. Parts and Supply maintains the inventory of supplies and repair parts used by the Fleet Services and Highway Maintenance divisions.



**Community Development**

**Public Works**

**Departmental Full-Time Equivalents (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid- Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Accounting Technician I	1.00	-	-	-	-	-
Accounting Technician II	2.00	3.00	-	3.00	-	3.00
Administrative Manager	1.00	1.00	-	1.00	-	1.00
Administrative Operations Manager	1.00	1.00	-	1.00	-	1.00
Administrative Specialist I	1.00	1.00	-	1.00	-	1.00
Administrative Specialist II	0.50	2.00	-	2.00	-	2.00
Administrative Specialist III	3.00	3.00	(1.00)	2.00	-	2.00
Administrative Support II	1.00	2.00	-	2.00	-	2.00
Assistant County Engineer	-	-	-	-	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	-	1.00
Capital Projects Manager	-	-	-	-	1.00	1.00
Cartograph Analyst	-	-	-	-	1.00	1.00
Code Enforcement Officer	2.00	2.00	-	2.00	-	2.00
Construction Inspector	-	-	-	-	2.00	2.00
Construction Supervisor	-	-	-	-	1.00	1.00
County Engineer	1.00	1.00	-	1.00	-	1.00
County Surveyor	-	-	1.00	1.00	-	1.00
Courier/Runner	1.00	1.00	-	1.00	-	1.00
Custodian	2.00	2.00	-	2.00	-	2.00
Designer	-	-	-	-	1.00	1.00
Director - Public Works	-	1.00	-	1.00	-	1.00
Division Supervisor - Trades	7.00	7.00	1.00	8.00	-	8.00
Emergency Services - Coordinator	1.00	1.00	-	1.00	-	1.00
Engineer in Training	-	-	-	-	1.00	1.00
Engineering Design Coordinator	1.00	-	-	-	-	-
Engineering Design/Construction Coordinator	1.00	2.00	-	2.00	(2.00)	-
Engineering Services Supervisor	1.00	1.00	(1.00)	-	-	-
Equipment Parts Specialist	2.00	3.00	-	3.00	-	3.00
Fleet Analyst	1.00	1.00	-	1.00	-	1.00
Instrument Technician	-	1.00	-	1.00	-	1.00
Interim Public Works Director	1.00	-	-	-	-	-
KVID Customer Service Specialist	1.00	-	-	-	-	-
Maintenance Superintendent	1.00	1.00	-	1.00	-	1.00
Manager	-	1.00	(1.00)	-	-	-
Manager (Trades)	3.00	2.00	1.00	3.00	-	3.00
Mechanic	17.00	17.00	-	17.00	-	17.00
Network Analyst	1.00	1.00	-	1.00	-	1.00
Operator	25.00	25.00	-	25.00	-	25.00
Public Works Project Coordinator	1.00	1.00	-	1.00	-	1.00



**Community Development**

**Public Works**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid- Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Right-of-Way Agent	1.00	1.00	-	1.00	-	1.00
Right-of-Way Technician	-	-	-	-	1.00	1.00
Senior Operator	27.00	27.00	-	27.00	-	27.00
Senior Planner	1.00	-	-	-	-	-
Senior Survey Technician	1.00	1.00	(1.00)	-	-	-
Senior Water/Wastewater Operator	2.00	2.00	-	2.00	-	2.00
Service Writer	1.00	1.00	-	1.00	-	1.00
Sign Maintenance Worker	2.00	2.00	-	2.00	-	2.00
Supervisor (Trades)	8.00	7.00	-	7.00	-	7.00
Support Services Manager	1.00	-	-	-	-	-
Survey Technician	1.00	1.00	-	1.00	-	1.00
Transfer Station Operator	6.40	5.40	-	5.40	-	5.40
Transportation Planner	-	1.00	(1.00)	-	-	-
Utility Technician I	2.00	-	-	-	-	-
Water/Wastewater Plan Operator	-	2.00	-	2.00	-	2.00
<b>Department Total</b>	<b>134.90</b>	<b>136.40</b>	<b>(1.00)</b>	<b>135.40</b>	<b>7.00</b>	<b>142.40</b>



**Community Development**

**Public Works**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>General Fund</u></b>			
8001	<b><i>Solid Waste Refuse Disposal:</i></b> This will cover the increased cost for refuse disposal for all 7 reservation transfer stations.	\$ 152,000	\$ -
<b><u>National Forest Fees Fund (1050)</u></b>			
4108	<b><i>Transfer To Special Districts Revolving Loan Fund</i></b>	400,000	-
7890	<b><i>Stardust Improvement District:</i></b> This is to grade and pave 1.2 miles of road in Doney Park.	50,000	-
7898	<b><i>Toho Tolani ID:</i></b> This is an increment for grading and paving of seven miles of road in Kachina Village, covering the County's portion.	250,000	-
7959	<b><i>Hashknife Trail Improvement District:</i></b> This will allow for the grading and paving of .6 miles of road off of Rudd Tank Road.	30,000	-
7960	<b><i>Lupine Lane Improvement District:</i></b> This is an increment for grading and paving of .5 miles of road in the Timberline area of Doney Park.	25,000	-
7983	<b><i>Maintenance On Forest Service Co-op Roads:</i></b> Public Works will continue to reimburse HURF from the Forest Fee Fund for road maintenance performed on USFS roads.	-	1,500,000
7984	<b><i>Clear Creek Units 8 And 9 Paving:</i></b> This increment is for a construction project on a USFS road 1.	100,000	-
<b><u>Public Works Fund (1841)</u></b>			
4101	<b><i>Townsend Winona Intersection Improvement With US 89:</i></b> This will improve the Townsend Winona intersection including curb, gutter, and signal additions.	150,000	-
4102	<b><i>Engineering Division Reorganization</i></b>	172,150	345,672



**Community Development**

**Public Works**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b>Public Works Fund (1841)</b>			
4103	<b>Purchase Pumice To Repair Flood Damaged Roads</b>	\$ 118,000	\$ -
*4104	<b>Overtime Funding For Sign Division</b>	15,000	-
*4105	<b>Overtime Funding For Engineering Division</b>	25,000	-
7614	<b>Workspace/Facility Improvement - Sheephill:</b> This is a three phase capital facility improvement project that involves rental of mobile units to meet the immediate space needs of the department, preparation of a space study/facilities improvement plan, and implementation of the facilities improvement plan.	250,000	-
7812	<b>Campbell Avenue Reconstruction:</b> Drainage improvements, re-constructing the roadway, possibly constructing a multi-use path, and re-aligning the intersection on US 89 will be funded in FY06.	1,000,000	-
7814	<b>Hocor Road Box Culverts:</b> The installation of box culverts is needed to improve drainage capabilities.	450,000	-
7837	<b>Dunham Drainage And Street Improvement:</b> This is a project to eliminate drainage problems and improve street surfaces.	350,000	-
7846	<b>Pinewood Drainage Projects</b>	900,000	-
7850	<b>Wupatki Trails Drainage:</b> This is an increment to divert drainage around the east side of the Wupatki Trails subdivision.	380,000	-
7854	<b>10-Wheel Truck With Snow Plow And Spreader:</b> This truck is for the Williams Maintenance Facility and will be used for plowing operations in Belmont and Flagstaff Meadows due to additional subdivision growth.	175,000	-

\*This increment was approved to be absorbed by existing funds



**Community Development**

**Public Works**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b>Public Works Fund (1841)</b>			
7860	<b>Power Protection Devices</b>	\$ 7,200	\$ -
7862	<b>Three Printers: 2 Black And 1 Color</b>	8,000	-
7863	<b>Desktop Monitor Replacement:</b> This will establish a replacement fund for 7 flatscreen monitors per year.	-	3,500
7864	<b>Three Ten-Wheel Trucks:</b> These trucks will be used for road maintenance and snow removal activities.	420,000	-
7866	<b>Construction Equipment - Truck Replacement:</b> This is an increment for the scheduled replacement of heavy equipment trucks.	973,902	-
7868	<b>Construction Equipment Replacement:</b> This increment is for the scheduled replacement of construction equipment, loaders, dozers, graders, and backhoes.	801,038	-
7869	<b>Crane - Truck Mounted:</b> This truck mounted crane will have the capacity to load newer, heavier tires.	11,000	-
7871	<b>Overhead Lighting At Williams Equipment Shop</b>	12,000	-
7876	<b>Shop Air Compressor</b>	15,000	-
7930	<b>One-Ton Crew Cab Dump Truck:</b> The truck is for the Williams Maintenance District.	60,000	-
7932	<b>48" Steel Wheel Roller</b>	47,000	-
7934	<b>Slide In Water Tank</b>	25,000	-
7936	<b>Snow Wing</b>	40,000	-
7937	<b>2 MV Trucks For Road District 1</b>	50,000	14,400
7938	<b>Junipine Estates Cattleguard</b>	20,000	-
7939	<b>Outsourcing Screen Plant Fee:</b> This will allow Public Works to outsource the material delivery feed stockpile.	40,000	-



**Community Development**

**Public Works**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b>Public Works Fund (1841)</b>			
7940	<b>Addressing System Sign Materials</b>	\$ 150,000	\$ -
7941	<b>Cartegraph Analyst FTE:</b> Public Works will add a new full-time Cartegraph Analyst.	-	42,406
7958	<b>Engineering Copy Machine</b>	30,000	-
7972	<b>Right Of Way:</b> This increment is to purchase a right of way for the Stardust to Rio Rancho connection. The Doney Park Transportation Plan calls for a collector road from Stardust to Yancey to the improved Rio Rancho Road.	100,000	-
7974	<b>Spring Valley Road Culverts:</b> This will replace the existing undersized culverts with a large culvert structure. The road was washed out earlier this year and water backed up damaging private property.	450,000	-
7975	<b>Paving:</b> Public Works will grade and pave .75 miles of road in Clear Creek Pines Units 8 and 9. The Arizona Department of Transportation is planning an intersection improvement as well as turn lanes at this location and Public Works will pave this roadway in conjunction with their work.	100,000	-
7988	<b>Reservation Roads Motor Grader Replacement</b>	292,103	-
8102	<b>Data Processing Supplies - Printer Toner</b>	-	25,000
8103	<b>Internet/Security/Hardware/Software Needs</b>	19,500	-
8105	<b>Fleet Services - Server:</b> This is an increment for a new computer server for the Fleet Services Fuel Tracking software.	6,500	-



**Community Development**

**Public Works**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>Mechanical Services Fund (1847)</u></b>			
7877	<b>Motor Vehicle Light Truck Replacement:</b> This is for the scheduled replacement of mechanical services light trucks per department policy.	\$ 269,168	\$ -
7878	<b>Motor Vehicle Passenger Car Replacement:</b> This is for the scheduled replacement of mechanical services passenger cars per department policy.	54,410	-
7880	<b>Computerized Wheel Alignment System</b>	19,000	-
7921	<b>Petroleum Products:</b> Public Works needs to increase their budget to cover the increased cost of petroleum products.	-	300,000
*8106	<b>Redefinition - Fleet Service Manager</b>	-	5,815
<b><u>Kachina Village Improvement Fund (4019)</u></b>			
7994	<b>Water Meter Replacement Program:</b> KVID will complete the meter replacement program with the purchase of 250 meters.	20,000	-

\*This increment was approved to be absorbed by existing funds



**Community Development**

**Transportation Services**

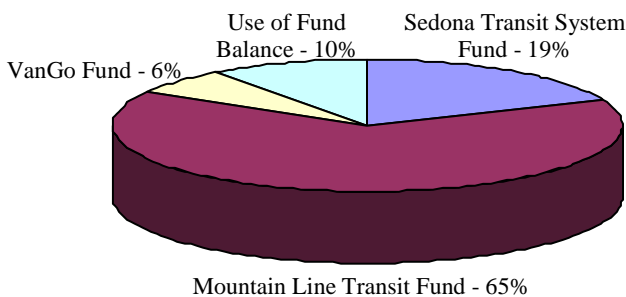
**Overview**

The Transportation Services Department administers the fixed-route Mountain Line Transit system, the para-transit VanGo system, and the Sedona Transit project which will launch the Road Runner Transit System in FY06. The City of Flagstaff contracts with the County to administer the nationally recognized public transportation systems (Mountain Line and VanGo). Fixed route service and Americans with Disabilities Act (ADA) compliant special needs transportation are provided throughout the City of Flagstaff.

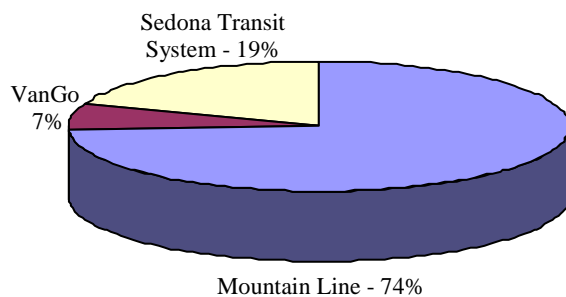
The Transportation Services Department estimates FY05 expenditures at \$2,748,235 or 55% under the revised FY05 budget of \$6,094,280. The reason for this substantial difference is that Transportation had budgeted over three million dollars in capital projects, including the purchase of land and the construction of a building, during FY05 that were not begun by the end of the fiscal year. These capital funds have been carried over to FY06. For FY06, total approved funding is \$11,148,021. Much of this increase over the FY05 budget is due to the launch of the Road Runner Transit System. Transportation also plans to expand its Mountain Line service to new routes and extended hours during FY06.

The following charts illustrate Transportation's funding sources, revenue types, and expenditures by program and category for FY06:

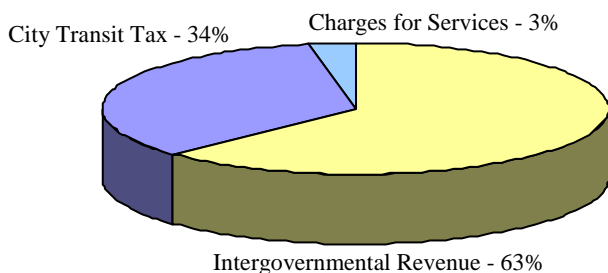
**Funding Sources**



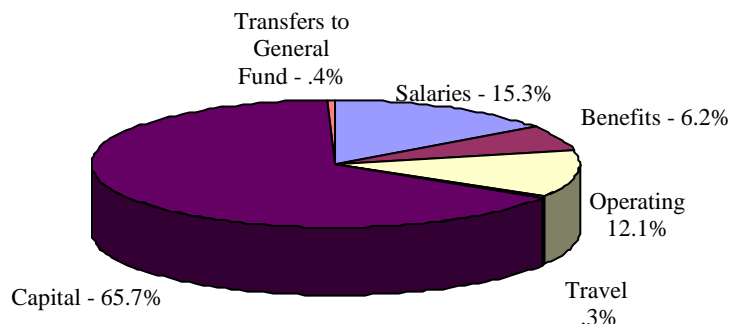
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Community Development**

**Transportation Services**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 1,019,329	\$ 1,159,432	\$ 1,142,355	\$ 1,703,288
ERE - Benefits	345,372	469,825	464,065	695,295
Operating	881,025	970,043	1,068,715	1,342,842
Travel	23,428	21,600	23,100	32,600
Capital	955,532	3,423,380	-	7,323,996
Transfers to General Fund	50,000	50,000	50,000	50,000
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 3,274,686</b>	<b>\$ 6,094,280</b>	<b>\$ 2,748,235</b>	<b>\$ 11,148,021</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Mountain Line	\$ 2,571,256	\$ 5,241,248	\$ 1,875,368	\$ 8,266,829
VanGo	663,006	751,365	693,865	743,559
Sedona Transit System	40,424	101,667	179,002	2,137,633
<b>Total</b>	<b>\$ 3,274,686</b>	<b>\$ 6,094,280</b>	<b>\$ 2,748,235</b>	<b>\$ 11,148,021</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Sedona Transit System Fund	\$ 67,758	\$ 101,665	\$ 179,000	\$ 2,090,762
Mountain Line Transit Fund	2,711,350	4,969,389	4,969,389	7,194,749
VanGo Fund	817,678	747,068	747,068	703,990
General Fund Program Revenues	-	-	-	-
General Fund Support	-	-	-	-
**Use of Fund Balance	(322,100)	276,158	(3,147,222)	1,158,520
<b>Total</b>	<b>\$ 3,274,686</b>	<b>\$ 6,094,280</b>	<b>\$ 2,748,235</b>	<b>\$ 11,148,021</b>

**GENERAL FUND SUPPORT**

\*Transportation receives no General Fund support

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



**Community Development**

**Transportation Services**

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**Program Descriptions**

**Mountain Line Transit:** This program provides citizens with public transportation on fixed bus routes within the greater Flagstaff area.

**Special Needs Transit/VanGo Transportation:** This program provides para-transit service in the greater Flagstaff area for those who are unable to utilize the regular city buses.

**Sedona Transit System:** Coconino County is providing planning, grant-writing, and management support to the City of Sedona as Sedona prepares to launch a transit system in FY06.



**Community Development**

**Transportation Services**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid- Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Accounting Technician I	-	-	1.00	1.00	-	1.00
Accounting Technician II	-	2.00	(1.00)	1.00	-	1.00
Administrative Operations Manager	-	1.00	-	1.00	-	1.00
Administrative Specialist I	-	1.00	-	1.00	-	1.00
Bus Washer	-	-	-	-	1.00	1.00
Division Supervisor - Trades	-	1.00	-	1.00	-	1.00
Eligibility Worker	-	0.50	-	0.50	-	0.50
Program Coordinator	-	2.00	-	2.00	-	2.00
Program Manager	-	-	-	-	1.00	1.00
Safety Specialist	-	-	-	-	1.00	1.00
Senior Transit Bus Operator	-	-	3.00	3.00	-	3.00
Service Worker	-	1.00	-	1.00	1.00	2.00
Special Needs Operator	-	5.00	-	5.00	-	5.00
Transit Bus Driver	-	18.10	(3.10)	15.00	9.00	24.00
Transit Operations Manager	-	1.00	-	1.00	-	1.00
Transit Project Leader	-	1.00	(1.00)	-	-	-
Transit Project Manager	-	-	1.00	1.00	-	1.00
Transit Shift Leader	-	2.00	-	2.00	1.00	3.00
Transportation Dispatcher	-	2.00	-	2.00	-	2.00
Transportation Services Director	-	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>* -</b>	<b>38.60</b>	<b>(0.10)</b>	<b>38.50</b>	<b>14.00</b>	<b>52.50</b>

\*This department was created in FY05.



**Community Development**

**Transportation Services**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>Sedona Transit System Fund (1416)</u></b>			
7900	<b>Road Runner Transit Launch:</b> This would launch the new Sedona Transit System with 10 minute frequency on the main route 10 hours per day, 7 days per week, 365 days per year.	\$ -	\$ 486,130
8009	<b>Fleet For Sedona Transit</b>	1,300,000	-
8200	<b>Sedona Shelter Improvements:</b> Transportation will implement shelter amenities and transit way construction at stops along the Sedona fixed route.	-	100,000
8201	<b>Computer Equipment:</b> This is an increment for computers in the Sedona office and for setting up the office on the County network.	50,000	-
<b><u>Mountain Line Transit Fund (1417)</u></b>			
7873	<b>Mountain Line Expansion:</b> Transportation will increase Mountain Line service levels by 30% as per the 5 Year Transit Plan. Service increases would include Sunday service and all day 30 minute frequency on Routes 2, 3, and 66.	-	361,657
8008	<b>Automatic Vehicle Locators/Signage For Shelters:</b> Automatic vehicle locators increase security and improve customer service. The locators will allow Transportation to implement signs at shelters with the time of the next bus and update website information for customers.	-	55,850
8010	<b>Vehicle Maintenance For Mountain Line Fleet</b>	-	175,000
8011	<b>Remodel Of New Facility:</b> Remodeling of the proposed new facility will accommodate offices, buses, and parking.	1,799,000	-
8012	<b>Snow Removal Equipment For Stops And Shelters</b>	50,000	-



**Community Development**

**Transportation Services**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>Mountain Line Transit Fund (1417)</u></b>			
8013	<b><i>New Shelters For Mountain Line Routes</i></b>	\$ -	\$ 114,000
8014	<b><i>Rehabilitation Cost Of Fleet Buses:</i></b> This will allow for two vehicles from fleet to be overhauled.	112,600	-
8015	<b><i>Automatic Fareboxes:</i></b> This is an increment to purchase automatic fareboxes for fleet. The boxes will count passenger deposits of cash and coin as well as validate passes, tickets, and transfers.	165,000	-
8016	<b><i>Additional Fleet Bus:</i></b> This 30 foot fleet bus will be used for expansion and back up.	260,000	-
<b><u>VanGo Fund (1418)</u></b>			
8017	<b><i>Additional Fleet Van:</i></b> This increment is to purchase a passenger van equipped with a wheel chair lift for ADA service.	59,000	-



# Internal Services



**Coconino County**

**Risk Manager**



Human Resources



**Kathleen Jenkins**

County-wide Employee ID Badges  
Instituted by Human Resources in FY05





**Internal Services**

**Service Area Summary**



**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 citizens' rights. The departments want to create an environment where all of the citizens are afforded the opportunity to participate responsibly.

**Goals and Objectives**

The service area's top three goals and objectives and the strategies they are implementing to address these are:

**Issue:** *Components of the County infrastructure have reached their useful life cycle and need replacement or upgrading to maintain current service levels.*

**Strategies**

1. Approve funding for a new County-wide digital data and voice network (VoIP) to replace existing outdated, separate data network and telephone systems.
2. Begin the work of a comprehensive and strategic Facilities Master Plan in July 2005.
3. While the Facilities Master Plan is being developed, fund interim (3 year) facility solutions for the most critical facility issues - IT, GIS, Court Holding, Page Justice Court, and an expanded computer room (floor space, electrical, HVAC) adequate to meet the organizations' 3-year need.
4. Continue to reinvest in the County's workforce by analyzing worker compensation and benefits, training needs and collaboration opportunities with outside agencies and organizations.
5. Provide incremental funding to allow for the establishment of an on-going and effective routine replacement and upgrade program for workplace technology (desktop PC's), County technology servers and County facilities.

**Issue:** *Budget increments and mid-year additions of programs and services are added with internal support services' resources remaining static, which in turn impacts the delivery of County services to the public.*

**Strategies**

1. Leadership Team and Internal Service Departments should analyze/audit current processes for review and approval of new services and programs or expansion of existing programs and services. Make recommendations for effective "impact analysis" and "total cost analysis" of program and service changes and additions and identify best practices for internal support of the organization.
2. Implementation of HPO-end of "kingdomizing;" County-wide visualization and involvement.
3. Evaluate the effectiveness of all existing County programs and services to determine if some should be modified or dropped, thereby recapturing and reassigning Internal Services' support resources.
4. Use of comprehensive County, departmental and other (i.e. CIP) plans for organizing and prioritizing influences for adding and/or evaluating programs and services.
5. Create and fund an Organizational Development Director position.



**Internal Services**

**Service Area Summary**

**Facilities Management**

**Finance**

**Human Resources**

**Information Technology**

**Issue:** Internal services' workload is at maximum capacity while service requests continue to increase

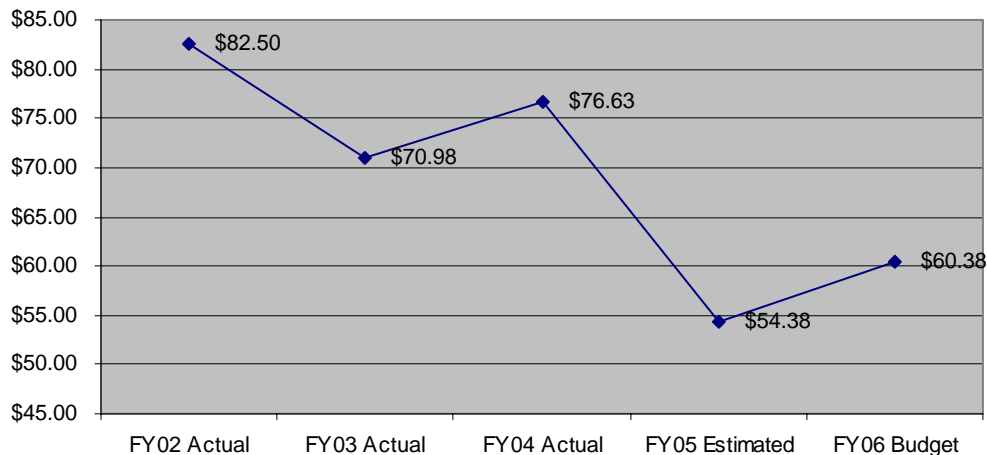
**Strategies**

1. Evaluate the need for additional Internal Service FTE's or conversely, reduce level of internal support services.
2. Develop accepted standards of service for Internal Services and adjust internal resources to meet service standards. Retool where needed.
3. Through the Facilities Master Plan, review space standards, modify if necessary and adopt updated standards for use by the organization.

**Per Capita Costs of Services**

Per capita costs have shown heavy fluctuations over the last five years. The majority of this is caused by facilities projects. This trend is expected to continue as facilities begins implementing a master plan for the County, causing an increase in per capita costs.

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:

	<b>FY04 Actual</b>	<b>FY05 Estimated</b>	<b>FY06 Budget</b>	<b>Change: FY05 to FY06</b>
<b>Facilities</b>	\$ 49.61	\$ 19.83	\$ 22.84	15.20%
<b>Finance</b>	6.54	10.23	11.81	15.47%
<b>Human Resources</b>	9.45	8.72	9.30	6.66%
<b>Information Technology</b>	11.03	15.60	16.43	5.31%



**Internal Services**

**Facilities Management**

**Overview**

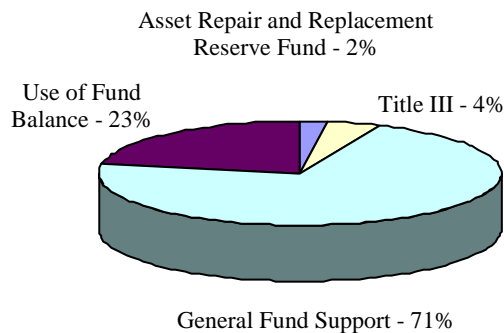
Facilities Management is responsible for the planning, construction, renovation, and general maintenance of buildings and land owned or leased by the County. Staff includes specialists in HVAC and electrical systems, plumbing, carpentry, painting, general repair, custodial services, grounds maintenance, archival records management, property management, systems furniture design, and construction project management and coordination.

Construction management is responsible for the design and construction of new and renovated facilities to house County employees as part of the Capital Facilities Program and the Jail District. Staff consists of administrative support and construction managers who direct and coordinate architects, engineers, contractors, and other consultants on construction projects. In addition, they prepare and track project budgets and monitor and approve contractor payments and other related expenditures.

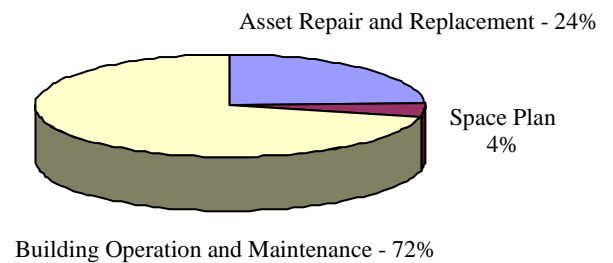
Facilities Management estimates FY05 expenditures at \$2,556,065 or 7% under the revised budget of \$2,737,368. This can be attributed to the salary and ERE savings of unfilled positions and coming in under budget for non-departmental utilities. Capital was over budget due to unbudgeted expenditures related to the search and rescue building. Total approved funding for FY06 is \$2,959,255, an increase of \$403,190 or 15.7% from FY05 estimated expenditures because of the increments that were approved and salary and ERE increases attributable to the pay plan. Facilities will also carryover some capital project funds that were approved in FY05 but not completed by the end of the fiscal year.

The following charts illustrate Facilities Management’s funding sources, revenue types, and expenditures by program and category for FY06:

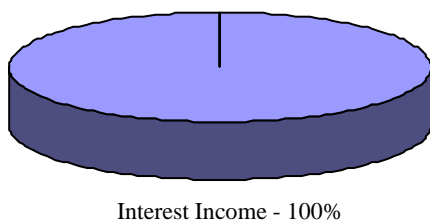
**Funding Sources**



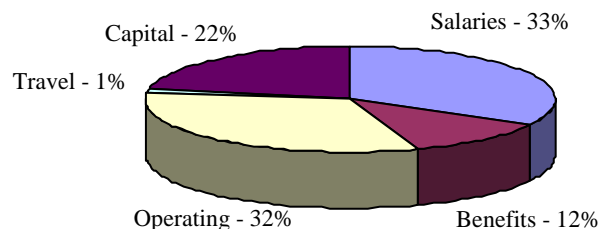
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Internal Services**

**Facilities Management**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 816,964	\$ 901,525	\$ 816,257	\$ 975,338
ERE - Benefits	275,062	321,433	274,136	348,784
Operating	928,879	943,795	741,063	941,949
Travel	40,028	39,900	34,700	39,900
Capital	1,291,128	530,715	689,909	653,284
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	1,385	-	-	-
<b>Total</b>	<b>\$ 3,353,446</b>	<b>\$ 2,737,368</b>	<b>\$ 2,556,065</b>	<b>\$ 2,959,255</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Asset Repair and Replacement	\$ 235,049	\$ 336,987	\$ 219,210	\$ 716,665
Space Plan	1,226,995	275,715	508,393	123,792
Debt Service for Capital Plan	-	72,446	-	-
Building Operation and Maintenance	1,891,402	2,052,220	1,828,462	2,118,798
<b>Total</b>	<b>\$ 3,353,446</b>	<b>\$ 2,737,368</b>	<b>\$ 2,556,065</b>	<b>\$ 2,959,255</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Asset Repair and Replacement Reserve Fund	\$ 421,425	\$ 65,000	\$ 65,000	\$ 65,000
Heritage 1999 Fund	66	-	-	-
Coconino County CID - Space Plan Fund	451,692	15,000	207,211	-
Capital Projects - Phase II Fund	1,866	1,252	1,252	1,252
State Aid to Detention Fund	5,883	-	-	-
Title III Forest Fees Fund	153,918	134,359	159,826	123,792
General Fund Program Revenues	3,730	-	-	-
General Fund Support	1,887,671	2,193,576	1,969,818	2,108,306
Use of Fund Balance	427,195	328,181	152,958	660,905
<b>Total</b>	<b>\$ 3,353,446</b>	<b>\$ 2,737,368</b>	<b>\$ 2,556,065</b>	<b>\$ 2,959,255</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 3,730	\$ -	\$ -	\$ -
Program Expenditures	1,891,401	2,052,220	1,828,462	2,108,306
Net Cost of Program	(1,887,671)	(2,052,220)	(1,828,462)	(2,108,306)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	-	(141,356)	(141,356)	-
General Fund Sales Tax, Property Tax, and Other General Revenues Allocated and Used	<b>\$ (1,887,671)</b>	<b>\$ (2,193,576)</b>	<b>\$ (1,969,818)</b>	<b>\$ (2,108,306)</b>



**Internal Services**

**Facilities Management**

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**Program Descriptions**

**Asset Repair and Replacement:** This fund was established to provide for reinvestment in County facilities. Expenditures are identified in a five-year plan. They include routine replacement of building infrastructure such as mechanical equipment and roof systems, as well as interior finishes such as carpet and paint.

**Capital Facilities Plan:** This fund is used for major capital expenditures. It is a plan for public facilities which results in construction or acquisition of fixed assets, land, and other facilities. A master plan resulting in capital facility priorities will become the guide for future project funding decisions.

**Building Operations and Maintenance:** This program includes customer service work requests, daily operation of building systems, building access systems, preventative maintenance, custodial service, snow removal, and landscape maintenance.

**Facilities Management:** Facilities management offers support for property acquisition and leasing, facility planning and programming, project estimating, and project management.



**Internal Services**

**Facilities Management**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Accounting Technician I	1.00	1.00	-	1.00	-	1.00
Administrative Operations Manager	-	-	-	-	1.00	1.00
Administrative Senior Manager	1.00	1.00	-	1.00	-	1.00
Business Manager	1.00	1.00	-	1.00	-	1.00
Construction Program Manager	1.00	1.00	-	1.00	-	1.00
Custodian	11.00	11.00	-	11.00	-	11.00
Director - Facilities Management	1.00	1.00	-	1.00	-	1.00
Facilities Manager	1.00	1.00	-	1.00	-	1.00
Facilities Project Coordinator	-	1.00	-	1.00	-	1.00
Lead Custodian	1.00	1.00	-	1.00	-	1.00
Planning and Construction Manager	0.50	-	-	-	-	-
Skilled Trades Worker	3.00	3.00	-	3.00	-	3.00
Supervisor (Trades)	3.00	3.00	-	3.00	-	3.00
Trades Worker	2.00	2.00	-	2.00	-	2.00
<b>Department Total</b>	<b>26.50</b>	<b>27.00</b>	<b>-</b>	<b>27.00</b>	<b>1.00</b>	<b>28.00</b>



**Internal Services**

**Facilities Management**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b>General Fund</b>			
0202	<b>Strategic Facilities Master Plan:</b> This will allow for a comprehensive capital facilities plan for long and short term strategies.	\$ 150,000	\$ -
8142	<b>Administrative Operations Manager:</b> Facilities will add a full-time Administrative Operations Manager to handle the management of daily building operations.	-	51,135
<b><u>Asset Repair and Replacement Fund (1637)</u></b>			
0207	<b>Center For The Arts Renovations:</b> This increment is for the overlay of the entrance drive and parking lots and for the replacement of three heating units at the Center for the Arts.	165,000	-
0208	<b>Carpet Replacement At King Street:</b> This is an increment to replace the carpet at program service lobbies, stairways, and corridors at the King Street facility.	175,000	-
0209	<b>HVAC At King Street:</b> This increment will add an HVAC unit at the public entrance to provide for better management of lobby temperatures and increased heat at the King Street facility.	6,000	-
0210	<b>Fort Valley Site Drainage:</b> This increment is to engineer a drainage system to handle runoff to mitigate water intrusions and flooding at the Fort Valley location.	20,000	-
0211	<b>Dental Clinic Renovations:</b> This work will include carpet replacement and an overlay at the parking lot.	10,000	-
8233	<b>Emergency Contingency:</b> This increment will add a contingency to cover unanticipated events requiring capital reinvestment to maintain building operations.	-	50,000
8234	<b>Annual Parking Lot Maintenance</b>	-	15,000



**Internal Services**

**Facilities Management**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b>Asset Repair and Replacement Fund (1637)</b>			
8236	<b>HVAC At Juvenile Detention:</b> This increment is to modify the combustion/exhaust vent to the water heater mechanical room.	\$ 5,000	\$ -
8237	<b>HVAC At Administrative Building:</b> Facilities is receiving funds to retube the boiler and replace control vanes on three air handling units.	23,000	-
8258	<b>Tech Center And Court Holding:</b> This is an increment to replace the roof and parking lot, as well as for installation of new water pumps at the tech center.	71,000	-



**Internal Services**

**Finance**

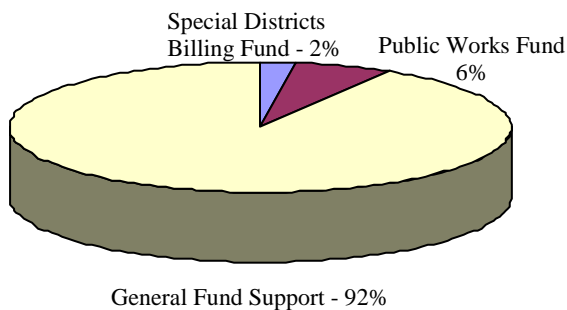
**Overview**

The Finance Department provides all the centralized financial, payroll, budget, and purchasing functions for the County. The primary mission of 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. During FY05 the Office of Planning and Budget was reorganized and now operates as a division of the Finance department.

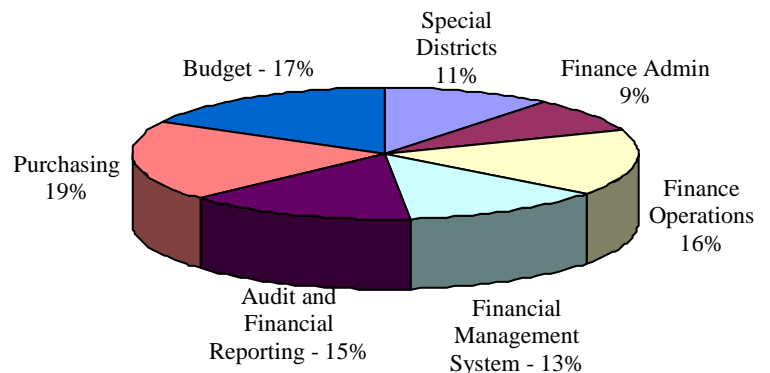
Finance estimates expenditures for FY05 at \$1,318,769 or 7% under the revised budget of \$1,419,110. This is primarily due to salary savings resulting from the budget reorganization. Total approved funding for FY06 is \$1,530,346, an increase of 16% over FY05 estimated expenditures. This increase is primarily due to payroll and ERE increases over FY05 from the pay plan.

The following charts illustrate Finance's funding sources, revenue types, and expenditures by program and category for FY06:

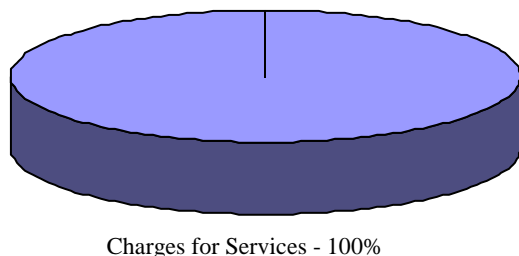
**Funding Sources**



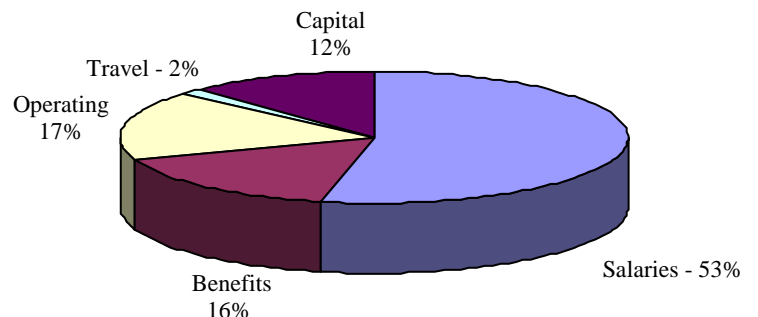
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Internal Services**

**Finance**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 674,760	\$ 763,548	\$ 690,584	\$ 815,262
ERE - Benefits	193,621	206,529	177,887	246,300
Operating	237,453	248,429	244,398	260,443
Travel	21,284	25,604	24,900	24,993
Capital	8,531	175,000	181,000	183,348
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 1,135,649</b>	<b>\$ 1,419,110</b>	<b>\$ 1,318,769</b>	<b>\$ 1,530,346</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Special Districts	\$ 90,160	\$ 129,650	\$ 81,463	\$ 166,025
Finance Administration	98,155	102,605	106,334	131,362
Finance Operations	225,037	220,920	223,951	241,596
Financial Management System	156,282	279,351	281,727	200,528
Audit and Financial Reporting	163,599	178,638	169,822	224,601
Purchasing	149,148	165,739	171,550	300,833
Budget	253,268	342,207	283,922	265,401
<b>Total</b>	<b>\$ 1,135,649</b>	<b>\$ 1,419,110</b>	<b>\$ 1,318,769</b>	<b>\$ 1,530,346</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Special Districts Billing Fund	\$ 6,111	\$ 35,900	\$ 10,037	\$ 35,900
Public Works Fund	49,131	78,313	53,377	97,669
General Fund Program Revenues	514	-	4,409	-
General Fund Support	1,079,893	1,304,897	1,250,946	1,396,777
Use of Fund Balance	-	-	-	-
<b>Total</b>	<b>\$ 1,135,649</b>	<b>\$ 1,419,110</b>	<b>\$ 1,318,769</b>	<b>\$ 1,530,346</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 513	\$ -	\$ 4,409	\$ -
Program Expenditures	1,045,489	1,289,460	1,237,306	1,364,321
Net Cost of Program	(1,044,976)	(1,289,460)	(1,232,897)	(1,364,321)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	(34,917)	(15,437)	(18,049)	(32,456)
General Fund Sales Tax, Property Tax, and Other General Revenues Allocated and Used	<b>\$ (1,079,893)</b>	<b>\$ (1,304,897)</b>	<b>\$ (1,250,946)</b>	<b>\$ (1,396,777)</b>



## Internal Services

### Finance

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#### **Program Descriptions**

**Special Districts:** Special Districts assists citizens form and operate improvement districts to improve private roads. These roads are brought up to County standards so they can become part of the road system maintained by the County. Special Districts billing is responsible for billing and collecting for improvement district debt retirement programs.

**Finance Administration:** This area of the Finance Department is responsible for the management of all of the department's programs.

**Finance Operations:** This division manages all employee payroll activities including withholdings, benefits, and retirement calculations for County employees. It also processes all accounts payable payments to vendors and tracks all travel related expenditures.

**Financial Management System:** The financial management system division controls all areas of the County-wide financial management software - HTE. Employees of this program control employee access and security to different financial management functions within HTE.

**Audit and Financial Reporting:** This division prepares the County's Annual Financial Reports and manages the annual audit. It also performs internal audits, manages the County's capital asset inventory, provides monthly financial reports to departments, reviews and posts all adjustments to the County's general ledger, develops financial policies and procedures, and assists departments with their financial management.

**Purchasing:** The purchasing division provides a fair and competitive process for the acquisition of goods and services for the County. It ensures that all goods and services are of appropriate quality and acquired in a timely and cost effective manner in compliance with all legal requirements. This department processes all purchase orders. All bids and RFP's (Request for Proposals) are issued and administered through the purchasing division.

**Budget:** Planning and budget provides budget development, management analysis, and research services to the County Manager and the Board of Supervisors. They develop annual updates to the long-range financial and organizational plan, analyze and review the overall County budget, and provide information and analysis of 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.



**Internal Services**

**Finance**

**Departmental Full-Time Equivalent (FTEs)**

Position Title	FY04	FY05	Mid-Year	FY06	FY06	FY06
	Budget	Budget	Adjust	Base	Approved Add'l	Adopted
Accountant	1.00	1.00	-	1.00	-	1.00
Accounting Manager	2.00	2.00	(1.00)	1.00	-	1.00
Accounting Operations Manager	-	-	1.00	1.00	-	1.00
Accounting Technician I	2.00	2.00	-	2.00	-	2.00
Accounting Technician II	3.00	3.00	(1.00)	2.00	-	2.00
Administrative Operations Manager	1.00	-	-	-	-	-
Administrative Support II	1.00	1.00	-	1.00	-	1.00
Budget Analyst	-	2.00	-	2.00	-	2.00
Director - Finance	1.00	1.00	-	1.00	-	1.00
Financial Analyst	1.00	-	-	-	-	-
Financial Systems Manager	-	-	1.00	1.00	-	1.00
FMS Administrator/Trainer	1.00	1.00	(1.00)	-	-	-
Payroll Specialist	1.00	1.00	-	1.00	-	1.00
Planning and Budget Manager	1.00	1.00	-	1.00	-	1.00
Planning and Budget Director	1.00	1.00	(1.00)	-	-	-
Purchasing Manager	1.00	1.00	-	1.00	-	1.00
Senior Accountant	-	-	1.00	1.00	-	1.00
Special Districts Coordinator	1.00	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>18.00</b>	<b>18.00</b>	<b>(1.00)</b>	<b>17.00</b>	<b>-</b>	<b>17.00</b>



**Internal Services**

Finance

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b><u>General Fund</u></b>			
0901	<b><i>Copier Replacement:</i></b> This is an increment to change the copier replacement program from a lease to a purchase program. Over a 5-year life, a purchase arrangement is more cost effective.	\$ 78,348	\$ -
8151	<b><i>External Auditor Services Cost Increase</i></b>	-	18,000
<b><u>Special Districts Billing Fund (1150)</u></b>			
8201	<b><i>Temporary Wages For The Special Districts Coordinator</i></b>	24,003	-



**Internal Services**

**Human Resources**

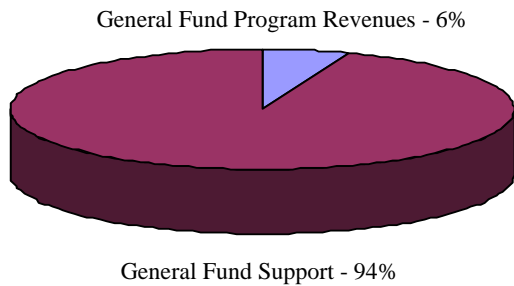
**Overview**

The mission of the Human Resources department is to support the County's mission of creating and maintaining a culture of exemplary public service by recruiting talented, dedicated individuals and providing them with a workplace in which they are safe, productive, satisfied and challenged to realize their individual potential.

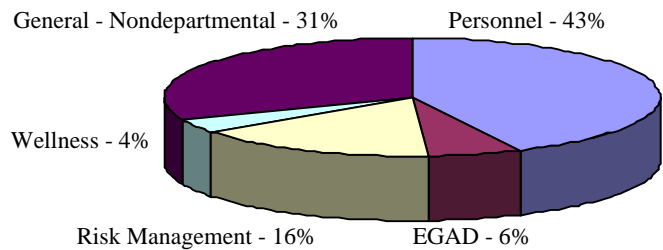
The estimate for FY05 expenditures is \$1,124,173, approximately 1% under budget. The total approved budget for FY06 is \$1,206,464 corresponding primarily to salary increases. This represents a 6% increase over the FY05 revised budget. Approved incremental funding includes a classification study.

The following charts illustrate Human Resource's funding sources, revenue types and expenditures by program and category for FY06:

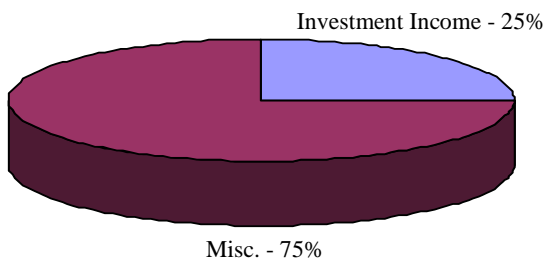
**Funding Sources**



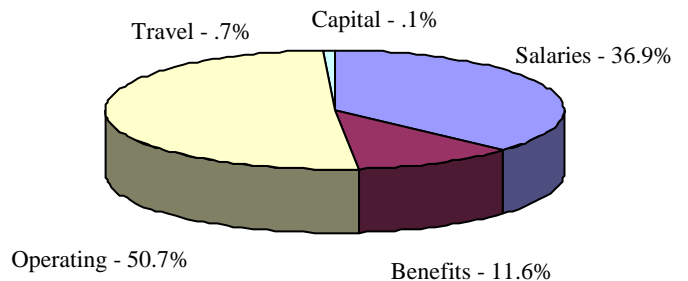
**Expenditures by Program**



**Revenues by Source Type**



**Expenditures by Category**





**Internal Services**

**Human Resources**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 381,263	\$ 399,951	\$ 399,951	\$ 444,746
ERE - Benefits	107,472	117,659	117,737	139,690
Operating	618,407	608,784	595,943	612,500
Travel	7,036	10,727	9,542	8,528
Capital	2,765	1,000	1,000	1,000
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 1,116,942</b>	<b>\$ 1,138,121</b>	<b>\$ 1,124,173</b>	<b>\$ 1,206,464</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Personnel	\$ 421,173	\$ 456,493	\$ 453,541	\$ 515,492
EGAD	105,770	72,498	73,451	74,729
Risk Management	198,108	186,043	174,094	193,156
Wellness	38,123	47,000	47,000	47,000
General - Nondepartmental	353,768	376,087	376,087	376,087
<b>Total</b>	<b>\$ 1,116,942</b>	<b>\$ 1,138,121</b>	<b>\$ 1,124,173</b>	<b>\$ 1,206,464</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
General Fund Program Revenues	\$ 86,732	\$ 85,000	\$ 67,000	\$ 67,000
General Fund Support	1,030,210	1,053,121	1,057,173	1,139,464
Use of Fund Balance	-	-	-	-
<b>Total</b>	<b>\$ 1,116,942</b>	<b>\$ 1,138,121</b>	<b>\$ 1,124,173</b>	<b>\$ 1,206,464</b>

**GENERAL FUND PROGRAMS**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ 86,732	\$ 85,000	\$ 67,000	\$ 67,000
Program Expenditures	1,116,942	1,138,121	1,124,173	1,206,464
Net Cost of Program	(1,030,210)	(1,053,121)	(1,057,173)	(1,139,464)
Transfers in from Other Funds	-	-	-	-
General Fund Transfers to Other Funds	-	-	-	-
General Fund Sales Tax, Property Taxes and Other General Revenues Allocated and Used	(\$1,030,210)	(\$1,053,121)	(\$1,057,173)	(\$1,139,464)



## Internal Services

### Human Resources

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#### Program Descriptions

**Employee Benefit Trust/Insurance Stabilization:** This fund is used to offset benefit premiums in health and dental coverage. When available, refunds of insurance premiums from the health care plans are deposited into this account to offset increased premiums.

**Self Insurance Trust:** This fund covers County property and casualty insurance claim deductibles that are not paid by the insurance company.

**Personnel:** This division oversees strategic planning, recruitment, personnel policy development, classification and compensation, records management and the Human Resource Information System.

**Employee Growth and Development (EGAD):** This division oversees and coordinates training for Coconino County employees including the Supervisor's Development Academy, new employee orientation, safety and required training as well as a variety of programs to fit the needs for the majority of the organization.

**Risk Management:** This division is responsible for loss control, safety and employee benefits. It oversees insurance coverage for Coconino County in the areas of property and casualty, liability, health care and worker's compensation.

**Wellness:** This Employee Assistance Program provides a benefit for employees and their family members to receive counseling at the Flagstaff Child and Family Counseling Center.



**Internal Services**

**Human Resources**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid-Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Administrative Specialist II	1.00	-	-	-	-	-
Administrative Support I	1.00	1.00	-	1.00	-	1.00
Administrative Support II	1.00	1.00	-	1.00	-	1.00
Director - Human Resources	1.00	1.00	-	1.00	-	1.00
Human Resources Administrative Specialist	1.00	1.00	-	1.00	-	1.00
Human Resources Analyst	1.00	2.00	-	2.00	-	2.00
Human Resources Program Manager	1.00	1.00	-	1.00	-	1.00
Human Resources Technician	1.00	1.00	-	1.00	-	1.00
Risk Manager	1.00	1.00	-	1.00	-	1.00
Safety Officer	1.00	1.00	-	1.00	-	1.00
Training Coordinator	1.00	-	-	-	-	-
<b>Department Total</b>	<b>11.00</b>	<b>10.00</b>	<b>-</b>	<b>10.00</b>	<b>-</b>	<b>10.00</b>



**Internal Services**

**Human Resources**

**Increments Approved For Fiscal Year 2006**

<u>INC #</u>	<u>DESCRIPTION</u>	<u>COST</u>	
		<u>ONE-TIME</u>	<u>RECURRING</u>
<b><u>General Fund</u></b>			
7978	<b><i>Additional Funding For Employee Recognition</i></b>	\$ -	\$ 2,000
*7985	<b><i>Redefinition Of Admin Support II:</i></b> This redefinition is needed due to the increase in the volume of payroll and recruitment activities.	-	1,326
7987	<b><i>Consulting Service For Classification System:</i></b> This increment is to fund consulting services to review the County's classification system using the Hay System of job analysis.	15,000	-

\*This increment was approved to be absorbed by existing funds



**Internal Services**

**Information Technology**

**Overview**

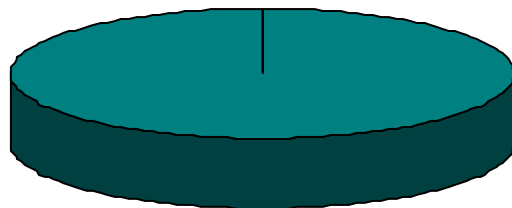
The Information Technology Department is a centralized service department that provides networking and programming services and analysis, micro- and mini-computer purchasing, software purchasing and upgrades, software applications training for County users, and miscellaneous technology consulting services to other County departments.

The mission of Information Technology is to provide technology and support for County users so those users can provide goods and services for their customers as efficiently and effectively as possible.

Information Technology estimates expenditures for FY05 at \$2,011,405 or 2.7% under the budget of \$2,067,174. This is due to unspent funds budgeted for contingency. Total approved funding for FY06 is \$2,128,810, an increase of \$117,405 or 6% over FY05 estimated expenditures. This increase is primarily due to a new FTE being added and payroll and benefit increases over FY05.

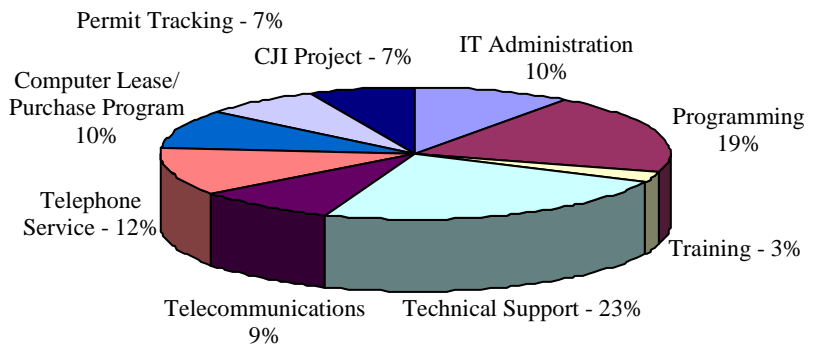
The following charts illustrate Information Technology's funding sources, revenue types, and expenditures by program and category for FY06:

**Funding Sources**



General Fund Support - 100%

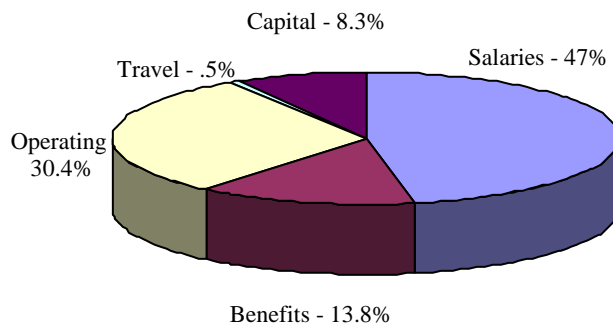
**Expenditures by Program**



**Revenues by Source Type**

\*This department is 100% supported by the general fund. They receive no outside revenues.

**Expenditures by Category**





**Internal Services**

**Information Technology**

**EXPENDITURES BY CATEGORY**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Salaries	\$ 774,300	\$ 913,859	\$ 910,761	\$ 1,001,220
ERE - Benefits	201,735	262,875	244,603	294,579
Operating	444,297	677,360	645,941	646,191
Travel	4,505	25,580	22,600	9,820
Capital	38,942	187,500	187,500	177,000
Transfers to General Fund	-	-	-	-
Transfers to Other Funds	-	-	-	-
<b>Total</b>	<b>\$ 1,463,779</b>	<b>\$ 2,067,174</b>	<b>\$ 2,011,405</b>	<b>\$ 2,128,810</b>

**EXPENDITURES BY PROGRAM**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
IT Administration	\$ 150,330	\$ 212,003	\$ 196,426	\$ 215,153
Programming	307,527	377,912	375,133	415,510
Training	12,149	64,511	64,192	54,177
Technical Support	425,010	421,500	412,698	504,821
Telecommunications	162,035	158,600	130,647	188,992
County Telephone Service	273,431	247,000	247,000	247,000
Computer Lease/Purchase Program	71,306	125,000	125,000	203,327
Permit Tracking	-	347,000	347,000	156,090
Criminal Justice Integration Project	61,991	113,648	113,309	143,740
<b>Total</b>	<b>\$ 1,463,779</b>	<b>\$ 2,067,174</b>	<b>\$ 2,011,405</b>	<b>\$ 2,128,810</b>

**FUNDING SOURCES**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Computer Lease/Buy Fund	\$ 3,832	\$ 3,900	\$ 3,900	\$ 3,900
General Fund Program Revenues	-	-	-	-
General Fund Support	1,462,596	2,067,174	2,011,405	2,128,810
**Use of Fund Balance	(2,649)	(3,900)	(3,900)	(3,900)
<b>Total</b>	<b>\$ 1,463,779</b>	<b>\$ 2,067,174</b>	<b>\$ 2,011,405</b>	<b>\$ 2,128,810</b>

**GENERAL FUND SUPPORT**

	<b>FY 2004 ACTUALS</b>	<b>FY 2005 BUDGET</b>	<b>FY 2005 ESTIMATED</b>	<b>FY 2006 BUDGET</b>
Direct Program Revenue	\$ -	\$ -	\$ -	\$ -
Program Expenditures	1,392,473	1,942,174	1,936,405	1,925,483
Net Cost of Program	(1,392,473)	(1,942,174)	(1,936,405)	(1,925,483)
Transfers in from Other Funds	-	-	-	-
Transfers out from General Fund	(70,123)	(125,000)	(75,000)	(203,327)
General Fund Sales Tax, Property Tax, and Other General Revenues Allocated and Used	<b>\$ (1,462,596)</b>	<b>\$ (2,067,174)</b>	<b>\$ (2,011,405)</b>	<b>\$ (2,128,810)</b>

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



## Internal Services

### Information Technology

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#### **Program Descriptions**

**IT Administration:** The administrative services division provides logistic support, County-wide hardware and software purchasing, hardware and software purchasing assistance and product recommendations, vendor information, and administrative support for the department. IT help desk services are also provided through this division.

**Programming:** The programming division provides in-house consultations and analysis for client departments for the purpose of providing automated solutions to their information needs. This includes designing and programming the in-house systems determined necessary from the analysis, or making recommendations and appropriate support for purchasing third-party software. Client departments receive ongoing training on the use of their installed systems. The programming division also designs and maintains the County intranet as well as housing the County webmaster who oversees the County's web page design and performs its maintenance.

**Training:** This program provides in-house software applications training for all County users.

**Technical Support:** The technical support division provides in-house network and desktop support, network administration, and computer maintenance of hardware, systems management, operating systems, and standard-use software, as well as consulting services when requested.

**Telecommunications:** The telecommunications division provides management and maintenance services for the in-house phone system, line installations and decommission, and call accounting services.

**County Telephone Services:** This program records charges and makes payments on County infrastructure telephones, including T-1's, DSL's, and the main County telephone number lines. Primarily excluded from this program is the Sheriff's Office telephone service, the Court's telephone services, many of the Health Department's individual telephone lines, and other department's individual lines within the County.

**Computer Lease/Purchase Project:** Also referred to as the replacement fund, expenditures include the cyclical upgrade and replacement of all department workstations, workstation system software and licenses, and server system software and licenses. Included in this fund is what is known as the technology fund. The technology fund provides funds for recurring County licensing needs such as Antivirus and Antispam, as well as County-wide technology infrastructure acquisitions.

**Permit Tracking Project:** The permit tracking project is established to manage all one-time project implementation costs through IT, as this project impacted multiple County departments. In addition, the annual recurring software maintenance costs will be managed through this funding division.

**Criminal Justice Integration (CJI) Project:** The criminal justice integration division designs, implements, and supports the sharing of data by all criminal justice agencies horizontally through the County and vertically to the State.



**Internal Services**

**Information Technology**

**Departmental Full-Time Equivalent (FTEs)**

<b>Position Title</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>	<b>Mid- Year Adjust</b>	<b>FY06 Base</b>	<b>FY06 Approved Add'l</b>	<b>FY06 Adopted</b>
Accounting Technician II	1.00	-	-	-	-	-
Business Manager	-	1.00	-	1.00	-	1.00
Criminal Justice Integration Project Manager	1.00	1.00	-	1.00	-	1.00
Director - Information Technology	1.00	1.00	-	1.00	-	1.00
Help Desk Specialist	-	1.00	-	1.00	-	1.00
Intranet Specialist	-	1.00	-	1.00	-	1.00
Network Analyst	6.00	5.00	(1.00)	4.00	-	4.00
Network Systems Manager	1.00	-	1.00	1.00	-	1.00
Systems Manager	1.00	1.00	-	1.00	-	1.00
Systems Specialist	2.00	2.00	-	2.00	1.00	3.00
Technical Services Manager	-	1.00	-	1.00	-	1.00
Technical Specialist	3.00	1.00	-	1.00	-	1.00
Telecommunications Services Manager	1.00	1.00	-	1.00	-	1.00
Telecommunications Services Specialist	-	1.00	-	1.00	-	1.00
Training Coordinator	-	1.00	-	1.00	-	1.00
Webmaster	1.00	1.00	-	1.00	-	1.00
<b>Department Total</b>	<b>18.00</b>	<b>19.00</b>	<b>-</b>	<b>19.00</b>	<b>1.00</b>	<b>20.00</b>



**Internal Services**

**Information Technology**

**Increments Approved For Fiscal Year 2006**

INC #	DESCRIPTION	COST	
		ONE-TIME	RECURRING
<b>General Fund</b>			
7810	<b>Make FY05 Technology Fund A Recurring Base Budget:</b> This fund is used to pay recurring maintenance charges on software used by all County employees and annual maintenance on County-wide used technology.	\$ -	\$ 50,000
7817	<b>CJI - Annual Maintenance:</b> This will add funds for annual maintenance for the CJI project. The increase in maintenance costs is due to upgrades made to the DAMION system, which allow the County Attorney to receive citation and booking information electronically.	-	13,200
7818	<b>CJI Test Server Routine Replacement</b>	6,000	-
7918	<b>Improve Existing Computer Room Facilities:</b> The existing computer room situation is such that there is no available electric power capacity, nor any floor space available for additional equipment.	60,000	-
7947	<b>PC Replacement Fund Increase:</b> This will allow for execution of a four-year replacement or upgrade cycle program for all County PC's.	-	78,327
7949	<b>CJI Integration Functions:</b> This joint effort will allow the City and the County Attorneys Offices to have the same version of the DAMION software and increase the ability to electronically send and receive data such as bookings, citations, and court filings.	13,500	-
7951	<b>CJI FTE:</b> This increment will add a new full-time Systems Specialist to work on the CJI project.	-	56,240
7952	<b>CJI 5% Pay Increase:</b> This increment is to compensate the current CJI Specialist for the additional responsibility of assuming an employee to supervise in conjunction with increment #7951.	-	3,276
8059	<b>Annual Maintenance For Permit Tracking Software:</b> The permit and licensing solutions currently being implemented require annual software maintenance.	-	29,000



# Special Taxing Districts



Toho Tolani Road Improvement District



Public Library - Flagstaff



Highlands Fire Department - Kachina Village



## Special Taxing Districts

### Overview

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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 32 various types 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, Sanitary Districts, Irrigation and Water Conservation Districts, Irrigation Water Delivery Districts, Flood Control Districts, County Free Library District, County Jail Districts, Groundwater Replenishment Districts, Regional Public Transportation Authorities, and Public Health Services Districts.

Currently within Coconino County there are:

- ◆ 19 Fire Districts
- ◆ 1 Domestic Water District
- ◆ 1 Facilities District
- ◆ 2 Hospital Districts
- ◆ 1 Flood Control District
- ◆ 1 Special Street Lighting District
- ◆ 1 Community College District
- ◆ 10 School Districts
- ◆ 2 Joint Technology Districts
- ◆ 1 Library District
- ◆ 1 Jail District
- ◆ 16 County Improvement Districts

Please refer to the Financial Summaries that follow for detailed budget information.

Note: The Jail District budget is presented separately in the Sheriff's Department section beginning on page E64. The Flood Control budget is presented within the Community Development Department beginning on page G4. The Domestic Water District (KVID) budget is presented within the Public Works Department beginning on page G22.



**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 19 County Fire Districts and the amount of Fire District Assistance Tax each will receive in FY06.

<u>District</u>	<u>FDAT</u>
Sedona/Oak Creek	\$ 162,895
Summit	300,000
Highlands	300,000
Pinewood	169,100
Forest Lakes	54,590
Fort Valley	32,469
Greenhaven	10,000
Mormon Lake	16,193
Pine-Del	3,356
Sherwood Forest	9,135
The Woods	766
Kaibab Estates West	8,063
Mount Elden Lookout Road	10,700
Blue Ridge	74,461
Junipine	3,987
Tusayan	59,576
Parks/Bellemont	43,276
Westwood Estates	8,389
Flagstaff Ranch	61,601



**Special Taxing Districts**

**County Free Library District**

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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 the 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.

Below is a list of the County libraries and their FY06 contributions being made to County libraries.

Sedona	\$	159,160
County Wide Automation Personnel		78,500
Automation Replacement Fund		80,000
Ashfork		10,000
Flagstaff		1,342,854
Page		172,071
Fredonia		38,468
Williams		56,138
Law Library		79,153
Grand Canyon		56,212
Forest Lakes		49,730
Tuba City		116,766
Havasupai		5,500
Bookmobile		42,050
Jail Library		48,000
Growth Fund		179,319



**Special Taxing Districts**

**Road Improvement Districts**

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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 standard 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 contribution 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             | ◆ Pinon County   |
| ◆ Hashknife                   | ◆ Rio-Arroyo     |
| ◆ Kiowa-Comanche              | ◆ Rodeo Drive    |
| ◆ Linda Lane                  | ◆ Rudd Tank Road |
| ◆ Lupine                      | ◆ Shoshone       |
| ◆ North Stardust and Antelope | ◆ Toho-Tolani    |
| ◆ Oakwood Pines               | ◆ Tonowanda      |
| ◆ Pawnee County               |                  |

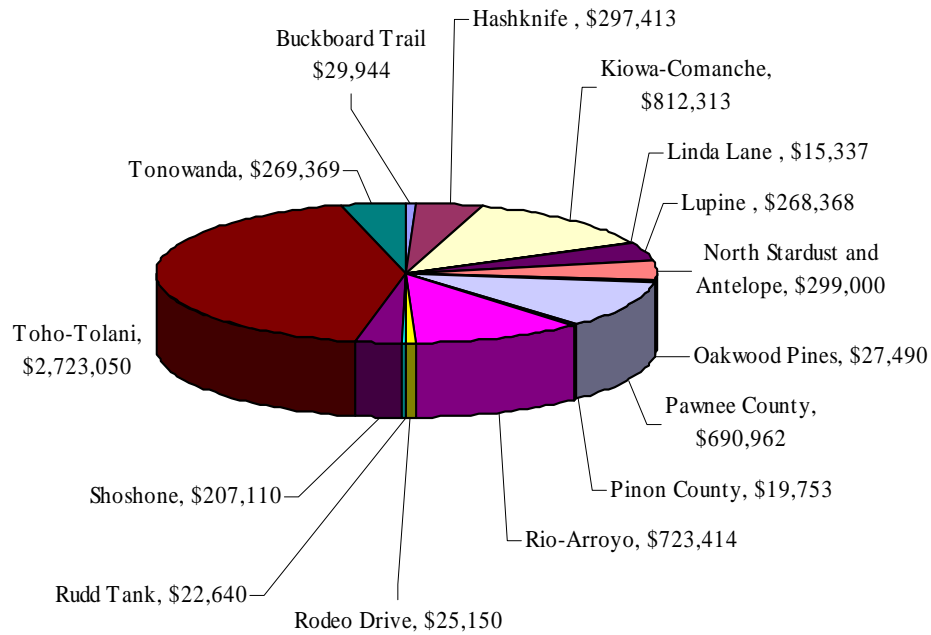


**Special Taxing Districts**

**Road Improvement Districts**

The following chart shows the road improvement districts expenditure budgets for FY06.

**Expenditures by District**





## Special Taxing Districts

### Other Districts

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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 I8-I11 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 reported 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 direct 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 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. The FY06



**Special Taxing Districts**

**Tax Rates**

	DIRECT TAX LEVY	ASSESSED VALUE LIMITED/ UNLIMITED	****TAX RATE PER \$100 VALUATION****			2004/2005 TOTAL TAX RATE	INCREASE (DECREASE) OVER 2004/2005	PERCENT INCREASE (DECREASE)
			(LIMITED) PRIMARY	(UNLIMITED) SECONDARY	TOTAL TAX RATE			
<b>COCONINO COUNTY</b>								
General Fund	6,006,746	1,263,779,835	0.4753		0.4753	0.4753	-	0.00%
Library District Fund	2,500,940	1,316,977,311		0.1899	0.1899	0.1899	-	0.00%
Fire District Assistance Fund	1,316,977	1,316,977,311		0.1000	0.1000	0.1000	-	0.00%
Total County			0.4753	0.2899	0.7652	0.7652	-	0.00%
<b>EDUCATION EQUALIZATION</b>								
Total County and State	5,507,553	1,263,779,835	0.4358		0.4358	0.4560	(0.0202)	-4.43%
			0.9111	0.2899	1.2010	1.2212	(0.0202)	-1.65%
<b>CITY OF FLAGSTAFF</b>								
Secondary	4,195,461	533,705,745	0.7861		0.7861	0.7326	0.0535	7.30%
Total Flagstaff	4,879,862	556,680,587		0.8766	0.8766	0.9801	(0.1035)	-10.56%
			0.7861	0.8766	1.6627	1.7127	(0.0500)	-2.92%
<b>CITY OF WILLIAMS</b>								
Secondary	487,714	30,313,532	1.6089		1.6089	1.6089	0.0000	0.00%
Total Williams	26,250	31,556,546		0.0832	0.0832	0.0917	(0.0085)	-9.29%
			1.6089	0.0832	1.6921	1.7006	(0.0085)	-0.50%
<b>SPECIAL DISTRICTS</b>								
<b><u>FIRE DISTRICTS</u></b>								
SEDONA FIRE F.D.	2,020,818	115,475,299		1.7500	1.7500	1.7500	-	0.00%
SUMMIT F.D.	1,722,527	68,901,074		2.5000	2.5000	2.5000	-	0.00%
HIGHLANDS F.D.	1,668,940	78,282,822		2.1000	2.1000	2.1000	-	0.00%
PINEWOOD F.D.	845,500	44,067,785		1.9200	1.9200	1.8000	0.1200	6.67%
FOREST LAKES F.D.	272,948	14,753,962		1.8500	1.8500	1.9000	(0.0500)	-2.63%
FORT VALLEY F.D.	162,347	9,979,235		1.6270	1.6270	1.5450	0.0820	5.31%
GREENHAVEN F.D.	50,000	4,596,397		1.0878	1.0878	0.9100	0.1778	19.54%
MORMON LAKE F.D.	80,965	4,851,721		1.6700	1.6700	1.7100	(0.0400)	-2.34%
PINE DEL F.D.	16,781	1,188,527		1.4119	1.4119	1.5000	(0.0881)	-5.87%
SHERWOOD FOREST F.D.	45,673	3,044,877		1.5000	1.5000	1.5000	-	0.00%
THE WOODS F.D.	3,830	589,292		0.6500	0.6500	0.6500	-	0.00%
KAIBAB ESTATES WEST F.D.	40,316	2,015,807		2.0000	2.0000	2.0000	-	0.00%
MT. ELDEN LOOKOUT RD F.D.	53,500	2,140,032		2.5000	2.5000	2.5000	-	0.00%



**Special Taxing Districts**

**Tax Rates**

	DIRECT TAX LEVY	ASSESSED VALUE LIMITED/ UNLIMITED	****TAX RATE PER \$100 VALUATION****			2004/2005 TOTAL TAX RATE	INCREASE (DECREASE) OVER 2004/2005	PERCENT INCREASE (DECREASE)
			(LIMITED) PRIMARY	(UNLIMITED) SECONDARY	TOTAL TAX RATE			
BLUE RIDGE F.D.	372,303	20,683,517		1.8000	1.8000	1.8000	-	0.00%
JUNIPINE F.D.	19,936	996,791		2.0000	2.0000	2.0000	-	0.00%
TUSAYAN F.D.	297,882	10,832,088		2.7500	2.7500	2.7500	-	0.00%
PARKS/BELLEMONT F.D.	216,382	14,425,499		1.5000	1.5000	1.5000	-	0.00%
WESTWOOD ESTATES F.D.	41,944	2,637,977		1.5900	1.5900	1.5900	-	0.00%
FLAGSTAFF RANCH F.D.	308,007	10,266,884		3.0000	3.0000	3.0000	-	0.00%
<b>OTHER SPECIAL DISTRICTS</b>								
FLOOD CONTROL	1,409,497	704,748,282		0.2000	0.2000	0.0797	0.1203	150.94%
FOREST LAKES DOMESTIC WATER	170,459	14,531,896		1.1730	1.1730	1.1730	-	0.00%
WILLIAMS FACILITIES DISTRICT	3,600	1,246,823		0.2887	0.2887	0.2993	(0.0106)	-3.53%
WILLIAMS HOSPITAL DISTRICT	900,519	85,763,852		1.0500	1.0500	1.0057	0.0443	4.40%
PAGE HOSPITAL DISTRICT	1,117,477	132,543,707		0.8431	0.8431	0.8316	0.0115	1.38%
<b>COCONINO COMMUNITY COLLEGE</b>								
Maintenance and Operations	5,094,296	1,263,779,835	0.4031		0.4031	0.4065	(0.0034)	-0.84%
Bond Interest and Redemption	1,967,968	1,316,977,311		0.1494	0.1494	0.1595	(0.0101)	-6.31%
Total Coconino Comm College			0.4031	0.1494	0.5525	0.5660	(0.0135)	-2.38%
<b>SCHOOL DISTRICTS</b>								
<b>FLAGSTAFF U.S.D. #1</b>								
Maintenance and Operations	33,355,927	845,202,755	3.9465		3.9465	3.9241	0.0224	0.57%
Unrestricted Capital	-	845,202,755	0.0000		0.0000	0.0642	(0.0642)	-100.00%
Soft Capital	2,959,055	845,202,755	0.3501		0.3501	-	0.3501	NA
Adjacent Ways	51,557	845,202,755	0.0061		0.0061	-	0.0061	NA
Override	5,062,681	881,539,456		0.5743	0.5743	0.6139	(0.0396)	-6.45%
Bond Interest and Redemption	10,592,578	881,539,456		1.2016	1.2016	1.1214	0.0802	7.15%
Total Flagstaff U.S.D. #1			4.3027	1.7759	6.0786	5.7236	0.3550	6.20%
<b>WILLIAMS U.S.D. #2</b>								
Maintenance and Operations	2,405,940	78,186,026	3.0772		3.0772	3.4455	(0.3683)	-10.69%
Unrestricted Capital	14,543	78,186,026	0.0186		0.0186	-	0.0186	NA
Soft Capital	2,502	78,186,026	0.0032		0.0032	0.3016	(0.2984)	-98.94%
Adjacent Ways	-	78,186,026	0.0000		-	0.0431	(0.0431)	-100.00%
Override	363,618	81,473,819		0.4463	0.4463	0.4447	0.0016	0.36%
Bond Interest and Redemption	440,936	81,473,819		0.5412	0.5412	0.6043	(0.0631)	-10.44%
Total Williams U.S.D. #2			3.0990	0.9875	4.0865	4.8392	(0.7527)	-15.55%



**Special Taxing Districts**

**Tax Rates**

	DIRECT TAX LEVY	ASSESSED VALUE LIMITED/ UNLIMITED	****TAX RATE PER \$100 VALUATION****			2004/2005 TOTAL TAX RATE	INCREASE (DECREASE) OVER 2004/2005	PERCENT INCREASE (DECREASE)
			(LIMITED) PRIMARY	(UNLIMITED) SECONDARY	TOTAL TAX RATE			
<b>GRAND CANYON U.S.D. #4</b>								
Maintenance and Operations	431,123	14,992,987	2.8755		2.8755	1.3044	1.5711	120.45%
Unrestricted Capital	181,820	14,992,987	1.2127		1.2127	-	1.2127	NA
Soft Capital	-	14,992,987	-		-	0.4401	(0.4401)	-100.00%
Override	61,995	15,062,017		0.4116	0.4116	3.5194	(3.1078)	-88.30%
Bond Interest and Redemption	431,768	15,062,017		2.8666	2.8666	2.8522	0.0144	0.50%
Total Grand Canyon U.S.D. #4			4.0882	3.2782	7.3664	8.1161	(0.7497)	-9.24%
<b>CHEVELON BUTTE U.S.D. #5</b>								
Maintenance and Operations	370,296	36,144,072	1.0245		1.0245	1.1128	(0.0883)	-7.93%
Unrestricted Capital	19,337	36,144,072	0.0535		0.0535	-	0.0535	NA
Soft Capital	15,470	36,144,072	0.0428		0.0428	0.0136	0.0292	214.71%
Minimum State School Tax	305,454	36,144,072	0.8451		0.8451	0.9614	(0.1163)	-12.10%
Bond Interest and Redemption	-	39,268,399		-	-	-	-	0.00%
Total Chevelon Butte U.S.D. #5			1.9659	-	1.9659	2.0878	(0.1219)	-5.84%
<b>FREDONIA-MOCCASIN U.S.D. #6</b>								
Maintenance and Operations	467,985	13,052,527	3.5854		3.5854	3.1428	0.4426	14.08%
Unrestricted Capital	-	13,052,527	-		-	-	-	NA
Soft Capital	-	13,052,527	-		-	-	-	NA
Bond Interest and Redemption	-	13,295,556		-	-	-	-	NA
Total Fredonia-Mocasin U.S.D. #6			3.5854	-	3.5854	3.1428	0.4426	14.08%
<b>PAGE U.S.D. #8</b>								
Maintenance and Operations	1,162,334	126,052,955	0.9221		0.9221	2.3417	(1.4196)	-60.62%
Unrestricted Capital	-	126,052,955	0.0000		-	0.0524	(0.0524)	-100.00%
Soft Capital	-	126,052,955	0.0000		0.0000	0.0906	(0.0906)	-100.00%
Override	1,366,044	126,497,273		1.0799	1.0799	1.0361	0.0438	4.23%
Bond Interest and Redemption	2,461,637	126,497,273		1.9460	1.9460	1.7728	0.1732	9.77%
Total Page U.S.D. #8			0.9221	3.0259	3.9480	5.2936	(1.3456)	-25.42%
<b>SEDONA-OAKCREEK U.S.D. #9</b>								
Maintenance and Operations	1,867,058	107,549,415	1.7360		1.7360	1.6929	0.043	2.55%
Unrestricted Capital	14,949	107,549,415	0.0139		0.0139	-	0.014	NA
Soft Capital	-	107,549,415	0.0000		0.0000	0.0556	(0.056)	-100.00%
Adjacent Ways	-	107,549,415	0.0000		0.0000	-	-	0.00%
Minimum State School Tax	224,348	107,549,415	0.2086		0.2086	0.2173	(0.009)	-4.00%
Override	201,922	115,516,092		0.1748	0.1748	0.1857	(0.011)	-5.87%
Bond Interest and Redemption	923,551	115,516,092		0.7995	0.7995	0.9221	(0.123)	-13.30%
Bond Expense for F.U.S.D. #1	161,812	115,516,092		0.1401	0.1401	0.7150	(0.5749)	-80.41%
Bi-county taxes repayment	17,327	115,516,092		0.0150	0.0150	0.0170	(0.002)	-11.76%
Total Sedona-Oakcreek U.S.D. #9			1.9585	1.1294	3.0879	3.8056	(0.7177)	-18.86%
<b>MAINE CONSOLIDATED S.D. #10</b>								
Maintenance and Operations	1,199,679	22,282,709	5.3839		5.3839	5.0008	0.3831	7.66%
Unrestricted Capital	-	22,282,709	-		-	-	-	NA
Soft Capital	-	22,282,709	-		-	-	-	NA
Bond Interest and Redemption	-	23,819,972		-	-	-	-	NA
Total Maine Consolidated S.D. #10			5.3839	-	5.3839	5.0008	0.3831	7.66%



**Special Taxing Districts**

**Tax Rates**

	<u>DIRECT</u> <u>TAX</u> <u>LEVY</u>	<u>ASSESSED</u> <u>VALUE</u> <u>LIMITED/</u> <u>UNLIMITED</u>	<u>****TAX RATE PER \$100 VALUATION****</u>			<u>2004/2005</u> <u>TOTAL</u> <u>TAX RATE</u>	<u>INCREASE</u> <u>(DECREASE)</u> <u>OVER</u> <u>2004/2005</u>	<u>PERCENT</u> <u>INCREASE</u> <u>(DECREASE)</u>
			<u>(LIMITED)</u> <u>PRIMARY</u>	<u>(UNLIMITED)</u> <u>SECONDARY</u>	<u>TOTAL</u> <u>TAX RATE</u>			
TUBA CITY U.S.D. #15								
Bond Interest and Redemption	557,697	15,924,192		3.5022	3.5022	5.5143	(2.0121)	-36.49%
Total Tuba City U.S.D. #15				3.5022	3.5022	5.5143	(2.0121)	-36.49%
ASH FORK U.S.D. #31								
Maintenance and Operations	208,621	4,104,931	5.0822		5.0822	2.8903	2.1919	75.84%
Unrestricted Capital	219,302	4,104,931	5.3424		5.3424	5.3858	(0.0434)	-0.81%
Soft Capital	-	4,104,931	-		-	-	-	
Bond Interest and Redemption	-	4,290,033			-	-	-	
Total Ashfork U.S.D. #31			10.4246	-	10.4246	8.2761	2.1485	25.96%
CAVIAT Joint Technology District	557,776	1,115,551,465		0.0500	0.0500	0.0500	-	0.00%
Valley Academy Education District	69,887	115,516,092		0.0605	0.0605	0.0500	0.01	21.00%
COUNTY EDUCATION DISTRICT	5,197	287,266 290,224	1.8090		1.8090	1.8931	(0.0841)	-4.44%



**Special Taxing Districts**

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# Capital Acquisitions



Fort Tuthill County Park Amphitheater





## Capital Acquisitions

Capital Expenditures are expenditures for items of a set substantial value (\$5,000 or more in Coconino County) such as computer systems or vehicles. Every fiscal year Coconino County works to evaluate and redevelop their capital plan, known as the Community Investment Program (CIP). This is a plan for capital expenditures that covers a five-year period. It provides for a project evaluation and ranking system. Also discussed in the plan are potential funding mechanisms for larger, non-routine projects. The total capital budget for FY06 is \$31,220,650.

Public Works has budgeted over \$10 million for various road construction projects throughout the County. These projects are primarily for routine maintenance projects and have no incremental operating costs associated with them. Public Works also has a capital budget related to routine equipment replacement. All Public Works capital projects are funded through Highway User Revenue. Please refer to the Public Works increment descriptions on pages G30 through G34 for more information on these projects.

Mountain Line, the Flagstaff Transit System, has budgeted over \$1 million in capital expenditures for an expansion. This capital budget includes appropriations for additional buses, shelter improvements, and a new bus tracking system. Transportation will begin construction on a new \$4.5 million facility in FY06. This project (and related operating costs including FTEs, utilities, and various bus related expenditures of around \$340,000) is funded through a combination of grant revenue, bus fare, and a transit tax imposed by the City of Flagstaff.

Coconino County has budgeted an additional \$1.5 million for various capital expenditures related to the launch of the Sedona Transit System, including buses, shelters, and a transit facility. The recurring operational costs associated with this project have been added to the Transportation budget. All of these costs (and related operating costs including FTEs, utilities, and various bus related expenditures of around \$275,000) are funded through a combination of grant revenue, the City of Sedona, and bus fare.

Construction projects for road improvement districts make up \$5.5 million of the FY06 capital budget. The largest of these expenditures relate to the completion of the Toho Tolani Improvement District (\$2.3 million). These projects are funded through special assessments on the property owners and National Forest Fee revenue contributed by the County. Once these projects are completed and the roads are accepted into the County road system, there will be incremental operating costs to maintain these roads (for example, snow plowing) and incremental capital costs for periodic repairs to them.

During FY06 Coconino County will complete the Fort Tuthill County Park Amphitheater - a Parks and Open Space funded project. There will be a recurring annual cost of \$30,000 to operate this facility and \$.6 million has been included in the FY06 budget for completion of this project. Other projects funded by the Parks and Open Space tax included in the FY06 budget total \$2.9 million.

A detailed description of all FY06 increments, including capital increments, are included within the increment list of each department.

The two largest upcoming projects after FY06 include the renovation of the wastewater collection and treatment system at Fort Tuthill County Park and the building of a new Page Justice Court facility. The wastewater system is anticipated to be a one-time expenditure of \$3.84 million and the Page Justice Court facility is expected to cost roughly \$2.2 million. These projects may require bond issuances as the funding source and the County is currently working on a plan to fund these projects.



**Capital Acquisitions**

**Community Investment Program**

Every fiscal year Coconino County works to evaluate and redevelop their capital plan, known as the Community Investment Program (CIP). Projects are divided into groups and ranked in order of priority. Summarized below is a list of all projects recommended for FY06. For those projects that were recommended for FY06 but not included in the budget, an explanation is provided under the “notes” header. Those projects that were included in the FY06 budget are highlighted. For a complete list of department abbreviations, refer to page J19.

**FY06 Budget Recommendations**

(Highlighted projects are included in the FY06 adopted budget)

**General Fund Priority Funding Recommendations**

Dept	Proj. #	Description	Amount Listed in CIP	FY06 Budget	Notes
CD	06-011	Phase II - Permit Tracking System	100,500	100,500	
FM	06-044	Facilities Master Plan	TBD	250,000	
PR	06-102	FTCP Wastewater Collection and Treatment	3,840,000		Needs Bonds Issue
HD	06-262	Medical Examiner Facility/Equipment Upgrade	10,136	10,136	
FM	06-039	Construction of Page Justice Court	2,200,000		Needs Bonds Issue
IT	06-278	Improve Existing Computer Room Facilities	60,000	60,000	

**Routine Replacement/Maintenance Projects**

Dept	Proj. #	Description	Amount Listed in CIP	FY06 Budget	Notes
FM	06-034	King Street Facility Public Entrance	17,000		Not Requested
FM	06-041	Annual Parking Lot Maintenance	100,000*	\$15,000/yr	
PR	06-065	Server Upgrades and Replacement	282,500		Not listed as GF priority by dept
PR	06-084	Computer Hardware Replacement	23,000		Not listed as GF priority
PR	06-111	Racetrack Resurfacing	100,000		Not Requested
PW	06-155	MV Light Truck Replacement	2,353,757*	269,168	
PW	06-161	MV Passenger Car Replacement	574,981*	54,410	
PW	06-170	Thin Overlay	1,200,000		Not Requested
PW	06-171	Screen Plant	130,000		Not Requested
PW	06-172	Sewer/Manhole Rehabilitation and Repair	65,000		Not Requested
PW	06-173	Sewer Cleaning	50,000		Not Requested
PW	06-182	Valve Exercising/Leak Detection	72,000		Not Requested
PW	06-183	Valve Replacement	25,000		Not Requested
PW	06-186	Waterline Replacement	50,000		Not Requested
PW	06-189	Well #3 Pump	6,000		Not Requested
PW	06-193	Computerized Wheel Alignment System	19,000	19,000	
PW	06-195	Machine Shop Lathe	15,000		Not Requested
PW	06-197	Shop Air Compressor	15,000	15,000	
PW	06-198	Wastewater Treatment Plant Aeration Pump	13,000		Not Requested
SO	06-223	Replacement of Patrol Boat	60,488		Not Requested
TD	06-241	Purchase Para-Transit Vans for Flagstaff	290,500		Not Requested
HD	06-259	Digital Dental X-Ray System	15,995		Not Requested
HD	06-264	Digital Forensic X-ray Equipment	6,000	6,000	
HD	06-269	Digital Forensic X-ray Equipment	6,000	<b>DUPLICATE</b>	
IT	06-276	Network Equipment Upgrades and Replacements	569,700		Not Requested
IT	06-279	Replace T1 Circuits with Fiber Optics	30,000		Not listed as GF priority by dept
IT	06-281	PC Workstation Replacements	1,075,000*	78,327	



**Capital Acquisitions**

**Community Investment Program**

**Routine Replacement/Maintenance Projects**

Dept	Proj. #	Description	Amount Listed in CIP	FY06 Budget	Notes
HD	06-282	Replace Flooring in Clinic	12,000		Not Requested
SO	06-373	LEAF Parking Lot Maintenance	22,750		Not Requested
SO	06-376	Replace Sallyport Roll Up Doors at Jail	14,000		Not Requested
SO	06-377	Parking Lot Maintenance	149,500		Not Requested
SO	06-382	Jail Portable Radio Replacement	92,500		Small items, each <\$5,000
SO	06-383	Jail Mobile Radio Replacement	45,000		Small items, each <\$5,000
SO	06-389	Portable Radio Replacement	50,000		Small items, each <\$5,000
SO	06-390	Mobile Radio Replacement	45,000*	43,300	
IT	06-400	Telephone and 911 System Upgrades	715,000		Not listed as GF priority by dept

**HURF Projects**

Dept	Proj. #	Description	Amount Listed in CIP	FY06 Budget	Notes
PW	06-122	2 ½ Ton Truck	70,000	175,000	
PW	06-124	3 Ten-Wheel Trucks with Plows and Spreaders	630,000	520,000	
PW	06-127	Campbell Avenue Reconstruction	950,000	1,000,000	
PW	06-133	Construction Equipment Replacement	287,654*	287,654	
PW	06-134	Construction Equipment -Truck Replacement	1,526,724*	711,248	
PW	06-137	Dunham Drainage & Street Improvement	350,000	350,000	
PW	06-142	New Lube Truck Body	80,000		Not Requested
PW	06-146	Construction Equipment Replacement: Loaders, Dozers, Graders, and Backhoes	5,712,303	1,093,141	
PW	06-147	Hocctor Road Box Culverts	450,000	450,000	
PW	06-150	Kona Trail & Drainage	350,000		Not Requested
PW	06-151	Lake Mary Road (FH3) Phase I Reconstruction	1,500,000		Not Requested
PW	06-165	Pinewood Boulevard Pavement (East End)	1,100,000		Not Requested

**Parks and Recreation Bond Fund Restricted Projects**

Dept	Proj. #	Description	Amount Listed in CIP	FY06 Budget	Notes
PR	06-086	Flagstaff-Doney Park Trail	690,772*	170,700	
PR	06-090	FTCP Amphitheatre Phase II	1,807,877		Not Requested
PR	06-091	FTCP Fairgrounds Rehabilitation, Phase II	1,691,445		Not Requested
PR	<b>06-104</b>	<b>Pumphouse Greenway Acquisition and Rehabilitation</b>	<b>361,800</b>		Completed in FY05
PR	06-113	RCP/ Pumphouse Greenway Fencing And Signs	62,000		Not listed as GF priority by dept.
PR	06-115	Rogers Lake Acquisition	7,367,704		Not Requested
PR	06-120	Tuba City Community Park Development	1,393,755*	2,082,383	
PR	06-338	Peaks View County Park Phase III	970,963*	311,800	
PR	06-355	Rogers Lake Trail Construction	40,000		Not Requested
PR	06-360	Rogers Lake Range Fencing	221,760		Not Requested



**Capital Acquisitions**

**Community Investment Program**

**Assumption Projects**

Dept	Proj. #	Description	Amount Listed in CIP	FY06 Budget	Notes
HD	06-061	Purchase of New Ford Explorer 4 x 4 and Enclosed Trailer	36,000	37,025	
JC	06-069	Additional Storage Area for Flagstaff Justice Court	TBD		Not Requested
JC	06-069	Flagstaff Justice Court Work Stations	TBD		Not Requested
PR	06-088	Demolition of Cinder Barn at Fairgrounds	70,000		Not listed as GF priority by dept.
PR	06-100	Fort Tuthill to Kachina Village Trail	10,000		Not Requested
PR	06-107	Peaks View County Park Trail Completion	20,000		Not Requested
PW	06-129	Outsourcing Some Of Maintenance's Chip Seal Program	300,000		Not Requested
PW	06-132	Community Siren Alarm Systems	28,000		Not listed as GF priority by dept.
PW	06-140	Evacuation Signage	10,000		Not listed as GF priority by dept.
PW	06-150	Kona Trail & Drainage	350,000		Not Requested
PW	06-156	Overhead Lighting at Williams Equipment Shop	12,000	12,000	
PW	06-159	Storage Building for Mechanical Services	75,000		Not Requested
PW	06-181	Crane, Truck Mounted	11,000	11,000	
RO	06-202	County Postal Machine	48,744	58,000	
SC	06-208	Security Additions Surveillance Equipment	20,000		Not Requested
SC	06-209	Security Upgrades Shatter Proof Windows	250,000		Not Requested
SO	06-212	Patrol Officer and Patrol Vehicle	28,600		Not Requested
TD	06-232	Bus Lifts	40,000		Not Requested
TD	06-233	Purchase and Install Bus Shelters	800,000*	100,000	
TD	06-234	Purchase and Install Bus Shelters	1,150,000*	114,000	
TD	06-237	GPS Video Cameras	60,000		Not Requested
TD	06-238	GPS Locators and Panic Buttons	60,000	55,850	
TD	06-242	Purchase Para-Transit Vans for Sedona	290,500*	59,000	
TD	06-245	SmartCard System and Fareboxes	300,000	165,000	
TD	06-246	Purchase 8 Mountain Line Transit Buses	2,000,000	260,000	
TD	06-247	Purchase Transit Buses for Sedona	4,250,000*	1,300,000	
HD	06-256	Purchase of Animal Transport Kennels	48,000*	11,000	
PR	06-356	FTCP Wildlife Improvements	410,000		Not Requested
PR	06-357	FTCP Interpretive Trail	28,500		Not Requested
PR	06-359	Sawmill CP Picnic Table Shade Covers	15,000		Not Requested
IT	06-403	Intranet Expansion Improvements	18,000		Not listed as GF priority by dept.
PR	06-406	Parks and Recreation Master Plan	45,000	45,000	



**Capital Acquisitions**

**Community Investment Program**

The following charts show all projects included in the CIP, the fiscal year they are recommended to be funded in, and a list of other evaluated projects. Note: The project number is not a ranking or indication of priority.

**COCONINO COUNTY CIP PROJECT LIST**

(Highlighted projects are included in the FY06 adopted budget)

**General Fund Priority Funding Recommendations**

Dept.	Proj. #	Description	Amount Listed in CIP	Comments
CD	06-011	Phase II - Permit Tracking System	100,500	Already in Implementation Phase
FM	06-044	Facilities Master Plan	TBD	Needed prior to implementation of multiple additional projects
PR	06-102	FTCP Wastewater Collection and Treatment	3,840,000	Health and safety concerns
HD	06-262	Medical Examiner Facility/Equipment Upgrade	10,136	Health and safety concerns
FM	06-039	Construction of Page Justice Court	2,200,000	Health and safety concerns
IT	06-278	Improve Existing Computer Room Facilities	60,000	Critical operations issue

**Routine Replacement/Maintenance Projects**

Dept.	Proj. #	Description	Amount Listed in CIP	FY
FM	06-015	Rebuild 3 Air Handlers at Admin	16,000	07
FM	06-031	Heater Replacement: Center for Arts	12,650	07
FM	06-034	King Street Facility Public Entrance	17,000	06
IT	06-065	Server Upgrades and Replacement	282,500	06
PR	06-084	Computer Hardware Replacement	23,000	06
PR	06-111	Racetrack Resurfacing	100,000	06
PW	06-155	MV Light Truck Replacement	2,353,757*	06
PW	06-161	MV Passenger Car Replacement	574,981*	06
PW	06-170	Thin Overlay	1,200,000*	06
PW	06-171	Screen Plant	130,000	06
PW	06-172	Sewer/Manhole Rehabilitation and Repair	65,000*	06
PW	06-173	Sewer Cleaning	50,000*	06
PW	06-182	Valve Exercising/Leak Detection	72,000*	06
PW	06-183	Valve Replacement	25,000*	06
PW	06-186	Waterline Replacement	50,000*	06
PW	06-189	Well #3 Pump	6,000	06
PW	06-193	Computerized Wheel Alignment System	19,000	06
PW	06-195	Machine Shop Lathe	15,000	06
PW	06-197	Shop Air Compressor	15,000	06
PW	06-198	Wastewater Treatment Plant Aeration Pump	13,000*	06
SO	06-223	Replacement of Patrol Boat	60,488	06
TD	06-241	Purchase Para-Transit Vans for Flagstaff	290,500*	06
HD	06-259	Digital Dental X-Ray System	15,995	06



**Capital Acquisitions**

**Community Investment Program**

**Routine Replacement/Maintenance Projects**

Dept.	Proj. #	Description	Amount Listed in CIP	FY
HD	06-264	Digital Forensic X-ray Equipment	6,000	06
HD	06-269	Digital Forensic X-ray Equipment	6,000	06
IT	06-276	Network Equipment Upgrades and Replacements	569,700*	06
IT	06-279	Replace T1 Circuits with Fiber Optics	30,000	06
IT	06-280	Server Upgrades and Replacement	322,500*	06
HD	06-282	Replace Flooring in Clinic	12,000	06
SO	06-373	LEAF Parking Lot Maintenance	22,750	06
SO	06-376	Replace Sallyport Roll Up Doors at Jail	14,000	06
SO	06-377	Parking Lot Maintenance	149,500*	06
SO	06-382	Jail Portable Radio Replacement	92,500*	06
SO	06-383	Jail Mobile Radio Replacement	45,000*	06
SO	06-389	Portable Radio Replacement	50,000*	06
SO	06-390	Mobile Radio Replacement	45,000*	06
IT	06-400	Telephone and 911 System Upgrades	715,000*	06
FM	06-040	Paint Williams PW Facility and Replace Gutters	21,000	07
FM	06-016	Annual Parking Lot Maintenance	100,000	07
FM	06-020	R & R Appropriation for FY 07-10	1,800,000*	07
IT	06-063	Redundant CJI Project Server	130,923	07
PW	06-158	Original Equipment Manufacturer Scan Tools	21,000	07
PW	06-168	Replace Ford Bronco	30,000	07
PW	06-169	Reservoir Inspection and Repair	5,000	07
PW	06-185	Water Meter Replacement	15,000	07
PW	06-187	Well #1 Pump	6,000	07
PW	06-200	Wastewater Treatment Plant Effluent Pumps	25,000	07
PW	06-201	Wastewater Treatment Plant Influent Station Pump 1	9,500	07
SO	06-222	All Terrain Vehicles (4-tracks)	13,200	07
SO	06-225	Patrol Vehicle	28,600	07
IT	06-277	Microsoft Exchange Software Licenses	40,000	07
SO	06-372	Replace Hot Water Boilers and Heaters	188,834	07
AP	06-002	Probation Officer Vest Replacement	26,000	08
FM	06-018	Center for the Arts	132,000	08
JVC	06-080	Officer Safety Equipment	48,240	08
PW	06-188	Well #2 Pump	6,000	08
PW	06-199	Wastewater Treatment Plant Blower 1	50,000	08
HD	06-257	New Walk-in Body Cooler and Trays	26,275	08
SO	06-375	Jail Laundry Equipment Replacement	23,500	08
PW	06-190	Well #4 Pump	6,000	09
FD	06-306	Financial Management System Upgrade	200,000	09
SC	06-210	Walk-Through Metal Detector	7,500	10
SC	06-211	X-Ray Scanner Purchase & Annual Maintenance	35,000	10
HD	06-260	Pedestal Autopsy Table	41,272	10
HD	06-263	New Ventilation System for Medical Examiners Facility	20,000	10
SO	06-384	Cooling System Replacement	96,400	10



**Capital Acquisitions**

**Community Investment Program**

**Public Works Department Operational Submissions**

Dept.	Proj. #	Description	Amount Listed in CIP	Type	FY
AP	06-001	Page Probation Officer Vehicle and Radio	26,000	Assum.	06
PR	06-089	Forklift	50,000	New	06
PR	06-110	Portable Toilet Trailers	7,000	New	06
PR	06-117	Scissor Lift	25,000	New	06
PR	06-118	Street Sweeper	25,000	New	06
PW	06-138	Variable Message Boards	15,000	New	06
SD	06-212	New Patrol Vehicle	28,600	Assum.	06
TD	06-243	Quad Cab Truck	25,000	RR	06
FM	06-328	New Vehicle Purchase	26,000	New	06
HD	06-396	Vehicles for Environmental Services	35,500	Assum.	06
PR	06-406	Purchase of Two Inmate Vans	70,000	New	06
PR	06-168	Replace Ford Bronco	30,000	RR	07
PW	06-196	Metal Break and Shear	30,000	New	07
SD	06-222	All Terrain Vehicles	13,200	RR	07
SD	06-225	Patrol Vehicle	28,600	RR	07
CS	06-295	Six Passenger Pick Up Replacement	26,995	RR	07
CS	06-297	Williams ADA Van Replacement	36,002	RR	07
PR	06-348	Utility Vehicle Purchase	36,000	New	07
HD	06-404	Medical Examiner Transport Vehicle	35,000	New	07
CS	06-296	Flagstaff MOW Van	30,578	RR	08
CS	06-298	Williams MOW Van	26,450	RR	08
CS	06-299	Flagstaff MOW Van	26,450	RR	08

**Finance Department Operational Submissions**

(These are funded according to the copier replacement program schedule)

Dept.	Proj. #	Description	Amount Listed in CIP	Type	FY
HD	06-255	Copier Replacement	8,000	RR	06
CA	06-007	Copier Purchase	25,000	New	06
FD	06-012	Copier Replacements	398,320*	RR	06
SO	06-214	Copier Replacement	55,000	RR	06
PW	06-288	Printer Replacements	24,000	RR	06
CS	06-300	Printer Replacements	5,500	RR	06
JC	06-067	Copier Replacement	15,000	RR	07
JC	06-072	Copier Replacement	10,000	RR	07
JC	06-073	Copier Replacement	10,000	RR	07
SC	06-206	Copier Replacement	70,000	RR	07
PW	06-285	Copy Machine Replacements	45,000	RR	07
SC	06-206	Color Printer	8,000	RR	08
JC	06-070	Copier Replacement	10,000	RR	10



**Capital Acquisitions**

**Community Investment Program**

**GIS Department Operational Submissions**

Dept.	Proj. #	Description	Amount Listed in CIP	Type	FY
CD	06-010	Plotter Purchase	12,000	New	07
GIS	06-307	Plotter Upgrade	12,000	New	07

**Facilities Management Department Operational Submissions**

Dept.	Proj. #	Description	Amount Listed in CIP	Type	FY
FM	06-326	Historic Courthouse Conference Room Furnishings	9,000	New	06
HD	06-398	File Storage for Environmental Services	9,000	New	06
FM	06-031	Heater Replacement for Center for the Arts	12,650	RR	07
FM	06-040	Paint Williams PW Facility and Replace Gutters	21,000	RR	07
SO	06-386	Cooling System Replacement	96,400	RR	07

**Information Technologies Department Operational Submissions**

Dept.	Proj. #	Description	Amount Listed in CIP	Type	FY
CA	06-009	Purchase of Video Conferencing Equipment	12,000	New	06
CD	06-011	Purchase of Hardware to Implement Permit Tracking System	192,000	Prior.	06
FM	06-027	Facilities EMS Hardware and Software	25,000	RR	06
FM	06-028	Facilities Office PCs	28,000	RR	06
IT	06-061	CJI Test Server Replacement	6,000	RR	06
PR	06-084	Computer Hardware Replacement	23,000	RR	06
PR	06-085	Computer Software Upgrades	10,000	New	06
SO	06-087	Computer Software Replacement	27,000	New	06
PR	06-099	FTCP Telecommunications Upgrade	25,000	New	06
SO	06-216	Document Imaging	16,600	New	06
SO	06-224	Page Sheriff's Office VOIP (Voice Over IP)	20,000	New	06
IT	06-281	Workstation Replacement and Upgrades	1,075,000*	RR	06
PW	06-284	Power Protection Devices	14,000	RR	06
PW	06-287	Server Upgrades and Replacement	65,000	RR	06
PW	06-289	Desktop Computer Replacement Program	32,550	RR	06
PW	06-290	Network Security Replacements	24,000	RR	06
PW	06-291	Desktop Monitor Replacement Program	17,500	RR	06
IT	06-062	Replace External County Firewall	40,500	RR	07
JVC	06-076	CCTV System for Each Pod in Detention	24,000	New	07
JVC	06-077	Replace County-Owned Computers	48,960	RR	07
JVC	06-081	Scanner and Data Storage	28,000	New	07
SC	06-207	Security Additions – Computers/Communication Equipment	25,000	New	07
TD	06-244	Computers and Server of Sedona Transit Office	60,000	Assum	07
GIS	06-306	GIS Data Server Replacement	22,000	RR	07



**Capital Acquisitions**

**Community Investment Program**

**Information Technologies Department Operational Submissions**

Dept.	Proj. #	Description	Amount Listed in CIP	Type	FY
SO	06-380	Jail Computer Software	27,000	RR	07
SO	06-381	Jail Computer Hardware	120,000	RR	07
SO	06-386	Sheriff's Office Computer Software	27,000	RR	07
SO	06-387	Sheriff's Office Computer Hardware	181,000	RR	07
IT	06-060	CJI Server Replacement	8,300	RR	08
HD	06-268	Public Health Preparedness Video Conferencing Equipment	30,000	Assum	08
PW	06-286	Network Switch Replacement	8,000	RR	08
PW	06-125	Billing Computer Software	8,000	RR	09

**HURF Fund Projects**

Dept.	Proj. #	Description	Amount Listed in CIP	FY
PW	06-122	2 ½ Ton Truck	70,000	06
PW	06-124	3 Ten-Wheel Trucks with Plows and Spreaders	630,000	06
PW	06-127	Campbell Avenue Reconstruction	950,000	06
PW	06-133	Construction Equipment Replacement	287,654	06
PW	06-134	Construction Equipment -Truck Replacement	1,526,724*	06
PW	06-137	Dunham Drainage & Street Improvement	350,000	06
PW	06-142	New Lube Truck Body	80,000	06
PW	06-146	Construction Equipment Replacement: Loaders, Dozers, Graders, and Backhoes	5,712,303*	06
PW	06-147	Hocctor Road Box Culverts	450,000	06
PW	06-150	Kona Trail & Drainage	350,000	06
PW	06-151	Lake Mary Road (FH3) Phase I Reconstruction	1,500,000	06
PW	06-165	Pinewood Boulevard Pavement (East End)	1,100,000	06
PW	06-149	Kachina Trail Reconstruction	1,250,000	07
PW	06-152	Lake Mary Road (FH3) Phase II Reconstruction	1,500,000	07
PW	06-154	Leupp Road Overlay	600,000	07
PW	06-164	Pinewood Boulevard Pavement Preservation	1,200,000	07
PW	06-153	Landfill Road Pavement Preservation	500,000	08
PW	06-166	Pinon Trail Reconstruction	500,000	08
PW	06-174	Stardust Trail Pavement Preservation	250,000	08
PW	06-179	Townsend-Winona Road Recycle	800,000	08
PW	06-191	West Route 66 Pavement Preservation	1,000,000	08



**Capital Acquisitions**

**Community Investment Program**

**Flood Control Projects**

Dept.	Proj. #	Description	Amount Listed in CIP	FY
PW	06-163	Pinewood Drainage Projects	900,000	06
PW	06-310	Wupatki Trails Drainage	100,000	06
PW	06-407	Uptown Sedona Flood Control	100,000	06
PW	06-408	Sedona Chapel View Flood Control	1,060,000	06
PW	06-314	Forest Lakes Culverts	35,000	07
PW	06-316	Joe Springs Loop Drainage	30,000	07
PW	06-321	Spring Valley Culverts	75,000	07
PW	06-317	Kachina Trail Drainage Improvements	225,000	08
PW	06-319	Northlodge & Oak Drainage Improvements	400,000	08
PW	06-320	Pinewood Blvd. West Drainage Improvements	360,000	08
PW	06-322	Suzette Lane Culverts and Ditch Improvements	75,000	08
PW	06-323	Timberline Drainage Improvements	225,000	08
PW	06-311	Clear Creek Units 3 & 7 Drainage Improvements	250,000	09
PW	06-312	Clear Creek Units 4,5,6 Drainage Improvements	200,000	09
PW	06-318	MaCann Estates Drainage Improvements	50,000	09
PW	06-324	Bader Road Culverts & Ditch Improvements	100,000	09
PW	06-315	Hutchinson Acres Drainage	100,000	10

**Improvement Districts**

Dept.	Proj. #	Description	Amount Listed in CIP	FY
PW	06-131	Clear Creek Pines Improvement District	900,000	06
PW	06-143	Frontier Hills Improvement District	50,000	06
PW	06-145	Hashknife Trail Improvement District	30,000	06
PW	06-157	Lupine Lane Improvement District	25,000	06
SD	06-303	North Stardust & Antelope Trail CID	200,000	07
SD	06-304	Clear Creek Pines Units 8 & 9 CID	2,000,000	07
PW	06-126	Brambley Lane Improvement District	50,000	07
PW	06-136	Crestview Improvement District	50,000	07
PW	06-144	Snowbowl Road Improvement District	125,000	07
PW	06-148	Jupiter Lane Improvement District	50,000	07



**Capital Acquisitions**

**Community Investment Program**

**Parks and Recreation Bond Fund Restricted Projects**

Dept.	Proj. #	Description	Amount Listed in CIP	FY
PR	06-086	Flagstaff-Doney Park Trail	690,772	06
PR	06-090	FTCP Amphitheatre Phase II	1,807,877	06
PR	06-091	FTCP Fairgrounds Rehabilitation, Phase II	1,691,445	06
<b>PR</b>	<b>06-104</b>	<b>Pumphouse Greenway Acquisition &amp; Rehabilitation</b>	<b>361,800</b>	<b>06</b>
PR	06-113	RCP/ Pumphouse Greenway Fencing And Signs	62,000	06
PR	06-115	Rogers Lake Acquisition	7,367,704	06
PR	06-120	Tuba City Community Park Development	1,393,755	06
PR	06-338	Peaks View County Park Phase III	970,963	06
PR	06-355	Rogers Lake Trail Construction	40,000	06
PR	06-360	Rogers Lake Range Fencing	221,760	06
PR	06-335	FTCP Expansion	1,381,445	07
PR	06-336	Observatory Mesa Land Acquisition	1,607,733	07
PR	06-337	Old Growth Forest Land Acquisition	2,762,889	08
PR	06-365	Raymond CP Phase II	506,530	08
PR	06-342	Cataract Lake Park Master Plan	50,000	10
PR	06-368	Observatory Mesa Trail Construction	50,000	10

**Bold = Completed in FY05**

**Contingent and Future Need Projects**

Dept.	Proj. #	Description	Amount Listed in CIP	FY
PR	06-097	FTCP Stables Showers	44,000	06
PR	06-098	FTCP Rectangular Equestrian Arena Surfacing	40,000	06
PW	06-176	Stardust Extension (Yancy to Rio Rancho)	750,000	06
SD	06-219	Mobile Data Computers	500,000*	06
SD	06-220	Mobile Vehicle Repeaters	60,193	06
SD	06-226	Interoperability	200,000*	06
TD	06-236	Customer Service Software Packages	225,000*	06
PR	06-332	Motor Sports Arena Improvements	20,000	06
PR	06-333	FTCP Livestock Pen Construction	10,000	06
PR	06-341	Navajo Nation Interpretive Sites	368,385*	06
PR	06-343	Grandstands Rehabilitation	80,000	06
PW	06-313	Fernwood Drainage Improvements	275,000	08
PR	06-352	FTCP Posse Arena Restroom	125,000	08
PR	06-350	FTCP Stables Renovation	3,481,600	09
PR	06-362	FTCP Grandstands Arena Lighting	65,000	09
PR	06-364	FTCP Grandstands Secondary Electrical	55,000	09
PR	06-361	FTCP Covered Equestrian Arena	560,000	10



**Capital Acquisitions**

**Community Investment Program**

**Assumption Projects**

Dept.	Proj. #	Description	Amount Listed in CIP	FY
HD	06-061	Purchase of New Ford Explorer 4 x 4/Enclosed Trailer	36,000	06
JC	06-069	Additional Storage Area for Flagstaff Justice Court	TBD	06
JC	06-069	Flagstaff Justice Court Work Stations	TBD	06
PR	06-088	Demolition of Cinder Barn at Fairgrounds	70,000	06
PR	06-100	Fort Tuthill to Kachina Village Trail	10,000	06
PW	06-129	Outsourcing Some Of Maintenance's Chip Seal Program	300,000*	06
PW	06-132	Community Siren Alarm Systems	28,000	06
PW	06-140	Evacuation Signage	10,000	06
PW	06-150	Kona Trail & Drainage	350,000	06
PW	06-156	Overhead Lighting at Williams Equipment Shop	12,000	06
PW	06-159	Storage Building for Mechanical Services	75,000	06
PW	06-181	Crane, Truck Mounted	11,000	06
RO	06-202	County Postal Machine	48,744	06
SC	06-208	Security Additions Surveillance Equipment	20,000	06
SC	06-209	Security Upgrades Shatter Proof Windows	250,000	06
SO	06-212	Patrol Officer and Patrol Vehicle	28,600	06
SO	06-229	Search & Rescue Building	1,203,144*	06
TD	06-232	Bus Lifts	40,000	06
TD	06-233	Purchase and Install Bus Shelters	800,000*	06
TD	06-234	Purchase and Install Bus Shelters	1,150,000*	06
TD	06-237	GPS Video Cameras	60,000	06
TD	06-238	GPS Locators and Panic Buttons	60,000	06
TD	06-242	Purchase Para-Transit Vans for Sedona	290,500	06
TD	06-245	SmartCard System and Fareboxes	300,000	06
TD	06-246	Purchase 8 Mountain Line Transit Buses	2,000,000	06
TD	06-247	Purchase Transit Buses for Sedona	4,250,000*	06
HD	06-256	Purchase of Animal Transport Kennels	48,000	06
PR	06-356	FTCP Wildlife Improvements	410,000	06
PR	06-357	FTCP Interpretive Trail	28,500	06
PR	06-359	Sawmill CP Picnic Table Shade Covers	15,000	06
IT	06-403	Intranet Expansion Improvements	18,000	06
PR	06-406	Parks and Recreation Master Plan	45,000	06
JC	06-066	Bar Code Filing System	20,000	07
PW	06-128	Chapter Siren Alarm Systems	28,000	07
PW	06-135	Cosnino Grade Change	400,000	07
PW	06-162	Pine Aire Improvement District	40,000	07
PW	06-178	Timberline Improvement District	250,000	07
TD	06-235	Bus Washing System	TBD	07
TD	06-239	Intelligent Transportation System Technology	125,000	07
TD	06-240	MDT Terminals for VanGo	150,000	07



**Capital Acquisitions**

**Community Investment Program**

**Assumption Projects**

Dept.	Proj. #	Description	Amount Listed in CIP	FY
PR	06-370	Flagstaff Loop Trail	70,000	07
PR	06-337	Old Growth Forest Land Acquisition	2,762,889	08
PR	06-365	Raymond CP Phase II	506,530	08
PR	06-371	Kanab Creek Trail	70,000	08
PR	06-342	Cataract Lake Park Master Plan	50,000	10
PR	06-368	Observatory Mesa Trail Construction	50,000	10

**Facilities Master Plan Projects**

Dept.	Proj. #	Description	Amount Listed in CIP	FY
<b>BOS</b>	<b>06-006</b>	<b>Remodel BOS/County Manager Office Space</b>	<b>120,000</b>	<b>06</b>
FM	06-013	Security Upgrades at 110 Cherry	10,000	06
FM	06-019	Upgrade of BOS Meeting Room	206,000	06
FM	06-026	CREC Facility	409,250	06
FM	06-039	Construction of Page Justice Court	2,200,000	06
HD	06-063	Expansion of King St. and Community Services Bldg.	73,484	06
JC	06-071	Remodel Fredonia Justice Court Reception and Office Area	TBD	06
JC	06-074	Construction of Storage Building in Williams	TBD	06
PR	06-096	FTCP Natural Gas Distribution System	80,000	06
PW	06-160	New Public Works Administration Facility	2,000,000	06
PW	06-194	Construct Two-Bay Shop at Williams Facility	400,000	06
SO	06-229	Search & Rescue Building	1,203,144*	06
TD	06-248	Purchase Transit Facility	4,413,250	06
TO	06-249	Office Remodel and Addition	35,000	06
TO	06-250	Remodel Front Windows of Office	30,000	06
TO	06-252	Storage Space	TBD	06
HD	06-302	Health Department Storage	55,000	06
FM	06-329	Renovation of Office Space at Medical Examiner's Office	11,000	06
PR	06-330	Annex Remodel	50,000	06
PR	06-331	CREC Building Demolition	20,000	06
PR	06-394	FTCP Administration/Visitor Center	1,500,000	06
HD	06-395	Workstations for Environmental Services	6,000	06
HD	06-398	Health Department File Storage	9,000	06
HD	06-399	Medical Examiner Facility Remodel	35,000	06
CS	06-411	Community Services Facility Needs	TBD	06
FM	06-412	Fort Valley Master Plan	TBD	06
FM	06-413	Community Development Department Expansion	TBD	06
FM	06-414	Medical Examiners Office Space	TBD	06
FM	06-415	Tuba City Facility Needs Assessment	TBD	06

**Bold = Completed in FY05**



**Capital Acquisitions**

**Community Investment Program**

**Facilities Master Plan Projects**

Dept.	Proj. #	Description	Amount Listed in CIP	FY
SO	06-418	Page Search & Rescue Building	350,000	06
SO	06-419	Sheriff Office IT Office Space and Computer Room	TBD	06
JC	06-420	Page Justice Court Digital Recording System	9,000	06
CA	06-425	Projected Space Needs for County Attorney	TBD	06
GIS	06-426	GIS Department Space Needs	TBD	06
FM	06-017	Demolish Art Barn	TBD	07
FM	06-025	Renovation of Superior Courtrooms 4 & 5	500,000	07
FM	06-029	Facilities Office Renovation	45,000	07
JVC	06-078	Large Capacity Community Room	1,540,000	07
PW	06-141	Construct 4 Bay Shop for Flagstaff Equipment Division	500,000	07
IT	06-275	New Computer Room Facilities	1,500,000	07
BOS	06-006	Record Storage Facility	1,600,000	08
FM	06-014	Relocation of Adult Probation & Legal Defender	TBD	08
FM	06-023	Development of County Sign System	28,000	08
FM	06-024	Replace Courthouse Elevator	120,000	08
JVC	06-416	Additional Storage for Juvenile Court	TBD	08
JVC	06-417	Additional Court Room	TBD	08
HD	06-421	Expansion of Environmental Services Unit at Ft. Valley	1,060,000	09

**Evaluated Projects**

Dept.	Proj. #	Description	Amount Listed in CIP	Points
PR	06-334	FTCP Campgrounds	5,015,456	770
IT	06-064	Voice Over IP & Network Services Upgrade	1,810,000*	690
PR	06-394	FTCP Administration/Visitor Center	1,500,000	690
BOS	06-003	Document Imaging System – County-wide	141,000	685
PR	06-340	FTCP Water System Improvements	1,000,000	685
PR	06-351	FTCP Fairground Rehabilitation, Phase III	5,420,000	680
HD	06-397	Integrated Data Management System	200,000	665
FM	06-026	CREC Facility	TBD	620
PR	06-366	FTCP Soldier's Trail Restroom	40,000	606
IT	06-063	Redundant CJJ Project Server	130,923	585
IT	06-401	Disaster Recovery System	350,000	585
JVC	06-078	Large Capacity Community Room	1,540,000	550
PR	06-106	Park Information Kiosks	50,000	550
PR	06-369	Arizona Trail Babbitt Ranches	200,000	545

\*Denotes Multiple-Year Projects



**Capital Acquisitions**

**Community Investment Program**

**Evaluated Projects**

<b>Dept.</b>	<b>Proj. #</b>	<b>Description</b>	<b>Amount Listed in CIP</b>	<b>Points</b>
PR	06-109	Portable Bleacher Purchase	175,706	465
PW	06-167	Portable Water Purification System	150,000	460
PR	06-116	Sawmill County Park Landscape Improvements	30,200	440
PR	06-354	FTCP Grandstands Restroom	250,000	425
PR	06-363	FTCP Gatehouse	60,000	425
PR	06-094	Fort Tuthill County Park Gates	54,000	400
PR	06-093	Fencing at Fort Tuthill County Park and Around Racetrack	80,000	390
PR	06-332	Motor Sports Arena Improvements	20,000	360
PR	06-103	Pumphouse Greenway Restoration	19,000	220
PR	06-095	Fort Tuthill County Park Maintenance Complex Grading and Paving	150,000	75



**Capital Acquisitions**

**Community Investment Program**

The following list is all CIP projects included in the FY06 budget.

**FY06 CIP Budget**

Dept.	Proj. #	Descriptoin	Amount Listed in CIP	FY06 Budget	FY
CD	06-011	Phase II - Permit Tracking System	100,500	100,500	06
FM	06-044	Facilities Master Plan	TBD	250,000	06
HD	06-262	Medical Examiner Facility/Equipment Upgrade	10,136	10,136	06
IT	06-278	Improve Existing Computer Room Facilities	60,000	60,000	06
FM	06-015	Rebuild 3 Air Handlers at Admin	16,000	23,000	07
FM	06-031	Heater Replacement: Center for Arts	12,650	12,650	07
PW	06-155	MV Light Truck Replacement	2,353,757*	269,168	06
PW	06-161	MV Passenger Car Replacement	574,981*	54,410	06
PW	06-193	Computerized Wheel Alignment System	19,000	19,000	06
PW	06-197	Shop Air Compressor	15,000	15,000	06
HD	06-264	Digital Forensic X-ray Equipment	6,000	6,000	06
SO	06-390	Mobile Radio Replacement	45,000*	43,300	06
PW	06-185	Water Meter Replacement	15,000	20,000	07
FM	06-018	Center for the Arts	132,000	152,350	08
SO	06-375	Jail Laundry Equipment Replacement	23,500	11,500	08
AP	06-001	Page Probation Officer Vehicle and Radio	26,000	34,000	06
PR	06-110	Portable Toilet Trailers	7,000	3,750	06
PR	06-406	Purchase of Two Inmate Vans	70,000	40,000	06
HD	06-404	Medical Examiner Transport Vehicle	35,000	35,000	07
HD	06-255	Copier Replacement	8,000	8,000	06
CA	06-007	Copier Purchase	25,000	25,000	06
FD	06-012	Copier Replacements	398,320*	398,320	06
SO	06-214	Copier Replacement	55,000	55,000	06
PW	06-288	Printer Replacements	24,000	24,000	06
CS	06-300	Printer Replacements	5,500	5,500	06
FM	06-326	Historic Courthouse Conference Room Furnishings	9,000	9,000	06
FM	06-031	Heater Replacement for Center for the Arts	12,650	12,650	07
IT	06-061	CJI Test Server Replacement	6,000	6,000	06
IT	06-281	Workstation Replacement and Upgrades	1,075,000*	78,327	06
PW	06-284	Power Protection Devises	14,000	7,000	06
TD	06-244	Computers and Server of Sedona Transit Office	60,000	50,000	07
SO	06-380	Jail Computer Software	27,000	12,000	07
SO	06-381	Jail Computer Hardware	120,000	30,000	07
SO	06-387	Sheriff's Office Computer Hardware	181,000	120,000	07
PW	06-122	2 ½ Ton Truck	70,000	175,000	06
PW	06-124	3 Ten-Wheel Trucks with Plows and Spreaders	630,000	520,000	06
PW	06-127	Campbell Avenue Reconstruction	950,000	1,000,000	06
PW	06-133	Construction Equipment Replacement	287,654	287,654	06
PW	06-134	Construction Equipment -Truck Replacement	1,526,724*	711,248	06



**Capital Acquisitions**

**Community Investment Program**

Dept.	Proj. #	Descriptoin	Amount Listed in CIP	FY06 Budget	FY
PW	06-137	Dunham Drainage & Street Improvement	350,000	350,000	06
PW	06-146	Construction Equipment Replacement: Loaders, Dozers, Graders, and Backhoes	5,712,303*	1,093,141	06
PW	06-147	Hocctor Road Box Culverts	450,000	450,000	06
PW	06-163	Pinewood Drainage Projects	900,000	900,000	06
PW	06-310	Wupatki Trails Drainage	100,000	380,000	06
PW	06-321	Spring Valley Culverts	75,000	450,000	07
PR	06-086	Flagstaff-Doney Park Trail	690,772	170,700	06
PR	06-120	Tuba City Community Park Development	1,393,755	2,082,383	06
PR	06-338	Peaks View County Park Phase III	970,963	311,800	06
PR	06-350	FTCP Stables Renovation	3,481,600	15,000	09
HD	06-061	Purchase of New Ford Explorer 4 x 4 and Enclosed Trailer	36,000	37,025	06
PW	06-156	Overhead Lighting at Williams Equipment Shop	12,000	12,000	06
PW	06-181	Crane, Truck Mounted	11,000	11,000	06
RO	06-202	County Postal Machine	48,744	58,000	06
TD	06-233	Purchase and Install Bus Shelters	800,000*	100,000	06
TD	06-234	Purchase and Install Bus Shelters	1,150,000*	114,000	06
TD	06-238	GPS Locators and Panic Buttons	60,000	55,850	06
TD	06-242	Purchase Para-Transit Vans for Sedona	290,500	59,000	06
TD	06-245	SmartCard System and Fareboxes	300,000	165,000	06
TD	06-246	Purchase 8 Mountain Line Transit Buses	2,000,000	260,000	06
TD	06-247	Purchase Transit Buses for Sedona	4,250,000*	1,300,000	06
HD	06-256	Purchase of Animal Transport Kennels	48,000	11,000	06
PR	06-406	Parks and Recreation Master Plan	45,000	45,000	06
PR	06-370	Flagstaff Loop Trail	70,000	66,550	07
PR	06-371	Kanab Creek Trail	70,000	56,530	08
PR	06-106	Park Information Kiosks	50,000	10,000	
PR	06-094	Fort Tuthill County Park Gates	54,000	10,000	

\*Denotes Multiple-Year Project



**Capital Acquisitions**

Community Investment Program

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**Department Abbreviations**

<b>AP</b>	Adult Probation
<b>CS</b>	Community Services
<b>FD</b>	Finance Department
<b>FM</b>	Facilities Management
<b>GIS</b>	GIS Department
<b>HD</b>	Health Department
<b>IT</b>	Information Technologies Department
<b>JC</b>	Justice Court
<b>JVC</b>	Juvenile Court
<b>PR</b>	Parks and Recreation Department
<b>PW</b>	Public Works
<b>RO</b>	Recorder's Office
<b>SC</b>	Superior Court
<b>SD</b>	Special Districts
<b>SO</b>	Sheriff's Office/Jail
<b>TD</b>	Transportation Department
<b>TO</b>	Treasurer's Office



Coconino County Arizona

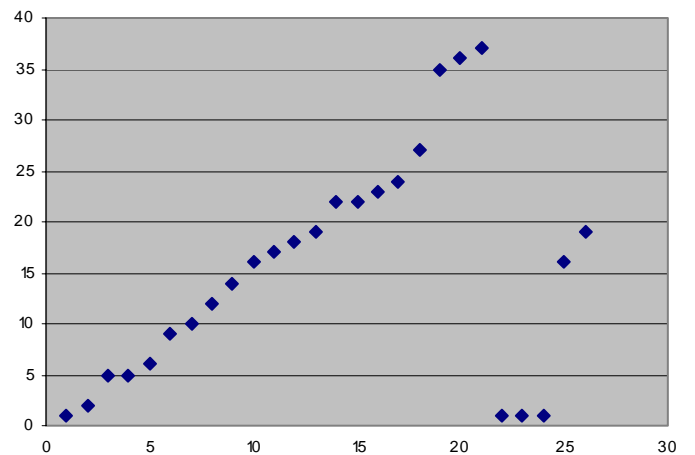
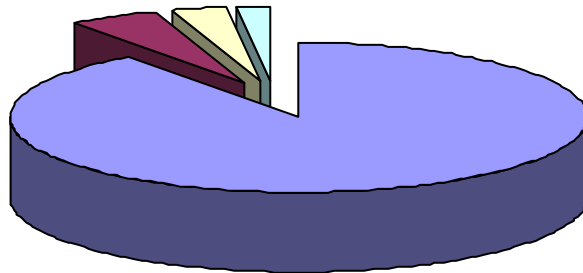
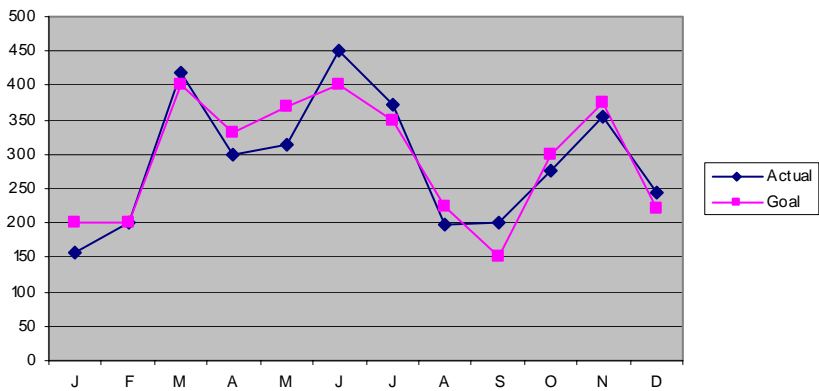
**Capital Acquisitions**

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# Performance Measures





## Performance Measures

### **Overview**

The County, as an organization, has been working on measuring goals and accomplishments through indicators and outcomes. Advances have been made in the establishment of objectives and quantitative indicators for each County department and some have been developed down to the division level. As the County has faced evolving economic factors, it has undertaken an effort to redefine its vision and mission and recondition its performance measures to more accurately reflect the services it provides.

The County is the beginning stages of developing our performance measures, giving Department Directors an organized tool to track the progress of their daily operations as well as their long term vision and goals. During FY05 each department sent a representative to meet with a consultant on performance measures. They received training on effective performance measures and worked with the consultants on an individual basis to come up with performance measures for each department. The departments are continuing to work with the consultants to come up with goals and performance measures for the upcoming fiscal year. For those departments who have developed what they want to measure, it was agreed that data collection will begin on July 1, 2005, the start of the FY06 fiscal year. We have attached a list of goals and performance measures for these departments. Once we have a whole year of performance measure data, the Budget Team will review the information collected with the departments to create performance goals for the upcoming fiscal year. Our goal is to have every department collecting meaningful information for performance measures by January 1, 2006.

Eventually, our goal is to join the ICMA Center for Performance Measurement to assist the Management Team with collection, analysis, and application of performance information. We are currently working to integrate ICMA performance measure practices and will be providing the Board with quarterly reports of performance information.

With the development, tracking, and reporting of performance measures, we see a strong need to make our planning efforts more cohesive. In other words, we need to be more organizationally aware of the connectiveness of our Community Investment Program, our Strategic Planning efforts, our annual budgeting process, and the collection of data to best measure organization performance. It is in these connections that we can determine the best questions to ask ourselves. Within these questions, we will eventually get to the greater questions of the organization and will in-turn work to better allocate our resources during our annual budgeting process.

### **What to Measure**

The following pages provide a summary of those measures developed during performance measurement training sessions. While we know that the process continues to be developed, we are working closely with departments to ensure that they continue to strive toward developing measures that illustrate the effectiveness of the County in providing services to its citizens. In an effort to provide greater accountability, the County is providing these goals and performance measures, by department. Some departments had been collecting information on performance measures prior to the meetings with the consultants. For those departments, we are also including their performance measure data as an example of where we would like all departments to be one to two fiscal years from now.



**Performance Measures**

**Adult Probation**

**Goals**

<b>Goal</b>	<b>Activity</b>	<b>Measure</b>	<b>Outcome</b>
Between August 05 and June 06 to have full implementation of the Adult Probation Enterprise Tracking System (APETS) implemented in the department	Enter all current cases and new cases after the implementation date	Hand caseload counts match APETS caseload count	More accurate and timely representation of the department caseload along with automated case contact documentation.

**Performance Measures**

<b>Product</b>	<b>Measure</b>	<b>Define Terms</b>	<b>How often?</b>
Presentence Investigation Reports	Percent of presentence reports outsourced to officers outside of the PSI Unit.	PSI unit comprises personnel assigned specifically to that unit. Presentence investigations completed by other officers or outsourced are NOT included.	Quarterly
Presentence Investigation Reports	Percent of Presentence Reports completed in "Rocket Report" Format.	Rocket Report-Short form, Fill in the Blank format.	Quarterly



Performance Measures

Assessor

Goals

Goal	Activity	Measure	Outcome
Provide prompt, courteous and efficient public service.	Provide the public with information and forms as requested. Process exemptions and Senior Value Freeze requests. Notify individuals when they are required to file.	Monitor user satisfaction through input from customer service cards and personal responses. Process and notify all applicants of exemptions and value freeze requests prior to deadline year.	This is an ongoing process.
Recognize the public's lack of understanding of assessment terminology.	Provide updated information and various on-line forms. Provide a "glossary of terms" in written form and have all staff trained to be able to discuss the meaning of the terms in layman language.	Provide an on-line questionnaire for comments; make appropriate adjustments as needed. Track number of complaints stating lack of understanding, and make a concentrated effort to assist those persons.	We have a written "glossary of terms" of the most frequently used terminology that is misunderstood. The glossary is also included on the internet home page. Staff can explain the process. The information pamphlet and the Assessor's web site are updated bi-annually.
Coordinate with other county departments and other governmental agencies and cities to continue development of a county GIS plan.	Share data with county departments and other government agencies.	Monitor user satisfaction and the timeliness of sharing data.	Sharing data with the Public Works Department, the City of Flagstaff and private surveyors and engineers in the county has been occurring on a regular basis with a great deal of success. This will be an ongoing process.
Per ARS 42-13003 each parcel of property must be revalued every three years. Due to budget constraints and the lack of resources we have not been able to comply.	None	None	
Coordinate Assessor Office activities with the Arizona Department of Revenue.	Continue DOR data processing intergovernmental agreement. Cooperation with DOR guideline, directives and manuals.	Prevention of an equalization order being issued by the DOR.	DOR continues to process valuation data for the county. Cooperation with DOR has been ongoing.
Process splits in a more timely manner.	Parcel all necessary recorded documents to determine what action should be taken. Update maps and records accordingly. Cartographer to resolve problems by notifying the required parties.	Track and report the days and number of changes and letters on weekly reports.	



**Performance Measures**

**Assessor**

**Goals**

<b>Goal</b>	<b>Activity</b>	<b>Measure</b>	<b>Outcome</b>
Process ownership changes in a more timely manner.	Parcel all necessary recorded documents to determine what action should be taken. Update ownership records accordingly. If split pass on to the Cartographer, or if problem attempt to resolve by notifying the required parties.	Track and report the days and number of changes and letters on weekly reports.	We have gone from being 6 months behind the recorder's office to 3 weeks behind.
Review all properties with building permits covering every area of the county at least once a year.	Utilize departmental appraisers to list all existing structures that have building permits.	Monitor and review areas as they are completed until each area has been visited at least once.	

**Performance Measures**

<b>Product</b>	<b>Measure</b>	<b>Define Terms</b>	<b>How often?</b>
Fair & Equitable Values	Number of Appeal Reductions based on property type	1. Reductions-Change in Full Cash Value or classification. 2. Appeal-Basis & Evidence submitted by owner. 3. Property Type-Commercial, Vacant, Residential and Mixed Use	Annually
Complete and Accurate Tax Roll	Number of Pending Building Permits	1. Pending-Not listed on the tax roll. 2. Building Permits-Permits issued by county and all cities within the county.	Annually
Complete & Accurate Tax Roll	Number of New Parcels Created	1. Parcels-Unique identifier for each piece of land. 2. Created-Added to the tax roll.	Annually
Complete & Accurate Tax Roll	Number of Ownership Transfers Processed Annually	Ownership Transfers-Deeds that are recorded.	Annually



**Performance Measures**

**Clerk of the Superior Court**

**Goals**

<b>Goal</b>	<b>Activity</b>	<b>Measure</b>	<b>Outcome</b>
Purchase and implement DIGITAL REEL, a digital microfilm retrieval and archival system.	Digital Reel would eliminate the need for expensive microfilm readers, printers and their maintenance. Makes locating cases on microfilm quicker and more efficient by using a standard PC for retrieval of information. Designed especially for use in a public environment.	Greater customer satisfaction and higher staff efficiency for research assistance.	Better customer service and staff efficiency. Superior Court records must be kept forever. The Clerk of Superior Court has 1730 rolls of microfilm which need to be easily accessible as well as stored properly.

**Performance Measures**

<b>Product</b>	<b>Measure</b>	<b>Define Terms</b>	<b>How often?</b>
Passport	Passport processing	Determine the volume and efficiency of passport processing and insure they are submitted the next business day.	Monthly
Superior Court Cases	Cases filed in Superior Court	Determine the number of case types filed and insure they are closed per guidelines from the Administrative Office of the Courts.	Monthly
Minute Entries	Minute Entries produced	Process minute entries from court hearings in a timely manner as outlined in our job standards. Criminal minute entries are done within 3 working days, all others within 5 working days.	Monthly

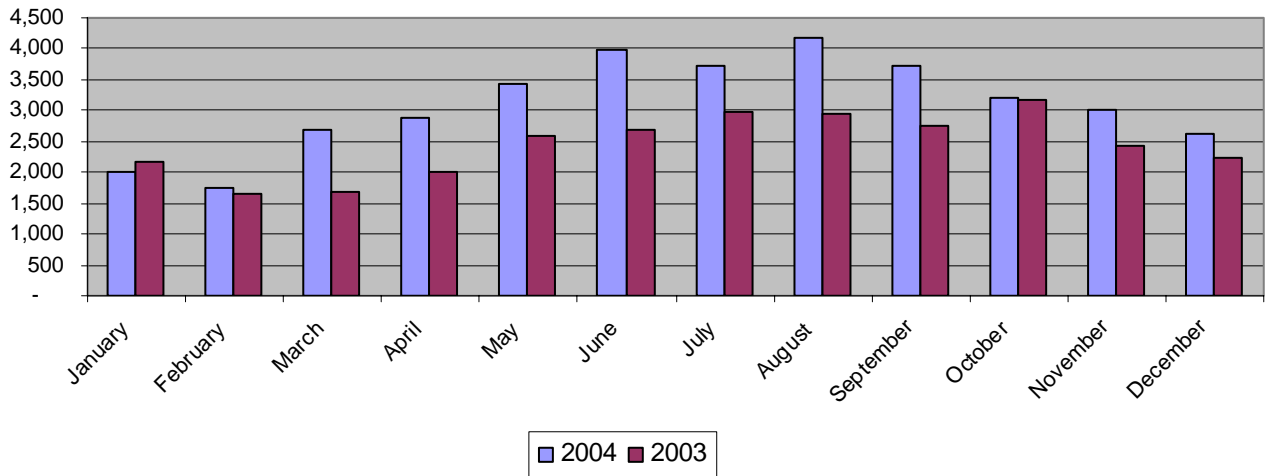


Performance Measures

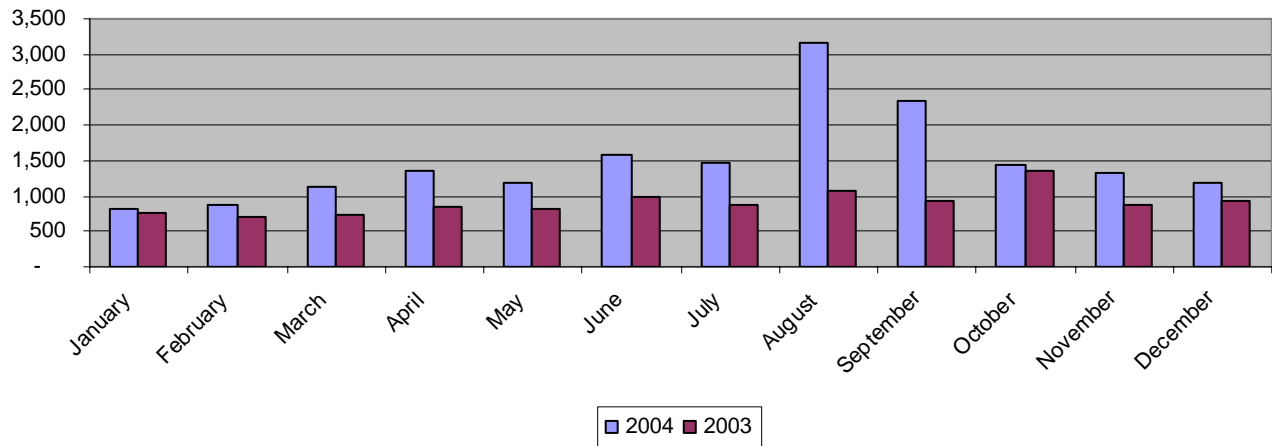
Community Development

Performance Measures

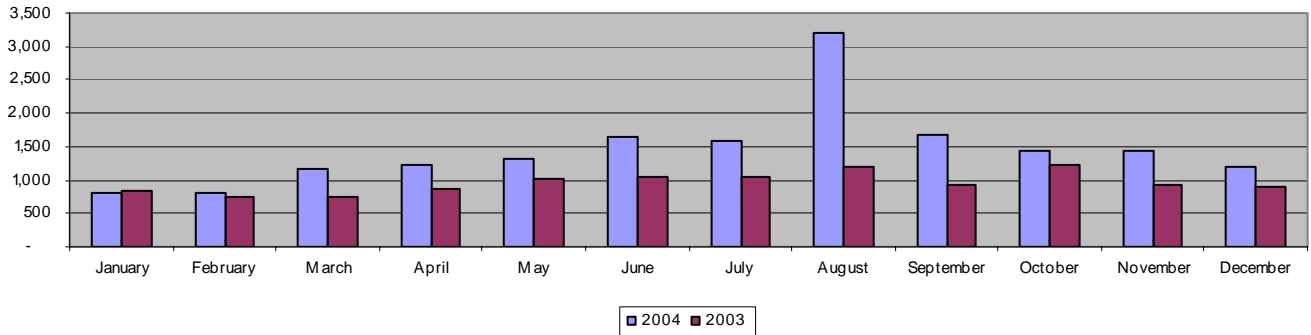
Building Inspections



Plumbing Inspections



Electric Inspections

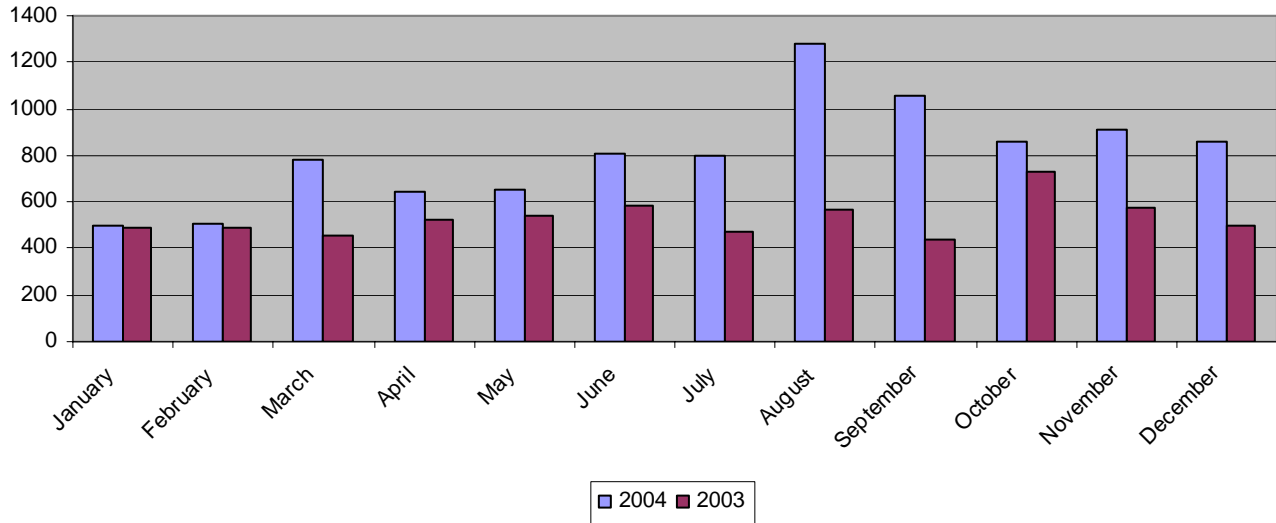




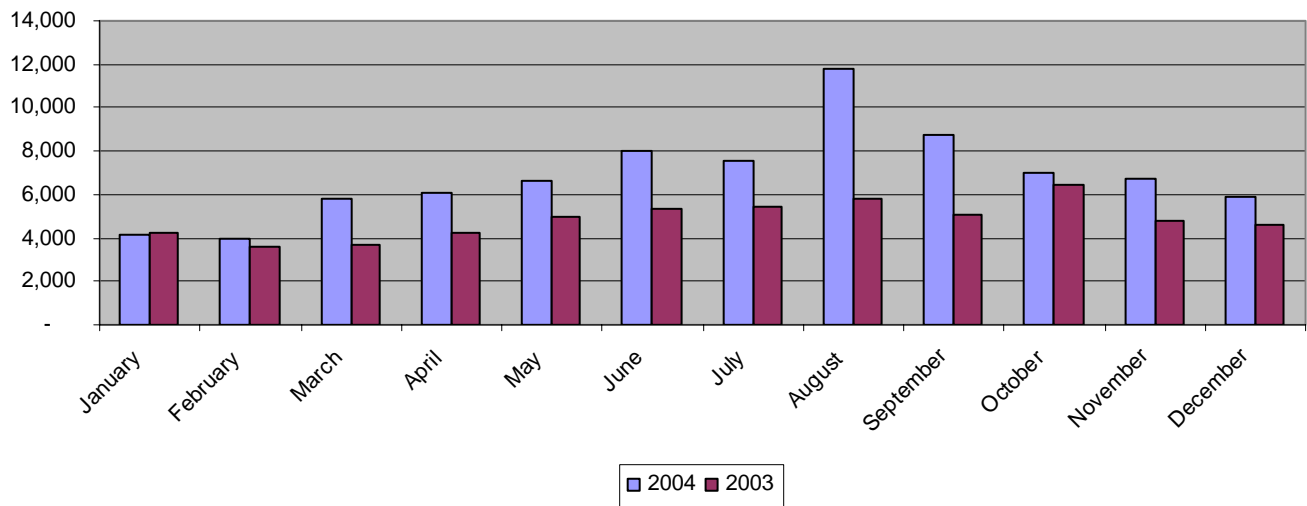
Performance Measures

Community Development

Mechanical Inspections



Total Inspections





**Performance Measures**

**Community Services**

Fiscal Year	2005	2004	2003	2002	2001	2000
<b>Housekeeping</b>						
<b>Units of Service</b>	7,548	6,935	7,470	8,339	8,646	8,670
<b>Per Unit Revenue</b>						
AZIPA per Unit	0.11	0.02	0.87	4.69	1.78	0.94
Grants & Misc Income per Unit	11.93	12.84	11.79	10.56	10.64	11.05
Program Income	0.87	0.71	0.59	0.33	0.47	0.22
Outside Revenue per Unit	12.91	13.57	13.24	15.58	12.88	12.22
Gen'l Fund Support per Unit	19.92	20.72	15.98	11.08	11.44	10.58
<b>Per Unit Expense</b>						
Salaries & ERE per Unit	27.17	29.41	26.36	22.53	21.36	19.89
All other Expense per Unit	3.56	4.87	2.86	4.15	3.03	2.09
Total Expense per Unit	30.72	34.29	29.22	26.68	24.40	21.98
<b>Case Management</b>						
<b>Units of Service</b>	1,840	1,878	1,807	1,914	1,580	1,569
<b>Per Unit Revenue</b>						
Grants & Misc Income per Unit	28.38	25.12	26.13	25.54	18.74	19.76
Program Income	1.45	1.40	0.50	0.00	0.00	0.00
Outside Revenue per Unit	29.84	26.52	26.63	25.54	18.74	19.76
Gen'l Fund Support per Unit	11.60	12.97	8.99	7.71	9.62	7.85
<b>Per Unit Expense</b>						
Salaries & ERE per Unit	35.79	36.30	32.74	30.28	26.37	23.73
All other Expense per Unit	5.64	3.18	2.88	2.72	2.29	2.71
Total Expense per Unit	41.44	39.49	35.62	33.00	28.66	26.44
<b>Congregate Meals</b>						
<b>Units of Service</b>	20,137	20,930	23,606	24,765	25,656	25,688
<b>Per Unit Revenue</b>						
Grants & Misc Income per Unit	4.56	3.58	3.47	3.71	3.09	2.46
Program Income	0.92	0.82	0.78	0.66	0.35	0.77
Outside Revenue per Unit	5.48	4.41	4.25	4.37	3.44	3.23
Gen'l Fund Support per Unit	1.22	2.46	1.90	1.04	1.40	1.58
<b>Per Unit Expense</b>						
Salaries & ERE per Unit	4.03	4.51	3.83	3.29	3.00	2.97
Food Cost per Unit	1.34	1.39	1.26	1.31	1.17	1.23
All other Expense per Unit	1.34	0.96	1.06	1.22	0.66	0.40
Total Expense per Unit	6.70	6.86	6.14	5.82	4.83	4.61



**Performance Measures**

**Community Services**

Fiscal Year	2005	2004	2003	2002	2001	2000
<b>Home Delivered Meals</b>						
<b>Units of Service</b>	23,171	23,418	25,571	21,715	20,799	23,699
<b>Per Unit Revenue</b>						
AZIPA per Unit	0.19	0.48	0.71	0.82	0.31	0.80
Grants & Misc Income per Unit	2.66	2.72	2.77	2.68	2.30	2.66
Program Income	0.48	0.40	0.27	0.51	0.50	0.48
Outside Revenue per Unit	3.32	3.61	3.75	4.01	3.11	3.94
Gen'l Fund Support per Unit	5.27	3.16	2.13	2.64	2.84	0.97
<b>Per Unit Expense</b>						
Salaries & ERE per Unit	4.97	4.15	3.66	3.77	3.67	2.63
Food Cost per Unit	1.77	1.37	1.26	1.61	1.53	1.18
All other Expense per Unit	1.85	1.25	0.95	1.70	0.76	0.55
Total Expense per Unit	8.60	6.77	5.88	7.08	5.96	4.37
<b>Respite</b>						
<b>Units of Service</b>	1,840	1,677	1,663	1,376	1,358	1,351
<b>Per Unit Revenue</b>						
Grants & Misc Income per Unit	12.46	12.97	11.82	11.56	10.26	10.86
Program Income	0.04	0.15	0.23	0.39	0.27	0.04
Outside Revenue per Unit	12.51	13.12	12.05	11.95	10.53	10.91
Gen'l Fund Support per Unit	2.84	2.51	2.54	6.13	2.39	0.00
<b>Per Unit Expense</b>						
Salaries & ERE per Unit	14.06	14.15	12.98	14.79	11.98	11.32
All other Expense per Unit	1.29	1.48	1.61	1.17	0.95	0.97
Total Expense per Unit	15.35	15.63	14.59	15.96	12.93	12.29
<b>Congregate/HDM Combined</b>						
<b>Units of Service</b>	43,308	44,348	49,177	46,480	46,455	49,387
<b>Per Unit Revenue</b>						
AZIPA per Unit	0.10	0.26	0.37	0.38	0.14	0.39
Grants & Misc Income per Unit	3.54	3.13	3.11	3.23	2.73	2.56
Program Income	0.69	0.60	0.51	0.59	0.42	0.63
Outside Revenue per Unit	4.33	3.98	3.99	4.20	3.29	3.57
Gen'l Fund Support per Unit	3.39	2.83	2.02	1.79	2.05	1.29
<b>Per Unit Expense</b>						
Salaries & ERE per Unit	4.53	4.32	3.74	3.52	3.30	2.81
Food Cost per Unit	1.57	1.38	1.26	1.45	1.33	1.21
All other Expense per Unit	1.61	1.11	1.00	1.45	0.71	0.47
Total Expense per Unit	7.72	6.81	6.00	6.41	5.34	4.49



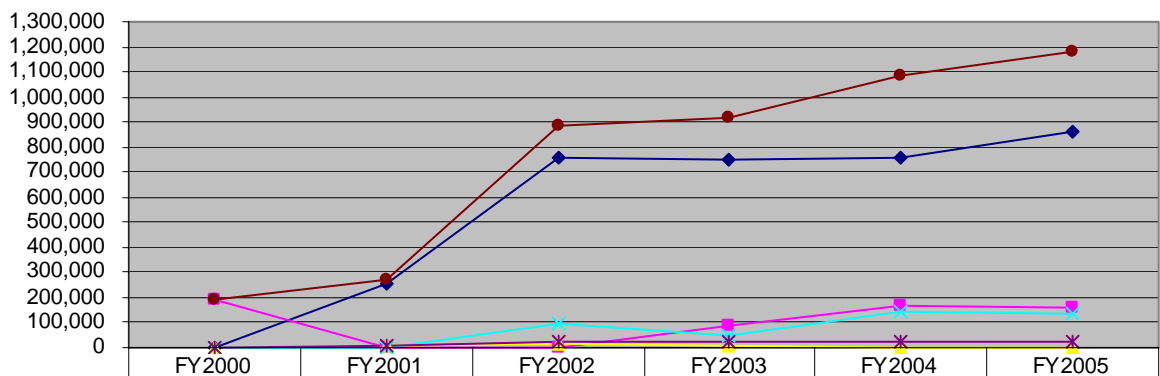
**Performance Measures**

**Community Services**

**EMERGENCY SERVICES**

	2005	2004	2003	2002	2001	2000
<b>Vouchers Issued</b>	2364	2549	2751	1616	1336	1137
<b>Outside Revenue per Voucher Issued</b>	295.91	289.20	259.64	421.74	447.47	450.53
<b>General Fund Support per Voucher Issued</b>	53.05	36.72	19.44	46.30	30.90	15.90
<b>Amount of Vouchers Issued</b>	537,823	564,524	410,065	465,971	381,009	301,501
<b>Average Amount per Voucher</b>	227.51	221.47	149.06	288.35	285.19	265.17
<b>Salary &amp; ERE per Voucher</b>	109.40	91.00	100.07	162.57	159.33	164.04

**CREC**



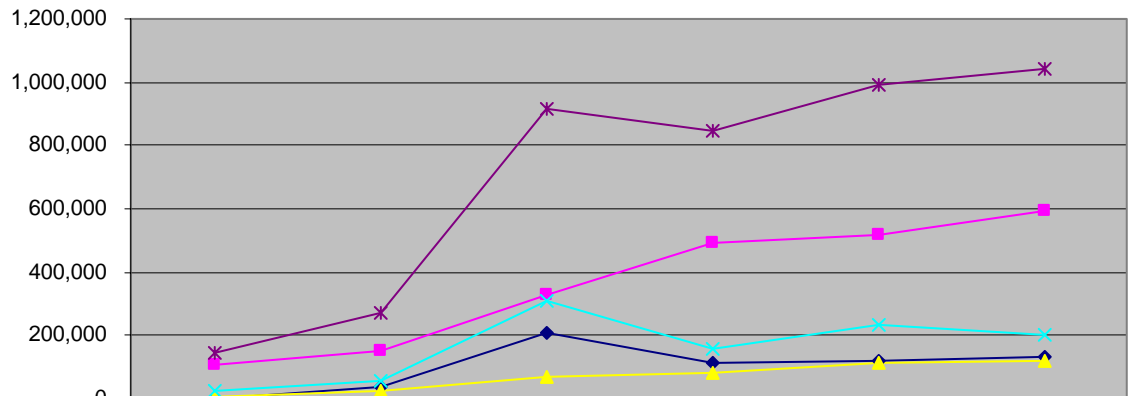
	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005
◆ Fee for Service Revenue	0	258,765	755,612	752,495	753,777	865,116
◆ AmeriCorp Grants	187,538	0	0	83,850	170,413	161,186
▲ Other Income	0	5,000	13,350	7,020	0	558
✧ Title III Allocation Earned	0	0	92,486	47,347	141,210	133,621
✱ General Fund Support	0	6,651	25,000	24,250	22,795	22,795
● Total Revenue	187,538	270,416	886,448	914,962	1,088,195	1,183,276



Performance Measures

Community Services

CREC



	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005
◆ Regular Salaries	0	36,894	209,597	114,409	120,951	132,585
■ Temporary Salaries	110,132	151,635	331,458	494,977	521,014	593,222
▲ ERE	9,416	22,173	67,101	81,729	116,565	118,008
✕ Other Operating Expenses	27,575	59,729	308,811	155,166	232,564	200,487
* Total Operating Expenses	147,122	270,431	916,967	846,281	991,094	1,044,302



Performance Measures

County Attorney

Goals

Goal	Activity	Measure	Outcome
Ensure public safety within fiscal constraints.	1. Evaluate available staff resources quarterly in relationship to demands of criminal justice system clients and make adjustments in staff assignments accordingly. 2. Monitor case-processing times on a weekly cycle to ensure that cases are being charged, resolved, and sentenced in a timely fashion. 3. On a quarterly basis, evaluate charging and resolution standards for processing cases. 4. Monitor case costs, including expert witness fees and costs, and require approval of expenditures of funds in all cases set for trial and assigned to the Trial Support Unit. 5. Incorporate standard benchmarks of performance. 6. Maintain statistical measures of workload and time line compliance. 7. Monitor and evaluate deputies as to performance; efficiency; legal skills; ability to deal with other attorneys, agencies, staff members, media, and the public; and personal interaction skills. 8. Monitor costs and actively re-examine priorities to comply with the prosecutorial needs of trials while respecting County Budget guidelines.	1. Criminal cases reviewed and charged within 3 weeks of submission by law enforcement. 2. Case resolution within guidelines of the Solomon Report (i.e., 80% of cases resolved within 90 days). 3. All cases resolved within protocol guidelines. 4. Prosecutorial duties fulfilled in compliance with County Budget guidelines.	Compliance with this goal will balance the need to observe County budget constraints, while ensuring that the public is served and protected by the criminal justice system.
Provide statutorily mandated legal services to non-criminal justice clients, while observing County Budget constraints.	1. Maintain on-call Civil Deputy availability to clients. 2. Meet weekly, or more often, to monitor and staff civil case load. 3. Review proposed actions and contracts regarding legal issues. 4. Adjust staff assignments according to needs of entire office. 5. Attend and participate in policy-making activities as requested by Board or County Manager. 6. Maintain timely information flow to clients about case status and time frame for resolution expectations. 7. Review and prioritize requests for service as they are submitted. 8. Encourage non-County government clients to seek outside counsel whenever possible. 9. Track time expended on projects by tracking hours spent. 10. Negotiate a completion time line with clients in major cases when work is assigned. 11. Establish completion guidelines on standard projects. 12. Incorporate standard benchmarks for performance. 13. Monitor and evaluate deputies as to performance; efficiency; legal skills; ability to deal with other attorneys, agencies, staff members, media, and the public; and personal interaction skills.	1. Maintain cost of service within allocated budget. 2. Maintain level of client satisfaction as measured through feedback questionnaires. 3. Meet guidelines for service projects. 4. Meet benchmarks for performance.	Expected outcomes would include maintaining budget/expenditure limits while maintaining service.



Performance Measures

County Attorney

Goals

Goal	Activity	Measure	Outcome
Maintain core staff functions during periods of budgetary constraint.	1. Maintain active dialogue with staff concerning budgetary challenges as they arise. 2. Incorporate team problem solving for staffing and work-volume issues. 3. Identify key staff members and provide non-compensation benefits such as special training. 4. Accent a sense of investment by staff in County issues. 5. When possible, actively recruit potential employees who are invested in the community. 6. Maintain up-to-date procedures manual, provide adequate training during probationary periods, and cross-train whenever possible. 7. Identify major issues of dissatisfaction early and negotiate responses when possible. 8. Continue obtaining intern and summer extern services to fill gaps in funded positions. 9. Maintain training and interventions on issues of interpersonal office behavior and protocol.	1. Avoid an increase in turnover and vacancy rate. 2. Obtaining benchmark-performance measures described above. 3. Provide high standards for legal service to clients.	By preserving core trained staff, we would expect to be able to maintain high levels of service with decreased resources because of the value of training and experience these staff members already possess and that which they have obtained while working in the County Attorney's Office.
Continue involvement in community issues and remain responsive to community values.	1. Participate in decision-making and policy-making activities as requested by the County Manager and Board of Supervisors. 2. Maintain presence with: Weed and Seed, METRO Street Crimes Task Force Board, Juvenile Judge's Advisory Committee, United States Attorney Law Enforcement Advisory Committee, Arizona Prosecuting Attorneys Advisory Council, Planning and Zoning Commission, Board of Health, Williams School Board, Parks School Board, Page Unified School Board, Blue Ridge School Board, Forest Lakes School Board, Flagstaff Unified School District Board, County Fire District Boards, County Improvement District Boards (where separate from Board of Supervisors), and Arizona Association of Counties. 3. Continue sending out Victim Services questionnaires, Law Enforcement satisfaction questionnaires, and satisfaction questionnaires to civil clients. 4. Continue to have results of the above-referenced questionnaires reviewed by management for evaluation purposes. 5. Participate in joint governmental efforts with other agencies, where appropriate. 6. Establish viable Web-page presence.	1. 90%+ public satisfaction as expressed in questionnaires described above. 2. 24 hour or less response time to public inquiries. 3. 100% participation when presence requested by clients.	Maintain and generate public support and understanding of the issues facing the County Attorney's Office and County government in general.



**Performance Measures**

**County Attorney**

**Goals**

Goal	Activity	Measure	Outcome
Support alternatives to traditional criminal justice issues.	Maintain presence and participation in the following: Juvenile Court ATTEND Program; Sunnyside Weed and Seed Program; Drug Court; Integrated Family Court Project; Alternatives to Incarceration for Alcohol Abuse Task Force; Integrated Criminal Justice Information System; Victim/Witness Services of Northern Arizona; SANE/SART Program; FMC Safe Child Program; Child Fatality Review Board; Interagency Council on Child Abuse; Northern Arizona Street Crimes Task Force; Citizens Against Substance Abuse; and Juvenile Judge's Advisory Committee.	Continued attendance and participation in community coalitions that impact quality of life issues in ways other than traditional law enforcement/criminal justice system intervention.	The expectation is that lending expertise and/or resources to areas of public concern either prevents criminal behavior or provides a community environment where non-criminal sanctions are acceptable to the community.

**Performance Measures**

Product	Measure	Define Terms	How often?
Felony Charging Request Review	Number of Felony Cases Received; Number of Felony Cases Resolved; and Number of Days to Resolution	Felony Cases = Felony Charging Review Sheets; Felony Cases Resolved = Felony Cases that were Charged, Furthered, or Declined; Days to Resolution = Average and Median Number of Days to Resolve Felony Cases	Monthly
Felony Charging Documents	Number of Felony Documents Filed in Justice Court and in Superior Court	Felony Documents = Number of Complaints Filed in Justice Court and in Superior Court and the Number of Non-Supervening Indictments Filed with Justice Court and Superior Court	Monthly
Felony Prosecution	Number of Felony Cases, Post Arraignment, Non-Sentenced, Open, Probation Revocation Violations, Rule 32, Non-Warrant	Number of Felony Petitions to Revoke Probation Filed; Number of Rule 32 Petitions Filed	Monthly
Felony Probable Cause Determinations	Number of Felony Cases Set for Preliminary Hearing (Excluding Non-Supervening Indictments); Number of Felony Cases Set for Grand Jury	The measures are self defined.	Monthly



**Performance Measures**

**Geographic Information Systems**

**Goals**

Goal	Activity	Measure	Outcome
<p>Continue providing our citizens open access to information maintained by various county departments, which they need on a daily basis to make informed decisions, from a single Geographic Information Systems (GIS) on the Internet in a user friendly manner.</p>	<p>1. Enhance the current GIS Internet mapping application for user friendliness. 2. Develop advanced data query and analysis tools. 3. Design and develop other GIS layers of public interest, e.g., poverty data. 4. Develop an online GIS training manual.</p>	<p>Incorporate the activities above by June 2006.</p>	<p>Citizens will be able to retrieve, search and query information that they need on a daily basis to make informed and efficient decisions, which will result in a fewer phone calls and visits to multiple county departments thus enhancing our customer service.</p>
<p>Incorporate GIS functionality into the county's day-to-day functions and long-term planning (Phase III of countywide GIS implementation).</p>	<p>1. Research to identify department specific GIS applications for major GIS user departments (Community Development, Assessor's Office, Public Works, Recorder/Election, Parks &amp; Recreation, Sheriff's Office, Health Services and Community Services) . 2. Propose and demonstrate potential applications to remaining major user departments by January, 2006. 3. Seek feedback from the user departments in ensuring desired functionality and prioritizing the applications. 4. Design and develop the recommended applications (multi-year project).</p>	<p>Incorporation of at least two department specific applications in the Intranet GIS mapping application by April, 2006.</p>	<p>The department specific GIS applications will enable county departments make decision of greater efficiency and accuracy. The county will also improve communication with our citizens on planning and service projects to better justify our decisions.</p>
<p>Implement the standard addressing project on a community by community basis for the following major objectives: ▪ Provide a means for expedient emergency response by fire, police, rescue and other emergency services ▪ Establish a property location that will serve as an Emergency 911 locator ▪ Assist in the proper delivery of mail, utilities and other services ▪ Provide property owners and the County with a convenient, accurate and systematic means of identifying property ▪ Name new streets and re-name old streets with conflicting or duplicate names, in order to provide for efficient emergency services ▪ Support the County move to the Enhanced 911 system, which provides automatic identification of incoming calls, automatic location of caller street addresses, and automatic routing of emergency calls to the appropriate emergency service providers</p>	<p>Major planned activities, per the Street Naming and Addressing Ordinance adopted by County Board of Supervisors, in this project are: Inventory all properties in the unincorporated areas using the Parcel base map and aerial photography. Coordinate with respective fire districts and/or homeowners association to verify the inventory. Create a graphic inventory (GIS layer) of existing addresses. Identify and eliminate duplicate street names, provide for the uniform marking of streets and roadways with the help of citizens, addressing advisory committee, and local agencies including fire district and homeowners association. Assign system generated logical addresses to every property or point in the GIS layer. Perform public outreach by sending Mail Address Change and Information packet to the effected residents and resolve concerns received from the citizens. Coordinate with internal departments and pertinent external agencies (Q/WEST, USPS, State 911) to notify and incorporate the address changes.</p>	<p>Complete the project implementation for the communities below by June 30, 2006: Parks and other communities in close proximity of the City of Williams Kaibab Estates West Blue Ridge Use of new standardized addresses by Emergency 911 dispatch center and the internal departments for emergency response and delivery of county services.</p>	<p>A centrally administered standardized addressing system for the unincorporated areas of the County.</p>



Performance Measures

Geographic Information Systems

Goals

Goal	Activity	Measure	Outcome
Continue training county departments in the use and analysis of GIS data and mapping applications.	1. Provide the county departments training in the use of GIS Intranet Mapping application with the following goals: <ul style="list-style-type: none"> <li>Provide the county departments direct and easy access to real-time GIS data.</li> <li>Provide our users an understanding of current GIS data layers.</li> <li>Provide the users ability to overlay, query and perform simple analyses on GIS data layers.</li> </ul> 2. Seek feedback from the county departments on current phase of the application and assess needs for phase II of the application. 2. Assign each GIS analyst up to 4 user departments to maintain a constant communication on the department's data, application and training needs.	1. Train remaining user departments by June 2006. 2. Include an online GIS training manual by June 2006.	The training will provide our users direct and ready access to GIS data, and develop skills in performing overlays and querying integrated GIS database, which will save the county departments time in compiling information for internal projects. The training will also helps the county departments in responding to cross departmental queries from citizens in a timely manner thus improving customer service.
Develop and maintain a countywide street centerlines (roads and streets) database, which is a work-in-progress, to improve public safety, enhance 911 services and enhance county planning and decision making.	Development of a centrally maintained countywide GIS street database with sufficient attribute information to enhance public safety and to provide a common basis for planning and decision-making throughout the community.	Complete communities that will be completed by March 2006: Parks and Valle Belmont Kaibab Estates West Blue Ridge Forest Lakes Tusayan Munds Park	A centrally administered database of road and street network in Coconino County.
Complete the development of various GIS databases for a countywide coverage. (multi-year project).	Maintenance and further development of current data layers and databases. Design and develop additional data layers and databases, e.g., poverty data layer, and addition of construction year, improvement area and property valuation data for future tax year in GIS property database. Add parcel, subdivision and road data in northern part of the County.	Complete the activities above by June 2006.	An up-to-date integrated database of land records.



**Performance Measures**

**Health**

**SERVICE PROVISION REPORT – Total Number People Served and Total City of Flagstaff Residents Served  
JULY 1, 2004 - JUNE 30, 2005**

SERVICE UNIT/PROGRAM	Qtr 1 Total	Qtr 1 City	Qtr 2 Total	Qtr 2 City	Qtr 3 Total	Qtr 3 City	Qtr 4 Total	Qtr 4 City	Yr Total	City Total
<b>Access to Care</b>										
Childbirth Ed. Participants	26	25	22	22	51	49	31	17	130	113
Maternal/Child Health	320	245	125	118	49	49	529	509	1,023	921
Newborn Intensive Care	4	4	29	29	47	47	65	65	145	145
									-	-
Service Coordination		23	25	19	21	20	22	20	68	82
HIV Case Management				37	42	37	32	25	74	99
HIV Prevention Outreach (PROMISE)	68	48	73	58	68	55	121	89	330	250
HIV Outreach Testing -New	41	37	13	11	24	22			78	70
Guardianship Investigations			1	1	3	2	4	1	8	4
HIV Forum			72	20	52	15	130	80	254	115
Community Dev/Spcl Needs	40	37	35	35	48	48	45	41	168	161
Williams Lifestyle Promot.	531		670		859		706		2,766	-
<b>Clinical Services</b>										
Home Health	545	414	494	367	531	419	553	384	2,123	1,584
Child Immunizations	753	585	310	223	260	203	235	161	1,558	1,172
Adult Immunizations	799	548	3,776	2,689	778	587	539	751	5,892	4,575
Tuberculosis Program	81	53	58	50	89	85	48	47	276	235
Family Planning	593	445	534	318	581	520	584	519	2,292	1,802
STD/HIV Testing & Investig.	340	221	366	293	211	149	217	174	1,134	837
Com. Dis. Testing & Investig.	81	52	191	115	178	147	128	102	578	416
Dental Services	451	350	377	335	446	351	537	470	1,811	1,506
<b>Environmental Services</b>										
Restaurant, public facility inspections	876	516	1,102	437	1,212	784	1,323	678	4,513	2,415
Restaurant, public facility plan review	337	141	185	89	336	123	237	141	1,095	494
Public Nuisance Complaint	180	100	105	77	87	76	176	105	477	358
Wastewater inspections	167	-	113	-	94	-	152	-	526	-
Wastewater plan review	145	-	127	-	99	-	193	-	564	-
Dog Licenses Issued	1,891	1,222	1,457	928	1,844	1,137	2,402	1,541	7,594	4,828
Animal Mngt. Service Req.	383	-	287	-	367	-	330	6	1,367	6
<b>Health Education</b>										
AZ Nutrition Network	4,731	4,609	12,149	10,637	13,064	9,423	12,219	10,303	42,163	34,972
Supp.Food (CSFP)	1,115	383	1,306	410	1,322	394	1,105	352	4,848	1,539
Heartbeat	596	543	2,281	1,834	1,316	325	2,842	2,540	7,035	5,242
Tobacco Educ& Prevention	3,389	3,027	5,501	3,395	4,446	2,050	6,590	5,622	19,926	14,094
Injury Prevention Program	75	62	80	56	72	61	85	60	312	239
Community Nutrition Prog.	397	397	949	645	1,101	573	660	660	3,107	2,275
WIC	11,893	5,114	11,926	5,128	11,572	4,922	11,173	4,873	46,564	20,037
Healthy Families Program	112	77	48	30	61	37	28	27	249	171
Health Start - Page	34	-	28	-	33	-	37	-	132	-
<b>Medical Examiner</b>										
Investigations/Autopsies	190	99	188	113	174	56	225	80	777	348
<b>TOTAL</b>	<b>31,184</b>	<b>19,377</b>	<b>45,003</b>	<b>28,519</b>	<b>41,538</b>	<b>22,766</b>			<b>161,957</b>	<b>101,105</b>



**Performance Measures**

**Human Resources**

**Goals**

<b>Goal</b>	<b>Activity</b>	<b>Measure</b>	<b>Outcome</b>
Advanced development opportunities for supervisors	Provide advanced training in the following: Project Management; Team building between departments; time management; facilitation; motivation/morale building; effective presentations; and strategic planning.	Number of supervisors completing advanced training. Pre-test scores versus post-test scores.	80% of enrollees had a 10% or higher increase in knowledge as shown by pre-test and post-test scores
Establish Retiree Savings Accounts	Work with the City of Flagstaff as they are also in the process of soliciting providers; Review providers; develop plan document; present to BOS for approval.	number of employees enrolled in Retiree Savings Account plan	Employees have additional financial resources when they retire.
Establish Volunteer policy	Collaborate with departments that use volunteers to establish policy guidelines; write policy; policy reviewed by departments; policy approved by BOS	Track volunteer service	A formalized policy for all volunteers.
Reduce the number of retro-active pay transactions.	Collaborate with departments to ensure payroll changes are received in Human Resources timely; Notify departments of upcoming step increases one month prior to due date.	Number of retro pays processed in comparison to past fiscal years.	Employees are paid correctly and timely. Less HR staff time spent processing retro payments.



**Performance Measures**

**Human Resources**

**Performance Measures**

<b>Product</b>	<b>Measure</b>	<b>Define Terms</b>	<b>How often?</b>
HIRES	The average number of days a position is open from the date the position is posted until the date applicant is hired for each job category. This measure will help us decide if recruitment process is efficient, training needed, if market analysis is needed, if our advertising is targeting the available applicants.	Days = calendar days. Date open = 1st day position is posted on recruitment sheet. Date hired = The date new employee begins work.	Quarterly
Applicant resources	Number of applicants using various sources to get information about County job opportunities. This measure will help us decide what sources to target for advertising County job opportunities.	Applicants= People who submit an application for a County position. Various sources= AZ Daily Sun Newspaper, Job announcements, County Website, Other website, AZ Republic, Tucson Daily Star, Job fairs, County employee, DES, Other Source.	Quarterly
Successful candidates job opportunity sources	Number of hires using various sources to get information about County job opportunities. This measure will help us decide which resources the successful candidates are using for County recruitment information.	Number of hires = number of employees hired. Various sources = AZ Daily Sun, Job announcements, County Website, Other websites, AZ Republic, Tucson Daily Star, Job Fairs, County employee, DES, Other Source	Quarterly
Training participants	Number of attendees for EGAD workshops during year	Attendees = employees or others attending workshops; Year = January 1 - December 31	Semi-annually
Workshop costs	Average cost per workshop in 2004 compared to previous years	Cost = trainer fee, facility rental and equipment rental; previous years = 1997 - 2003	Annually
Safe work environment	# of injuries/illnesses by type; #Lost work days; total employee population	Injuries/illnesses = work related injuries or illnesses; Lost work days = days unable to work due to work related injury/illness; Total employee population = all employees including regular, temps, and limited appointments.	Annually
Safety trainings	Number of employees trained. Cost of safety training for County employees for 2005.	Number of employees = all employees including regular, temps, and limited appointments. Cost = amount of money expended for safety training (presenters, videos, etc.) 2005 = calendar year.	Annually

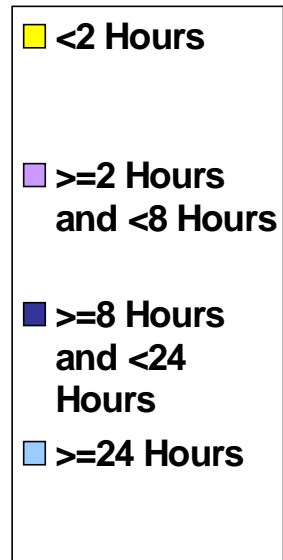
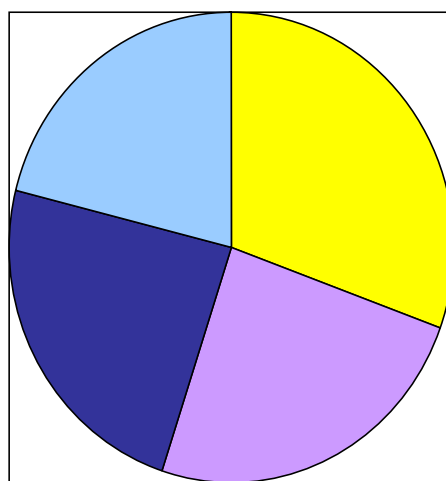


**Performance Measures**

**Information Technologies**

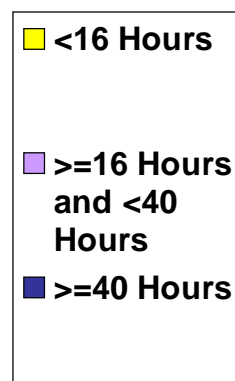
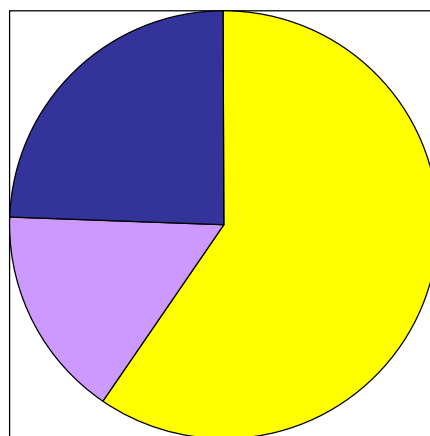
**Performance Measures  
Response Time to Work Requests  
7/1/04 through 4/30/05**

**Urgent**



**Department Goals:  
70% < 2 hours**

**Non-Urgent**



**Department Goals:  
80% < 16 hours**



Performance Measures

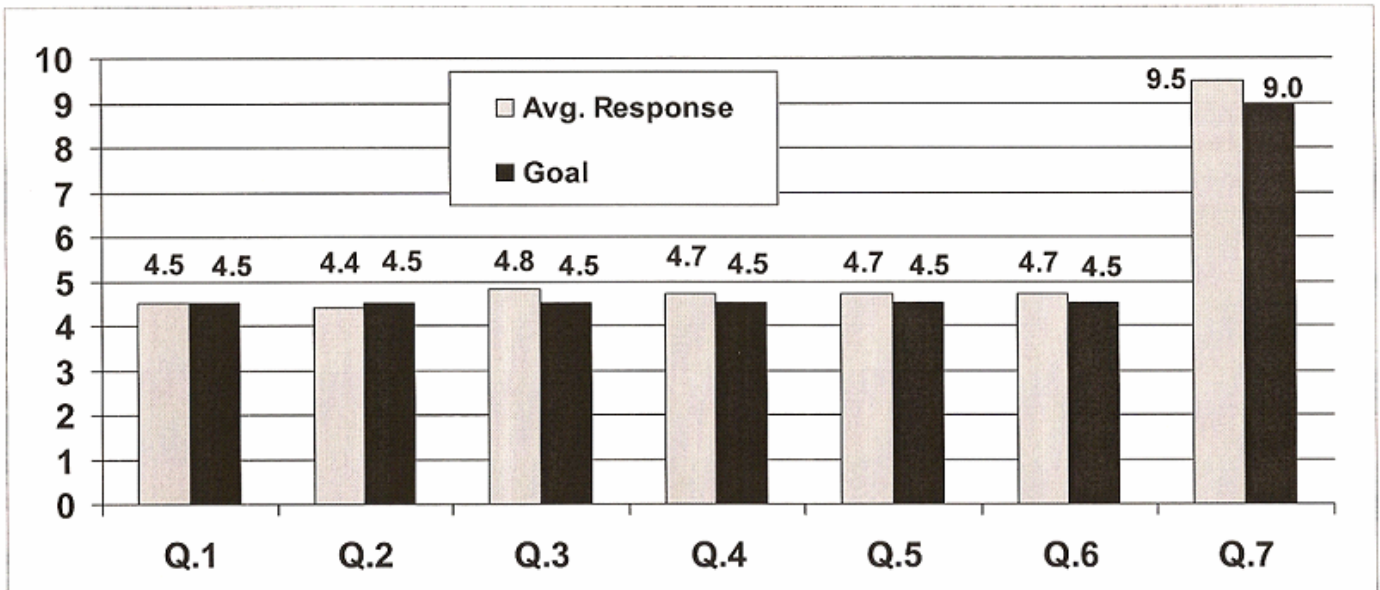
Information Technologies

Performance Measures
Customer Satisfaction Surveys

Coconino County I.T. Dept.
Work Request System Survey Results.

From Sept. 2004 thru May 2005 (Surveys first sent in Sept. 2004)

219 Survey emails sent.
102 Surveys completed
46.6% of emailed surveys have been completed.



Questions:

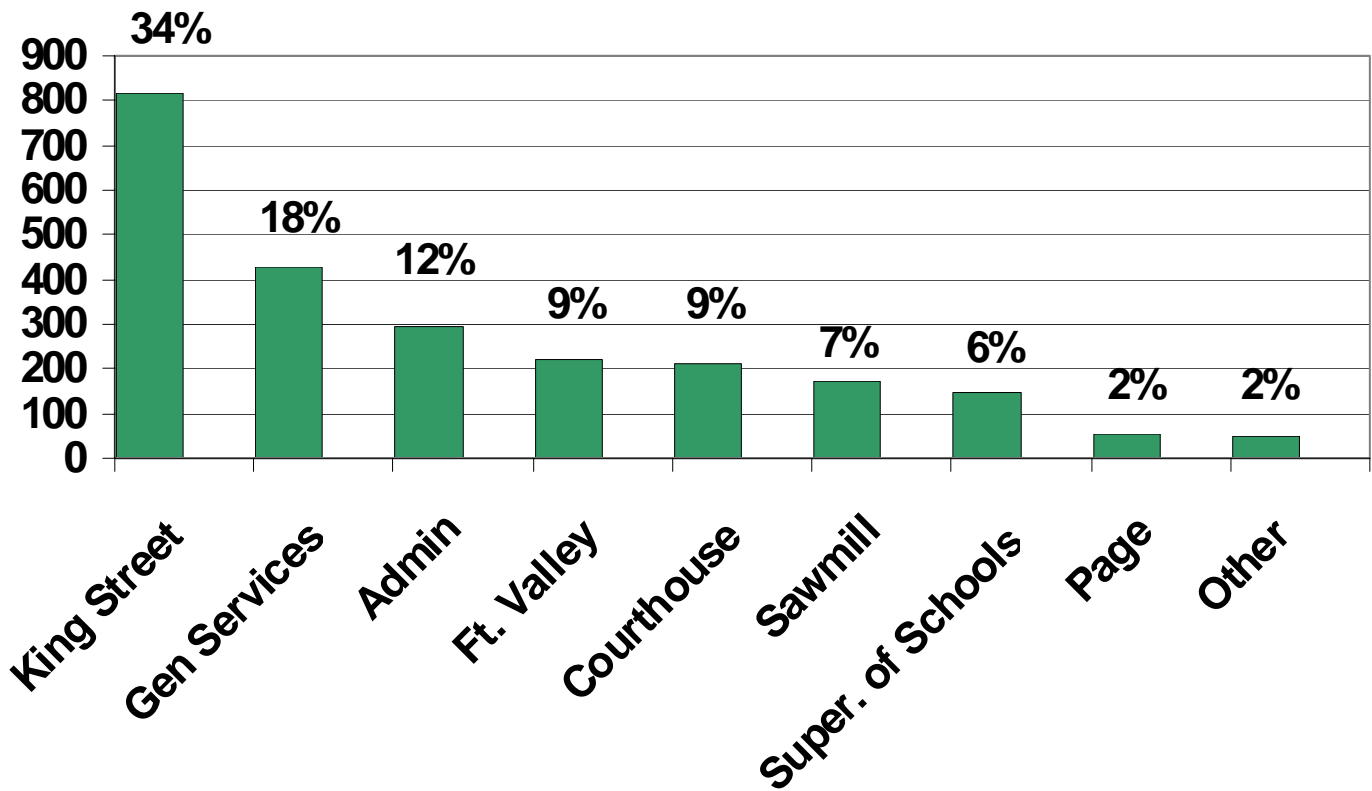
- 1. IT promptly acknowledged receipt of the request (5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree)
2. IT kept me appropriately informed as to the status of the request (" ")
3. The request was handled in a courteous and professional manner (" ")
4. IT staff exhibited appropriate technical knowledge in the resolution of the request (" ")
5. The request was resolved in an acceptable time frame (" ")
6. The request was resolved to my satisfaction (" ")
7. Overall, how satisfied were you with the service you received (10= Very Satisfied, 1= Very Dissatisfied)



Performance Measures

Information Technologies

Performance Measures  
Work Requests By Location  
7/1/04 through 4/30/05





**Performance Measures**

**Juvenile Probation**

INTAKE / DIVERSION SCORECARD

Date: 01/31/05

Scoring Criteria

	Key Performance Measures	Scoring Criteria										Raw Score	Weighting %	Subtotal Score	
		10+ Stretch	9	8	7 - Goal	6	5	4	3	2	1				
Community Safety	Pre-d Reports						5						5		5.00
	Diversions Assigned							4					4		4.00
	Intakes Completed						5						5		5.00
	Detained Youth Contacted									2			2		2.00
	Court Hearings Attended							4					4		4.00
	Shelter Care Youth Contacted				7								7		7.00
															4.50
Competency	Six months offense free			8									8	10%	8.80
	Reduced Risk Score										1		1	10%	1.10
	Consumer Satisfaction			8									8		8.00
	Victim Satisfaction					6							6		6.00
															5.97
Accountability	Intake within 30 days						5						5	10%	5.50
	Offense free during Process			8									8		8.00
	Detention Criteria Violations					6							6		6.00
	Consequences Completed						5						5	10%	5.50
	% of minors paid restitution upon close		9										9	15%	10.35
	% of dollars paid restitution upon close					6							6	15%	6.90
														7.04	
Employee Development	New Employees complete orientation												N/A		N/A
	Monthly in-service training												1		1.00
	Individual Conferences					6							6		6.00
	Employee Turnover Rate	10											10		10.00
														5.67	
												Total Score		5.80	
												Goal		7.00	
		Trend	5.88	6.08	5.80										
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter									



**Performance Measures**

**Juvenile Probation**

STANDARD PROBATION SCORECARD

Date: 01/31/05

Scoring Criteria

Key Performance Measures		10+ Stretch	9	8	7 - Goal	6	5	4	3	2	1	Raw Score	Weighting %	Subtotal Score	
Community Safety	Active Supervised Cases											9		9.00	
	Supervision Contacts											4		4.00	
	Detained Youth Contacted											1		1.00	
	Court Hearings Attended											3		3.00	
	Shelter Care Youth Contacted											3		3.00	
															4.00
Competency	Six months offense free											9	10%	9.90	
	Reduced Risk Score											3	10%	3.30	
	Consumer Satisfaction											3		3.00	
	Victim Satisfaction											6		6.00	
															5.55
Accountability	CSW Hours Completed											4	10%	4.40	
	Residential Placement											6		6.00	
	Supervision Level											3		3.00	
	Accountability: Probation Violations											10		10.00	
	Accountability: Graduated Sanctions											6	10%	6.60	
	Intervention Plan Match											1	15%	1.15	
	Day Reporting Completed											4	10%	4.40	
	Community Treatment Completed											3		3.00	
	% of minors paid restitution upon close											8	15%	9.20	
	% of dollars paid restitution upon close											5	15%	5.75	
														5.35	
Employee Development	New Employees complete orientation											7		7.00	
	Monthly in-service training											1		1.00	
	Individual Conferences											6		6.00	
	Employee Turnover Rate											8		8.00	
															5.50
												Total Score		5.12	
												Goal		7.00	

Trend	5.23	4.78	5.12
	1st Quarter	2nd Quarter	3rd Quarter
			4th Quarter



**Performance Measures**

**Juvenile Probation**

JIPS SCORECARD

Date: 01/31/05

Scoring Criteria

Key Performance Measures		10+ Stretch	9	8	7 - Goal	6	5	4	3	2	1	Raw Score	Weighting %	Subtotal Score	
Community Safety	Active Supervised Cases											10		10.00	
	Supervision Contacts											2		2.00	
	Detained Youth Contacted											1		1.00	
	Court Hearings Attended											4		4.00	
	Shelter Care Youth Contacted											3		3.00	
															4.00
Competency	Six months offense free											8	10%	8.80	
	Reduced Risk Score											3	10%	3.30	
	Consumer Satisfaction											1		1.00	
	Placement & ADJC											4		4.00	
	Victim Satisfaction											6		6.00	
															4.62
Accountability	JIPS Statutory Compliance											4		4.00	
	CSW Hours Completed											3	10%	3.30	
	Day Reporting Completed											2		2.00	
	Supervision Level											3	10%	3.30	
	Accountability: Probation Violations											8		8.00	
	Accountability: Graduated Sanctions											6	10%	6.60	
	Intervention Plan Matched											1	15%	1.15	
	% of minors paid restitution upon close											1	15%	1.15	
	% of dollars paid restitution upon close											3	15%	3.45	
															3.66
Employee Development	New Employees complete orientation											NA		NA	
	Monthly in-service training											1		1.00	
	Individual Conferences											7		7.00	
	Employee Turnover Rate											8		8.00	
															5.33
													Total Score		4.18
													Goal		7.00

Trend	5.45	4.90	4.18
	1st Quarter	2nd Quarter	3rd Quarter
			4th Quarter



**Performance Measures**

**Juvenile Probation**

DETENTION SCORECARD

Date: 01/31/05

Scoring Criteria

	Key Performance Measures	10+	9	8	7 - Goal	6	5	4	3	2	1	Raw Score	Weighting %	Subtotal Score
		Stretch												
Community Safety														0.00
														0.00
Competency	Six months return											7		7.00
	Consumer Satisfaction													
	Victim Satisfaction											6		6.00
Accountability	Isolation/Administrative Use											7		7.00
	Average hours idle											8		8.00
	Higher Level at Discharge											3	10%	3.30
	Parental In-person contact											4		4.00
	Parental Telephone contact											4		4.00
	Large muscle activity											7		7.00
	Escapes											7		7.00
	Assaults on Staff											7		7.00
	Attend School											8	10%	8.80
	IEP Compliance											2		2.00
	Stay falls out of range											10		10.00
	Suicide Screenings											3	10%	3.30
	Physical Exams											2		2.00
Employee Development	New Employees complete orientation											N/A		N/A
	Monthly in-service training											9		
	Individual Conferences											5		0.00
	Employee Turnover Rate											10		10.00
												<b>Total Score</b>	<b>5.67</b>	
												<b>Goal</b>	<b>7.00</b>	
		Trend		7.83	6.88	5.67								
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter									



**Performance Measures**

**Juvenile Probation**

DEPARTMENT AVERAGE  
DEPARTMENT SCORECARD  
Date: 01/31/05

		Scoring Criteria										Raw Score	Weighting %	Subtotal Score
Key Performance Measures		10+ Stretch	9	8	7 - Goal	6	5	4	3	2	1			
Community Safety	Detained Youth Contacted - Department Average											1		1.33
	Court Hearings Attended - Department Average											4		3.67
	Shelter Care Youth Contacted - Department Average											4		4.33
	Supervision Contacts - Department Average											3		3.00
	Pre-d Reports - Intake/Diversion											5		5.00
	Diversions Assigned - Intake/Diversion											4		4.00
	Intakes Completed - Intake/Diversion											5		5.00
	Active Supervised Cases - Standard Probation											9		9.00
	Active Supervised Cases - JIPS											10		10.00
														<b>6.60</b>
Competency	Six months offense free - Department Average											8	10%	9.17
	Reduced Risk Score - Department Average											2	10%	2.57
	Consumer Satisfaction - Department Average											4		4.00
	Victim Satisfaction - Department Average											6		6.00
	Placment & ADJC - JIPS											4		4.00
	Six months return - Detention											7		7.00
													<b>5.46</b>	
Accountability	% of minors paid restitution upon close - Department Average											6	15%	6.90
	% of dollars paid restitution upon close - Department Average											5	15%	5.37
	CSW Hours Completed - Department Average											4	10%	3.85
	Supervision Level - Department Average											3		3.00
	Accountability: Probation Violations - Department Average											9		9.00
	Accountability: Graduated Sanctions - Department Average											6	10%	6.60
	Intervention Plan Match - Department Average											1	15%	1.15
	Day Reporting Completed - Department Average											3	10%	3.30
Accountability	Intake within 30 days - Intake/Diversion											5	10%	5.50
	Offense free during Process - Intake/Diversion											8		8.00
	Detention Criteria Violations - Intake/Diversion											6		6.00
	Consequences Completed - Intake/Diversion											5	10%	5.50
	Residential Placement - Standard Probation											6		6.00
	Community Treatment Completed - Standard Probation											3		3.00
	JIPS Statutory Compliance - JIPS											4		4.00
	Isolation/Administrative Use - Detention											7		7.00
	Average hours idle - Detention											8		8.00
	Higher Level at Discharge - Detention											3	10%	3.30
	Parental In-person contact - Detention											4		4.00
	Parental Telephone contact - Detention											4		4.00
	Large muscle activity - Detention											7		7.00
	Escapes - Detention											7		7.00
	Assaults on Staff - Detention											7		7.00
	Attend School - Detention											8	10%	8.80
	IEP Compliance - Detention											2		2.00
	Stay falls out of range - Detention											10		10.00
	Sucide Screenings - Detention											3	10%	3.30
	Physical Exams - Detention											2		2.00
													<b>5.65</b>	
ment	New Employees complete orientation - Department Average											7		7.00



**Performance Measures**

**Juvenile Probation**

		Report Title	Measure	
Intake/Diversion	Workload	Pre-d Reports - Intake/Diversion	95% of all Pre-d Reports comply with Policy 210 standards	
		Diversion Assigned - Intake/Diversion	# of diversions completed compared to budgeted # of diversions per day (3)	
		Intakes Completed - Intake/Diversion	# of intake completed compared to budgeted # of intakes per day (6)	
		Detained Youth Contacted - Intake/Diversion	90% of minors who were contacted 3 times per week while detained by assigned officer	
		Court Hearings Attended - Intake/Diversion	90% of court hearings where assigned officer attends hearing	
		Shelter Care Youth Contacted - Intake/Diversion	90% of minors who were contacted 3 times per week while in shelter	
	Consumer Outcomes	Six months offense free - Intake/Diversion	75% of youth completing Diversion DO NOT re-offend within six months from termination.	
		Reduced Risk Score - Intake/Diversion	70% of youth document reduced risk scores before termination.	
		Consumer Satisfaction - Intake/Diversion	95 % of consumer satisfaction from surveys is at or above standard	
	Operations	Intake within 30 days - Intake/Diversion	80% of referred youth receive Intake interview within 30 days of received referral.	
		Offense free during Process - Intake/Diversion	75% of youth completing Intake process DO NOT re-offend before court disposition or diversion completion	
		Detention Criteria Violations - Intake/Diversion	Less than 10% of detention admissions reflect violations of OJJDP or detention criteria.	
		Consequences Completed - Intake/Diversion	90% of youth complete consequences/counseling within 90 days of referral to Diversion.	
		Restitution Payment - Intake/Diversion	Restitution: 70% of victims paid in full	
	Employee Development	New Employees complete orientation - Intake/Diversion	Each new employee completes department orientation training within 45 days of employment begin date	
		Monthly in-service training - Intake/Diversion	66% of monthly in-service training is completed during the quarter	
		Individual Conferences - Intake/Diversion	Two individual employees/supervisor conference are conducted each month	
		Employee Turnover Rate - Intake/Diversion	26% of FTE that are vacated during period	
	Standard Probation	Workload	Active Supervised Cases - Standard Probation	% of active cases based on mandated caseload capacity (35:1)
			Supervision Contacts - Standard Probation	90% of contact standards are met
Detained Youth Contacted - Standard Probation			90% of minors who were contacted 3 times per week while detained by assigned officer	
Court Hearings Attended - Standard Probation			90% of court hearings where assigned officer attends hearing	
Shelter Care Youth Contacted - Standard Probation			90% of minors who were contacted 3 times per week while in shelter	
Consumer Outcomes		Six months offense free - Standard Probation	63% of youth completing probation DO NOT re-offend within six (6) months.	
		Reduced Risk Score - Standard Probation	70% of youth document reduced risk scores before termination.	
		Consumer Satisfaction - Standard Probation	95 % of consumer satisfaction from surveys is at or above standard	
Operations		CSW Hours Completed - Standard Probation	70% of youth will successfully complete CSW hours to date	
		Residential Placement - Standard Probation	70% of youth do not reoffend while in treatment or 6 months after	
		Supervision Level - Standard Probation	90% of cases with compliance of supervision level.	
		Accountability: Probation Violations - Standard Probation	30% of minors who received violation of probation	
		Accountability: Graduated Sanctions - Standard Probation	Graduated sanctions are observed in 80% of cases prior to probation violation	
		Intervention Plan Match - Standard Probation	Intervention plans and activities match assessments at first supervisory review	
		Day Reporting Completed - Standard Probation	80% of Day Reporting Completed	
		Community Treatment Completed - Standard Probation	70% of community treatment completed	
Restitution Payment - Standard Probation		Restitution is paid in full to 60% of victims.		
Employee Development		New Employees complete orientation - Standard Probation	Each new employee completes department orientation training within 45 days of employment begin date	
		Monthly in-service training - Standard Probation	66% of monthly in-service training is completed during the quarter	
		Individual Conferences - Standard Probation	Two individual employees/supervisor conference are conducted each month	
	Employee Turnover Rate - Standard Probation	26% of FTE that are vacated during period		



**Performance Measures**

**Juvenile Probation**

	Report Title	Measure	
JIPS	Workload	Active Supervised Cases - JIPS	% of active cases based on mandated caseload capacity (63)
		Supervision Contacts - JIPS	90% of contact standards are met
		Detained Youth Contacted - JIPS	90% of minors who were contacted 3 times per week while detained by assigned officer
		Court Hearings Attended - JIPS	90% of court hearings where assigned officer attends hearing
		Shelter Care Youth Contacted - JIPS	90% of minors who were contacted 3 times per week while in shelter
	Consumer Outcomes	Six months offense free - JIPS	63% of youth completing JIPS that DO NOT re-offend within six (6) months.
		Reduced Risk Score - JIPS	70% of youth document reduced risk scores before termination.
		Consumer Satisfaction - JIPS	95 % of consumer satisfaction from surveys is at or above standard
		Placement & ADJC - JIPS	90% of youth ARE NOT placed in long-term custody/commitment
	Operations	JIPS Statutory Compliance - JIPS	90% of youth complying with all statutory JIPS program requirements.
		CSW Hours Completed - JIPS	80% of youth will successfully complete CSW hours to date
		Day Reporting Completed - JIPS	80% of Day Reporting Completed
		Supervision Level - JIPS	90% of cases with compliance of supervision level.
		Accountability: Probation Violations - JIPS	40% of minors who received violation of probation
		Accountability: Graduated Sanctions - JIPS	Graduated sanctions are observed in 80% of cases prior to probation violation
		Intervention Plan Matched - JIPS	Intervention plans and activities match assessments at first supervisory review
		Restitution Payment - JIPS	Restitution: 80% of victims paid in full
	Employee Development	New Employees complete orientation - JIPS	Each new employee completes department orientation training within 45 days of employment begin date
		Monthly in-service training - JIPS	66% of monthly in-service training is completed during the quarter
		Individual Conferences - JIPS	Two individual employee/supervisor conference are conducted each month
Employee Turnover Rate - JIPS		26% of FTE that are vacated during period	
Detention	Consumer Outcomes	Six months return - Detention	60% of youth who do not return to detention within six (6) months of being released from detention
		Consumer Satisfaction - Detention	95 % of consumer satisfaction from surveys is at or above standard
	Operations	Isolation/Administrative Use - Detention	Use of isolation/administrative segregation (not intake) per 100 person-days of youth confinement versus standard of 3
		Average hours idle - Detention	Average number of idel waking hours per day, i.e. hours when there is no scheduled program or activity versus standard of 8
		Higher Level at Discharge - Detention	70% of youth who achieve a higher level on the level system by the time of release.
		Parental In-person contact - Detention	60% of youth who have had in-person contact with parents or guardians while in the facility.
		Parental Telephone contact - Detention	80% of youth that have had phone contact with a parent or guardian
		Large muscle activity - Detention	100% of minors will receive a minimum of 1 hour of large muscle activity per day
		Escapes - Detention	0 escapes from Detention
		Assaults on Staff - Detention	Number of assaults on staff versus standard of zero
		Attend School - Detention	83% of all detainees attend school in detention
		IEP Compliance - Detention	100% of all detainees with an IEP will be in compliance with IEP while detained
		Stay falls out of range - Detention	10% of youth whose stay falls out of 2 to 12 day range
		Suicide Screenings - Detention	95% of admitted youth that had a suicide screening completed within one hour
		Physical Exams - Detention	95% of detained youth that had a physical completed within three days.
	Employee Development	New Employees complete orientation - Detention	Each new employee completes department orientation training within 45 days of employment begin date
		Monthly in-service training - Detention	66% of monthly in-service training is completed during the quarter
		Individual Conferences - Detention	Two individual employee/supervisor conference are conducted each month
		Employee Turnover Rate - Detention	33% of FTE that are vacated during period



**Performance Measures**

**Legal Defender**

**Goals**

<b>Goal</b>	<b>Activity</b>	<b>Measure</b>	<b>Outcome</b>
Develop training program to educate staff on criminal justice system and court procedures.	Quarterly in-house training of staff on basics of other criminal justice system departments' processes and procedures and how it relates to this department.	Number of training hours attended.	Revised and continuing.
Develop a team building program to assist support staff in better understanding the importance of their role (their duties) in the department's overall work product.	Quarterly presentations by attorney or supervisory staff regarding relevant subjects.	Increased productivity measured by the decrease in number of errors or delays in work product.	Revised and continuing.
Develop in-house training / sharing program for department, on job-specific software needs.	Multi-level activity: First level: Identify user-specific needs. Second level: Secure training for one or more users. Third level: Share training knowledge with other users.	Number of users benefiting from each training / sharing program.	Continuing.
Improve channels of communication.	Identify areas of concern. Quarterly forum for discussion and implementation of plans for improving interoffice and client communications.	Degree of increased quality of communication.	Revised and continuing.

**Performance Measures**

<b>Product</b>	<b>Measure</b>	<b>Define Terms</b>	<b>How often?</b>
Legal Representation	Provide effective assistance of counsel.	Defined by United States Supreme Court and Arizona State Bar Association.	Monthly



**Performance Measures**

**Parks and Recreation**

**Goals**

<b>Goal</b>	<b>Activity</b>	<b>Measure</b>	<b>Outcome</b>
Capital Improvement implementation and expansion.	Assist Public Works with the FTCP natural gas system.	Successful completion of the planned scope of work for the FTCP natural gas system.	Scope of work completed by June 2006.
Capital Improvement implementation and expansion.	Assist Public Works with the FTCP water and wastewater project	Successful completion of the planned scope of work for the FTCP water & wastewater project.	Scope of work completed by June 2006.
Capital Improvement implementation and expansion.	Complete design development and construction of Tuba City County Park.	Facility constructed and open to the public.	Ready for use by summer 2006.
Capital Improvement implementation and expansion.	Complete design development for CPOS-funded improvements at Raymond Park.	Completed design documents for the Raymond Park improvements.	30% design complete by November 2005. 100% design complete by June 2006.
Capital Improvement implementation and expansion.	Begin design development of the FTCP Office/Visitors Center.	Completed design documents for the FTCP Office/Visitor Center.	Design development complete by June 2006.
Capital Improvement implementation and expansion.	Complete design development of the FTCP Stables.	Completed design documents for the FTCP Stables.	Design development complete by June 2006.
Capital Improvement implementation and expansion.	Complete FTCP Amphitheater Phase II Construction	Facility constructed and open to the public.	Facility ready for use by May 1, 2006.
Capital Improvement implementation and expansion.	Complete FTCP Maintenance Complex construction.	Completion of planned scope of work for the Maintenance Complex.	Scope of work completed by June 2006.
Capital Improvement implementation and expansion.	Complete Peaks View County Park Phase III Construction.	Completion of Phase III scope of work at PVCP.	Scope of work completed by June 2006.
Capital Improvement implementation and expansion.	Complete telecommunications upgrade at FTCP.	Complete telecom connection between current office location and amphitheater.	Scope of work completed by June 2006.
Capital Improvement implementation and expansion.	Develop a partnership with the USFS for acquisition and design development for a campground at FTCP.	Partnership formalized and design documents completed.	Acquisition & design completed by June 2006.
Capital Improvement implementation and expansion.	Purchase and install FTCP equestrian arena surfacing.	Facility improvements complete and available for public use.	Arena available for rental by May 2006.
Capital Improvement implementation and expansion.	Obtain water rights for Pumphouse Greenway.	Submitted water rights application.	Application submitted by January 2006.
Capital Improvement implementation and expansion.	Complete FTCP racetrack resurfacing.	Racetrack improvements complete and available for event use.	Racetrack resurfaced by May 2006.
Create a Volunteer Program	Recruit an incorporating board and develop an agreeable vision for a Friends of the Parks organization	Board members, mission and goals identified.	Friends of the Parks organization fully functional by June 2006.
Development Funding Sources Sufficient to Implement the Strategic Plan Goals.	Enroll Pumphouse Greenway in the NRCS Wetland Reserve Program.	Contract & management plan complete. Easement recorded and payment received.	WRP enrollment complete by June 2006.



**Performance Measures**

**Parks and Recreation**

**Goals**

<b>Goal</b>	<b>Activity</b>	<b>Measure</b>	<b>Outcome</b>
Development Funding Sources Sufficient to Implement the Strategic Plan Goals.	Submit grant(s) for Raymond Park/Pumphouse Greenway acquisition and development.	LRSP application written and submitted.	Application submitted by February 2006.
Development Funding Sources Sufficient to Implement the Strategic Plan Goals.	Submit NAWCA grant for funding of Rogers Lake acquisition.	NAWCA application written and submitted.	Application submitted by March 2006.
Enhance Marketing of Department Services and Facilities.	Acquire event signs & banners.	Signs & banners selected, ordered and received.	Signs and banners available for event use by May 2006.
Enhance Marketing of Department Services and Facilities.	Conduct a Grand Re-Opening at FTCP Amphitheater.	Increased public knowledge about the venue and increased rental of the facility.	Increased rental revenue, amount tbd.
Enhance Marketing of Department Services and Facilities.	Conduct intercept surveys of county event attendees & trail users.	Improved knowledge of & response to customer needs.	Improved data for use in performance measure assessment.
Enhance Marketing of Department Services and Facilities.	Design and install "CPOS tax dollars at work" signs on all CPOS acquisitions.	Improved public knowledge of department services and facilities.	Increased support for these projects.
Enhance Marketing of Department Services and Facilities.	Purchase and install park information kiosks.	Improved public knowledge of department services and facilities.	Increased access to information regarding park facilities.
Enhance Marketing of Department Services and Facilities.	Purchase and install entrance signs at Pumphouse Greenway.	Improved public knowledge of department services and facilities.	Increased support for park facilities.
Improve Fiscal Management and Performance of the Department.	Complete development of contracts with long term lessees.	Contract terms negotiated and agreements signed.	Contracts completed and in use by summer 2006.
Improve Fiscal Management and Performance of the Department.	Complete reorganization of the Maintenance and Events teams.	Reduced back-log of deferred maintenance and county parks to be maintained to specified standards	All county parks maintained at service level 3.
Improve Fiscal Management and Performance of the Department.	Create an events division that will operate as an enterprise account.	Better ability to measure performance.	Data to be utilized in performance measure assessment. All events will recover 100% of their costs.
Improve Fiscal Management and Performance of the Department.	Develop and implement internal planning and budgeting procedures which unify the planning, budgeting, and evaluating processes.	Improved coordination between and efficiency within department programs.	Quantified results to be determined.
Improve Fiscal Management and Performance of the Department.	Finance all park maintenance & administration with general fund and/or CPOS.	User fees retained in the program in which they were generated.	Reinvestment of profit in revenue generating programs.
Improve Fiscal Management and Performance of the Department.	Complete MOU with Public Works to define method & procedure for coordination between CCPR & CCPW.	Improved coordination between CCPR and CCPW.	Quantified results to be determined.



**Performance Measures**

**Parks and Recreation**

**Goals**

<b>Goal</b>	<b>Activity</b>	<b>Measure</b>	<b>Outcome</b>
Improve Fiscal Management and Performance of the Department.	Upgrade computer hardware & software to ensure entire staff is using compatible software and most efficient applications.	Improved coordination between and efficiency within department programs.	Quantified results to be determined.
Improve Fiscal Management and Performance of the Department.	Supervise consultant in the completion of the department master plan.	Completed master plan.	Improved strategic decision making within programs.
Improve inter-agency trail coordination and trail user opportunities	Phase I construction of the Doney Park Trail	Phase I trail construction completed and trail available for use by the public.	Aproximately 2 miles of trail available for use by June 2006.
Improve inter-agency trail coordination and trail user opportunities	Develop the Flagstaff Loop Trail.	Easement acquisition and trail construction.	Acquisition complete by Fall 2006. Trail construction begun by June 2006.
Improve inter-agency trail coordination and trail user opportunities	Complete planning for Kanab Creek Trail.	Partnerships and route options researched.	Scope of work completed by June 2006.
Improve inter-agency trail coordination and trail user opportunities	Plan and construct south section of the FTCP to Kachina Village trail.	Map route & construct trail.	Planning and construction completed by June 2006.
Integrate interpretative education into all department services.	Continue the transformation of the county fair into a culturally and environmentally oriented celebration of local life	A County Fair which better captures and celebrates the unique qualities of Coconino County and its residents.	Increased attendance and higher customer satisfaction to be measured through surveys and assessed through performance measures.
Pursue opportunities to manage significant natureal and cultural resources.	Acquire the final high priority acreage (as identified by the Science Advisory Committee) at Pumphouse Greenway.	Increased number of acres secured for park and open space purposes.	Up to 15 additional acres of open space.
Pursue opportunities to manage significant natureal and cultural resources.	Develop a strategy and coalition to advocate for state land reform which allows us to acquire our API lands	Partners and strategy defined.	Advocacy efforts underway by June 2006.
Pursue opportunities to manage significant natureal and cultural resources.	Complete restoration work at Pumphouse Greenway (Harrenburg Wash section).	Revegetate former cinder parking lot with native plants. Repair earthen dam.	Restoration completed by June 2006.
Pursue opportunities to manage significant natureal and cultural resources.	Develop project plan for McMillan Mesa with City of Flagstaff.	Plan developed.	Plan in place by June 2006.
Pursue opportunities to manage significant natureal and cultural resources.	Develop partnerships with other organizations for the promotion and operation of the FTCP Amphitheater.	Agreements negotiated, signed and approved.	Agreements completed by March 2006.
Pursue opportunities to manage significant natureal and cultural resources.	Negotiate IGA's w/ USFS, CES, Navajo Nation, City of Flagstaff	Agreements negotiated, signed and approved.	Agreements completed by March 2006.
Rehabilitate and maintain facilities to nationally accepted standards.	Install an entrance gate at CLCP.	Maintain all facilities to specified standards.	Reduced maintenance repair due to off season access.



**Performance Measures**

**Parks and Recreation**

**Goals**

<b>Goal</b>	<b>Activity</b>	<b>Measure</b>	<b>Outcome</b>
Rehabilitate and maintain facilities to nationally accepted standards.	Complete grant funded thinning at FTCP.	Maintain all facilities to specified standards.	Reduced fire hazard at FTCP.
Rehabilitate and maintain facilities to nationally accepted standards.	Construct & install FTCP gates.	Maintain all facilities to specified standards.	Reduced maintenance repair due to off season access.
Rehabilitate and maintain facilities to nationally accepted standards.	Develop and implement a Maintenance Mgmt. Plan which includes standards, a preventive maintenance program, annual maintenance schedules, and routine inspections.	Maintain all facilities to specified standards.	Improved maintenance efficiency.
Rehabilitate and maintain facilities to nationally accepted standards.	Implement inmate program as a source of unskilled labor at CCPR properties.	Reduced back-log of deferred maintenance and maintain county parks to specified standards.	Reduced cost to perform maintenance tasks.
Rehabilitate and maintain facilities to nationally accepted standards.	Purchase & install fencing along FTCP roads & track.	Maintain all facilities to specified standards.	Reduced maintenance repair due to off road access.
Rehabilitate and maintain facilities to nationally accepted standards.	Purchase new 2-way radios.	Maintain all facilities to specified standards.	Improved communication in remote areas and increased staff safety.
Rehabilitate and maintain facilities to nationally accepted standards.	Purchase and install fencing and boundary signs at Pumphouse Greenway.	Maintain all facilities to specified standards.	Reduced maintenance repair due to neighbor encroachment and off-road access.
Rehabilitate and maintain facilities to nationally accepted standards.	Purchase bleachers.	Maintain all facilities to specified standards.	Reduced bleacher repair.
Rehabilitate and maintain facilities to nationally accepted standards.	Purchase forklift.	Maintain all facilities to specified standards.	Reduced man hours and increased safety by using proper equipment.
Rehabilitate and maintain facilities to nationally accepted standards.	Purchase riding mower.	Maintain all facilities to specified standards.	Eliminated need to transport existing mower between Flagstaff and Tuba City.
Rehabilitate and maintain facilities to nationally accepted standards.	Purchase scissors lift.	Maintain all facilities to specified standards.	Reduced man hours and increased safety by using proper equipment.
Rehabilitate and maintain facilities to nationally accepted standards.	Purchase street sweeper.	Maintain all facilities to specified standards.	Reduced man hours by using equipment that performs the task more efficiently.
Rehabilitate and maintain facilities to nationally accepted standards.	Purchase utility locator.	Maintain all facilities to specified standards.	Reduced operational expense by performing work in house that would otherwise be contracted out.



**Performance Measures**

**Parks and Recreation**

**Performance Measures**

<b>Product</b>	<b>Measure</b>	<b>Define Terms</b>	<b>How often?</b>
Developed Parks	Percentage of park management zones maintained at level 2 or above	"Park management zone: a defined area within a park that requires specific operations & maintenance. Level 2: a particular level of services as defined in the approved Park Maintenance Standards"	Semi-annually
Developed Parks	Percentage of master planned parks which are fully built-out.	"Master Planned Parks: Parks for which a plan specifying a development concept has been created and approved by the Parks and Recreation Commission and the Board of Supervisors. Fully built-out: Development as specified in the master plan is complete. "	Annually
Developed Parks	Number of developed parks with approved management plans	"Management plan: a document providing guidelines for a park's operations and maintenance Developed park: regional or community recreational park"	Annually
Natural Areas	Number of acres protected that are identified as "high priority for retention as open space" in the Flagstaff Open Spaces and Greenways Plan.	"High priority for retention...: a classification given to the most critical lands needing to be protected as open space in the Flagstaff Open Space and Greenways Plan. Flagstaff Open Spaces and Greenways Plan: A plan developed by the City of Flagstaff, Coconino County, and others. "	Annually
Natural Areas	Percentage of planned acres thinned.	Thinned: Treated in compliance with specified prescription.	Annually
Natural Areas	Number of personnel hours spent on invasive weed removal	"Personnel hours: staff or volunteer hours worked on project Invasive weed: non-native, undesirable plants"	Annually
Natural Areas	Number of natural area parks with approved management plans	"Management plan: document providing guidelines for a park's operations and maintenance Natural area park: park left largely in a natural state "	Annually
County Fair	Percentage of customers satisfied with overall Fair experience	"Customer: Person attending the CC Fair for entertainment or educational reasons Satisfied: Fulfilled needs or desires Overall: All areas of the Fair that were experienced Experience: Anything observed or participated in at the CC Fair"	Annually



Performance Measures

Public Defender

Goals

Goal	Activity	Measure	Outcome
By July 2006 the goal of the Public Defender's office is to advocate for and work cooperatively with our justice system partners to develop an effective approach to indigency screening, which includes specific guidelines to distinguish defendants who, based on their financial status, qualify for court-appointed counsel from those who can afford private counsel and those who can contribute to the cost of a court-appointed defense.	With justice system partners: 1) Set up guidelines to distinguish defendants who, based on their financial status, qualify for court-appointed counsel from those who can afford private counsel and those who can contribute to the cost of a court-appointed. 2) Design form that will enable the system to determine what category a client fits into	Have a new system approved and in place by July 2006.	New goal
Identify and implement strategies to provide market appropriate salaries for employees, salary advancements commensurate with performance and experience, career development counseling, training and other employee benefits and work/personal life balance issues to reduce turnover	Investigate market salaries and benefits for current employees. Assess discrepancies between market and actual salaries and benefits for current employees. Strive to alleviate the discrepancies	Discrepancies between market and actual salaries is minimal.	New goal
Determine percentage of cases with a disposition less than the original charge and increase that percentage.	Develop system for determining percentage of cases with a disposition less than original charge	Greater percentage of cases with a disposition less than the original charge.	New goal
To determine level of employee satisfaction and increase that level.	To obtain and administer an employee survey that will show the level of employee satisfaction. Determine areas that need improvement. Implement improvements. Administer survey to see if improvement has been obtained.	Satisfaction or improvement if needed shown by surveys.	New goal



**Performance Measures**

**Public Defender**

**Performance Measures**

<b>Product</b>	<b>Measure</b>	<b>Define Terms</b>	<b>How often?</b>
Report	Number of cases per adult attorney.	Total number of cases assigned to the Public Defender in a month per attorney.	Monthly
Report	Number of cases per juvenile attorney.	Total number of juvenile cases assigned to the Public Defender in a month per attorney.	Monthly
Report	Number of post conviction relief granted	Post conviction relief is a case filed by the client generally alleging ineffective representation by their attorney.	Quarterly
Report	Cost to defend a felony case.	Determining the average cost per case per A. R. S. section 11-584(A)3 - by December 1st of each year, file with the presiding judge of the superior court, the chief probation officer and the board of supervisors an annual report on the average cost of defending a felony case.	Annually
Report	Average number of days a case is open.	Average number of days between when the case is opened and the case is closed.	Monthly
Report	Number of judicial complaints.	A judicial complaint is when a judge contacts the department director or a supervisor and registers a complaint about an attorney.	Monthly
Report	Number of cases	Total number of cases assigned to the Public Defender in a month.	Monthly
Report	Number of Post Conviction Relief filed.	Post Conviction Relief is a case filed by a client generally alleging ineffective representation by their attorney.	Quarterly



**Performance Measures**

**Public Works**

**Goals**

<b>Goal</b>	<b>Activity</b>	<b>Measure</b>	<b>Outcome</b>
To complete all capital road construction projects scheduled for FY06 by 06/30/06		1.) # of Projects completed. 2.) \$\$ Expenditure of road construction projects within approved budgetary funding allotment.	Safe and reliable roads for the Citizens of Coconino County
To complete all heavy equipment replacement purchases scheduled for replacement in FY06 by 06/30/06.	Complete all bid specifications timely so that equipment can be ordered and received by 06/30/06. Shop air compressor, machine shop lathe, truck mounted crane, overhead shop lighting, Replacement of (8) trucks, Replacement of (4) construction equipment units, Replacement of (1) Rez Rd equipment	1.) # of Heavy Equipment pieces purchased 2.) \$\$ Expenditure of equipment within approved budgetary funding allotment.	Safe and reliable equipment for Public Work Crews
To purchase additional equipment needed for routine road maintenance. As new roads are being added to the County's road system, more equipment is needed in order to keep with the maintenance.	Purchase the equipment needed to perform the following activities... Snow plowing, crack filling, guardrail repair, and other road maintenance activities. (4) 10-wheel trucks, One-ton crew cab dump truck, one roller, one snow wing, slide in water tank, snow plow, snow plow frame and cinder spreader	# of additional miles of road and subdivisions	Provide a safe and efficient road system for the Citizens of Coconino County as well as an increased level of service to those citizens within the newly added roads/subdivisions.
To comply with state law, which currently requires weekly monitoring of our Blue Ridge Camp potable water system.	Installation of a remote electronic monitoring system. Implementation of SCADA system to monitor the water system utilizing electronic technology through phone lines.	1.) Reduce the number of trips from Flagstaff to Blue Ridge. 2.) Reduce costs associated with monitoring this system on a weekly basis.	Significant cost savings for road maintenance and also the ability to monitor the potable water system day or night during any type of weather.
To provide adequate workspace for all public works staff in order to maintain a level of service standards as population growth and land development requires.	CIP# 05-160 **Phase I - Provide temporary rental mobile offices for engineering staff until a building plan can be established. **Phase II - With the assistance of Facilities, evaluate the immediate and future space needs of the department. Preparation of a facilities improvement plan that will identify funding, location, ADA compliance standards and future growth of the department. **Phase III - Implementation of the facilities plan. Design, Site location, Construction etc.	1.) ADA Compliant facility 2.) Adequate and safe workspace for all employees. 3.) Adequate and safe area for staff to take lunch breaks.	Maintaining a level of acceptable service standards by obtaining adequate staffing and workspace to meet the needs of the citizens of Coconino County. Having a facility that is ADA compliant for all employees as well as county citizens.
Land Use Management - rural road issues	Completion of Toho Tolani, Hashknife, Lupine and Stardust.	# of Improvement Districts completed by 06/30/06	Provide citizens living on rural roads an opportunity to improve their roads as part of a joint effort between Coconino County and the residents of each district to bring roads up to County standards.



**Performance Measures**

**Public Works**

**Goals**

<b>Goal</b>	<b>Activity</b>	<b>Measure</b>	<b>Outcome</b>
Land Use Management - Forest Service co-op roads	Routine maintenance and or construction on all USFS roads within co-op agreement. Reimbursement of Forest Fee Fund to Highway fund on a quarterly basis for labor, material and equipment utilized on forest service roads as well as construction costs associated with these roads.	Miles of roads graded, plowed, improved etc.	Safe and reliable roads for County citizens
To complete all Motor Vehicle Passenger Car and Truck replacement purchases scheduled for replacement in FY06 by 06/30/06.	Complete all bid specifications timely so that vehicles can be ordered and received by 06/30/06.	# of MV Trucks purchased (meeting replacement schedule) # of MV Passenger Cars purchased (meeting replacement schedule) # of New Vehicles added to fleet as a result of other county department budget requests. Expenditure of vehicles within approved budgetary funding allotment.	Safe and reliable vehicles for the employees of Coconino County
To provide a means of notifying residents throughout communities in the county of emergency situations	Purchase and install alarm systems throughout communities in the county.	# of communities provided with alarm system	Coordination of hazard mitigation planning and projects.
To provide a means of communication to communities in Coconino County during an emergency.	Develop cache of variable message boards to be placed at strategic locations during emergencies or other advisory situations.	1.)# of Variable Message Boards 2.)# of strategic locations identified	Provide communities with important information needed during an emergency or other advisory situations.
To increase the efficiency of producing material at Sheephill	Outsource the plant feed to material delivery to our screen plant at Sheephill	Reduce the cost of producing material	Provide feed material to the screen plant at a reduced cost.
Pay Raises for staff in the following Public Works Divisions: Road maintenance, Reservation Roads, Sign Shop, Heavy Equipment Shop, Mechanical Services	Increase a selected group of employees rate of pay by \$1.50/hr. \$3,120 per employee	Reduce the number of operator vacancies within the road maintenance division.	To improve our employment recruitment without causing wage compression issues between existing employees in the following divisions: Road maintenance, Reservation Roads, Sign Shop, Heavy Equipment Shop, Mechanical Services
Land Use Management - To plan and design road construction projects internally	**Reorganization of the Engineering Division **Increasing the number of New FTE's by (5) and the Redefinition of (2) current positions **Providing additional support for the County Engineer and his existing staff	1.)# of Projects designed in-house 2.)# of Construction Projects completed on time 3.)\$\$ Saved due to the costs associated with outsourcing engineering projects	To plan and design road construction projects internally. To be able to meet the demands of all the citizens forming improvement or maintenance districts. To have adequate staffing to oversee the construction of all our road projects.



Performance Measures

Public Works

Goals

Goal	Activity	Measure	Outcome
To redefine the position and increase grade level of one of our existing Manager (Trades) who manages and oversees the activities within our fleet services division.	**Manages the Fleet Services Division of the Public Works Department..... **Plans and oversees the day-to-day functions of both the Mechanical Services and Heavy Equipment Shops **Develops & implements policies and procedures **Responsible for the acquisition and disposal of the County's fleet **Has assumed the responsibilities of overseeing the maintenance of Sheephill facility. **Fiscal responsibility for both Mechanical Services fund and Equipment Division **Assures that all county employees have a safe and reliable vehicle or piece of equipment to use on a daily basis. **Manages the county's and city's fuel tracking system **Is a member of the county's Executive Safety Committee and assists with the evaluation of every county related accident. **Coordinates cooperative/inter-governmental agreements with other agencies **Has 30 years of experience in fleet operations and management **Has assisted the Elections Office with the coordination and delivery of equipment as needed for each election.	Currently has the Director's support and is now seeking support from the County Manager and BOS.	To redefine the position and grade of our current Manager (Trades) 20 - to Fleet Services Manager at a grade of 22. The level of responsibility that this position has warrants a need to redefine and move up to a grade 22.
Organization Development - Technology	Provide staff with the appropriate tools and equipment needed to perform their job duties	1.)# of desktop computers and monitors replaced 2.)# of hours/days of downtime due to network security or internet security issues 3.)# of power protection devices installed	To have minimal impact on staff as data processing equipment is replaced / installed. To secure the Public Works network with the appropriated hardware and software.
To furnish at least 600,000 gallons of fuel to the City of Flagstaff and Coconino County Departments if the price of fuel reaches \$2.30 a gallon for an extended period of time.	Furnish fuel and oil as needed.	# of gallons available to be dispensed	To have fuel available for the complete fiscal year without requesting funds from the contingency fund.



**Performance Measures**

**Public Works**

**Goals**

<b>Goal</b>	<b>Activity</b>	<b>Measure</b>	<b>Outcome</b>
To have sufficient funding for the removal of solid waste from all reservation transfer station.	**Outsource all solid waste disposal from reservation sites. **Reduced FTE's (2) in FY05 which shifted the cost from salaries to waste disposal due to the outsourcing of services.	1.)# of Tons disposed 2.)\$\$\$ saved by outsourcing solid waste disposal	Reduce operational costs by outsourcing solid waste disposal for all sites on the reservation
To retain the administrative support position for Emergency Services by requesting that the General Fund supplement the funding needed to continue the level of service provided by that division.	**Administration of Emergency Services grants (HMEP, ERF, SLA, Homeland Security) Expenses & Revenues **Report Writing / Grant Writing **Attend all Local Emergency Planning Committee (LEPC) meetings **Participation in all emergency planning trainings, and events etc.....	1.)\$\$\$ Funds provided by the GF to assist with the financial support of this employee 2.)# of Training and or emergency planning events provided to communities in Coconino County 3.) # of Financial / Activity Reports submitted to each granting agency	Adequate support for the Emergency Services Coordinator in order to meet the needs of the residents in Coconino County.



**Performance Measures**

**Public Works**

**Performance Measures**

<b>Product</b>	<b>Measure</b>	<b>Define Terms</b>	<b>How often?</b>
Dollars spent to outsource work for equipment and vehicle repairs	Dollars vs. % of operational budget	Measure 1 - total \$ spent for Mechanical Services Measure 2 - total \$ spent for Equipment Division Measure 3 - Represents what percentage of the operational budget is attributed to outsourcing	Quarterly
Amount of Fuel Sold	Measure 1- show the number of gallons of fuel that CC sold to the City of Flagstaff for its vehicles. Measure 2 - show the number of gallons that CC purchased from County sites. Measure 3 - show the number of gallons that CC vehicles purchased from the City of Flagstaff site.	1 - gallons sold to City of Flagstaff 2 - gallons sold to County 3 - gallons City of Flagstaff sold to County	Quarterly
Parts availability at the counter	Measure 1 will show the percent of in-stock parts that were available when a technician came to the parts counter. Measure 2 will show the percent of non-stock parts that had to be ordered when a technician came to the parts counter.	Measure 1 - percent on in-stock parts Measure 2 - percent of non-stock parts	Quarterly
Parts Availability at the Counter By Location (P 2 PFM)	Measure 1 & 2 will show the percent of in-stock parts that were available when a technician came to the parts counter.	Measure 1, percent of in-stock parts at Flagstaff Measure 2, percent of in-stock parts at Williams	Quarterly
Number of Parts Sold By Location (P 3 PFM)	Measure 1 will show the number of parts sold at the Flagstaff parts counter. Measure 2 will show the number of parts sold at the Williams parts counter.	Measure 1, number of total parts sold in Flagstaff Measure 2, number of total parts sold in Williams	Quarterly
Miles of Roads Bladed	Quantify the number of man-hours lost due to lack of staff (Operator position not being filled)	Lack of full staffed positions	Annually
Quantity of material transported to the Reservation	Quantity of material in cubic yards hauled to the Reservations	Quantity of material in CY hauled to the Reservation	Annually
Man-hours worked on the Reservation	Quantity of material in cubic yards hauled to the Reservation	Man-hours worked on the Reservations	Annually
Reservation road miles bladed	Reservation road miles bladed per year	Reservation road miles bladed per year	Annually
Miles of roads bladed	Quantify the number of miles of dirt roads bladed	Miles of roads bladed	Annually
Screen plant cost efficiency	Cost per cubic yard of material produced from the Sheep Hill screen plant	Total cost of material production Quantity of material produced	Annually
Striping	Inventory all our signs using the GPS unit	Locate all signs using our GPS unit	Annually
Striping	Quantify the number of signs per year that are damaged and replaced	quantity of sign repairs	Annually
Striping	Amount of miles of road striped	Quantity of road miles striped by our forces	Annually
Capital Projects - Track consultant performance, increase in-house productivity	Design of Capital Projects to meet county and applicable standards	Design Projects In-House Design by on-call engineering firms Scope Creep	Quarterly



**Performance Measures**

**Public Works**

**Performance Measures**

<b>Product</b>	<b>Measure</b>	<b>Define Terms</b>	<b>How often?</b>
Capital Projects - track quality control for capital projects	Oversee construction of capital projects to ensure quality projects	Materials Inspection Minimize change orders Certify work performed as specified	Quarterly
Survey & Control - staffing needs, keep up with development	Perform surveys for capital projects and continue to add boundary control for subdivisions in the county	Topo Surveys Control for aerial photos Subdivision control points	Quarterly or semi-annually
Survey Control - Provide control to surveyors to reduce errors. Establish control for all developing areas in county.	Add additional control for developing areas in county.	Add control points. Set section corners. Identify property boundaries	Quarterly
Development Plan Review - Staff needs, future road maintenance	Review of development plans.	Subdivision Plan Reviews. Commercial development plans. Residential Development. Lot split roads.	Quarterly
Budget Summary Reports - Expenditures This helps us in guarding against expenditures in excess of budget. It also helps us in deciding how to reallocate funding if a need arises.	Report on \$\$ Expended by fund	Budget Exp vs. Actual Exp to Date % of Budget Expended to Date	Monthly
Budget Summary Revenue Reports Reconciliation of Revenues - Treasurer's Office, Finance, Highway Records	Report on budgeted revenues by fund. Budgeted Revenues vs. Actuals to date. This helps us decide if we need to cut back on operational expenditures of capital projects due to the possible under collection of funds.	Fund 1841 HURF Fund 1847 Mechanical Services Fund 1849 Solid Waste Fund 1100 - 1102 Emergency Services grants Fund 1850 Homeland Security	Monthly
Capital Project Expenditures	Capital Projects expenditures within approved funding Capital Projects completed within fiscal year funding was appropriated	Capital Projects Allocation - BOS Approved funding Bid Amount of Project Budgeted \$\$ vs. Actual Costs \$\$	Quarterly / Annually as part of Depts annual report
Procurement Card Usage	Number of procurement card transactions	# of purchased made monthly	Quarterly
Bids and RFP's for Public Works Department	Number of Bids and RFP's	Number of Bids (over \$30K) Number of RFP's	Quarterly
Purchase Orders Generated	Number of purchase orders	# of Purchase Orders processed annually	Quarterly
Solid Waste Report to The BOS	Report on the status of the County's Solid Waste Program	Budget Exp vs. Actual Exp to Date % of Exp collected to date Budget Rev vs. Actual Rev to date % of Revenues collected to date Tonnage of solid waste collected # of solid waste hauls per site	Quarterly



**Performance Measures**

**Transportation Services**



**Annual Comparison**

	<b>ACTUAL FY03</b>	<b>ACTUAL FY04</b>	<b>ACTUAL FY05</b>
Cost of Operations	\$1,131,546	\$1,479,868	\$1,789,003
Fares	\$158,536	\$217,211	\$265,317
Avg Weekday Ridership	1,062	1,168	1,692
Total Ridership	294,607	360,848	426,331
Average Fare per Passenger	0.54	0.60	\$0.62
Service Hours	18,062	24,357	25,800
Cost per Service Hour	\$63.84	\$60.76	\$69.34
Boardings per Service Hour	16.37	14.81	16.52
Cost per Boarding	\$3.90	\$4.10	\$4.20
Peak Service Vehicles	4	7	7
Revenue Miles	267,213	359,283	383,194
Boardings per Revenue Mile	1.10	1.00	1.11
Farebox Return %	14%	15%	15%
Hours of Service per Day	64	83	92

\*Projected based on 1st quarter actuals.

\*\* Performance measures as adopted by TAC on August 12, 2005.



**Performance Measures**

**Transportation Services**



**Annual Comparison**

	ACTUAL FY03	ACTUAL FY04	ACTUAL FY05
Cost of Operations	\$549,699	\$492,260	\$544,306
Fares	\$28,136	\$30,249	\$41,107
Total Trips	29,534	22,937	18,698
Average Fare per Trip	0.95	1.32	\$2.20
Service Hours	10,154	8,555	7,584
Cost per Service Hour	\$54.14	\$57.54	\$71.77
Trips per Service Hour	2.91	2.68	2.47
Cost per Trip	\$18.61	\$21.46	\$29.11
Revenue Miles	130,284	97,926	73,315
Trips per Revenue Miles	0.23	0.23	0.26
Cost per Mile	\$4.22	\$5.03	\$7.42
Farebox Return %	5%	6%	8%

\*Projected based on 1st quarter actuals.

\*\* Performance measures as adopted during FY06 Budget process



Performance Measures

Treasurer

Goals

Goal	Activity	Measure	Outcome
Improve Citizen access to and understanding of County Treasurer functions.	Activity #1 is to keep our webpage updated with current information and with more information on various property taxation issues.	Through periodic review of the website make sure all information is updated and added to when necessary. With the help of IT. staff create a user check box when site is visited to see if the public finds the information useful and if they have any suggestions on how to improve the site.	Citizens will be able to find their own answers to questions about property taxation and it will save staff time in explaining Treasurer functions.
Improve citizen understanding of and access to County Treasurer functions.	Activity #2 is to provide outreach to communities outside of Flagstaff either through establishing a satellite office, a kiosk, or PC at an established county site where citizens can access information.	A citizen survey or poll could be used to find out if taxpayers in outlying areas of the county are finding access to Treasurer functions.	Better informed citizens in regard to property tax issues.
Continuous improvement of tax billing, payment, and payment processing.	By utilizing the Performance Measurement Process, we will begin gathering data in FY06 that will track the cost of our tax billing process; we will also track the time in staff FTEs that it takes to process payments received in the mail; and finally we will track the number of tax payments and amount of taxes paid using the various payment options that we offer, i.e. check, cash, credit card, direct wire, Official Payments.	We will use the Performance Measurement Process to identify the appropriate measure for each of our performance issues.	It is anticipated that the outcome of these measurements will be a more cost efficient and effective billing, payment and payment processing activities.
This goal is for all Treasurer's Office staff in both the Accounting and Tax Collection Divisions. It is to support staff development. Our goal is to have all staff cross trained in their functional area and to encourage the full potential of all staff.	Provide the time and funding to take advantage of EGAD workshops, outside educational opportunities, internal training and development.	Through each employee's employment performance appraisal we shall determine if the staff person believes they have been given opportunities for training and if they have taken advantage of opportunities give them.	A more fully functioning staff that feel involved, rewarded and that they contribute to the success of the team and that they are a positive influence on the public.
To be able to provide the public with information on related department functions; i.e. the Recorder and Assessor, without having to either forward phone calls or send citizens between the first and second floor of the 110 building.	Provide cross departmental training opportunities; hold joint staff and informational meetings when possible.	Staff are able to answer basic questions about the functions of the Recorder's and Assessor's offices.	Citizens are better served, they don't have to be transferred from one department to another and back again.



**Performance Measures**

**Treasurer**

**Goals**

<b>Goal</b>	<b>Activity</b>	<b>Measure</b>	<b>Outcome</b>
To have a Disaster Recovery - Business Continuity Plan in place with redundancy.	To have support of County Administration in creating a plan as well as funding for redundancy.	Plan is developed and funded.	In the event of a disaster, i.e. electric grid goes down, flooding in IT, computer room where I-series is housed, etc. that we are able to be up and functioning within 24 hours.
To implement a web-interface so taxpayers can process their own tax payments on line.	To purchase and install the hardware and software necessary to implement a web-interface.	Taxpayers are able to process their own tax payments.	Savings in regular staff time, better use of temporary staff wages. Happier taxpayers because they can process their own payment in real time and not have to wait several weeks for a check to be posted.



# State Budget Document





**State Budget Document**

Schedule A

**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2006**

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2005*	ACTUAL EXPENDITURES/ EXPENSES 2005**	FUND BALANCE/ NET ASSETS*** July 1, 2005**	DIRECT PROPERTY TAX REVENUES 2006	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2006
1. General Fund	\$ 48,021,390	\$ 37,132,291	\$ 16,246,868	Primary: \$ 6,006,745	\$ 39,235,586
2. General Fund - Override Election					
3. Total General Fund	48,021,390	37,132,291	16,246,868	6,006,745	39,235,586
4. Special Revenue Funds	78,348,268	58,122,824	44,140,235	Secondary: 3,910,437	56,624,770
5. Debt Service Funds Available	3,289,584	3,601,012	23,077,987		3,643,745
6. Less: Designation for Future Debt Retirement					
7. Total Debt Service Funds	3,289,584	3,601,012	23,077,987		3,643,745
8. Capital Projects Funds	9,532,127	6,344,334	4,841,581		490,891
9. Permanent Funds					
10. Enterprise Funds Available					
11. Less: Designation for Future Debt Retirement					
12. Total Enterprise Funds					
13. TOTAL ALL FUNDS	\$ 139,191,369	\$ 105,200,461	\$ 88,306,671	\$ 9,917,182	\$ 99,994,992

**EXPENDITURE LIMITATION COMPARISON**

	2005	2006
1. Budgeted expenditures/expenses	\$ 139,191,369	\$ 144,446,885
2. Add/subtract: estimated net reconciling items	(42,717,930)	(17,265,660)
3. Budgeted expenditures/expenses adjusted for reconciling items	96,473,439	127,181,225
4. Less: estimated exclusions	(33,787,941)	(52,433,488)
5. Amount subject to the expenditure limitation	\$ 62,685,498	\$ 74,747,737
6. EEC expenditure limitation	\$ 43,666,714	\$ 47,253,582
7. Audited Carry-Forward Used	19,018,784	27,494,155

\* Includes Expenditure/Expense Adjustments Approved in 2005 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 information purposes (i.e., prepaids, inventory, etc.).



**State Budget Document**

Schedule A

**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2006**

FUND	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2005-06	OTHER FINANCING 2005-06		INTERFUND TRANSFERS 2005-06		TOTAL FINANCIAL RESOURCES AVAILABLE 2005-06	BUDGETED EXPENDITURES/EXPENSES 2005-06
		SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 39,235,586	\$	\$	\$ 957,278	\$ 9,324,788	\$ 53,121,689	\$ 48,571,003
2. General Fund - Override Election						3,910,437	
3. Total General Fund	39,235,586			957,278	9,324,788	57,032,126	48,571,003
4. Special Revenue Funds	56,624,770	11,365,000		10,270,714	4,323,794	118,076,925	86,421,816
5. Debt Service Funds Available	3,643,745			2,000,000	214,202	28,507,530	3,431,329
6. Less: Designation for Future Debt Retirement							
7. Total Debt Service Funds	3,643,745			2,000,000	214,202	28,507,530	3,431,329
8. Capital Projects Funds	490,891	864,781		634,792		6,832,045	6,022,737
9. Permanent Funds							0
10. Enterprise Funds Available							0
11. Less: Designation for Future Debt Retirement							
12. Total Enterprise Funds							0
13. TOTAL ALL FUNDS	\$ 99,994,992	\$ 12,229,781	\$	\$ 13,862,784	\$ 13,862,784	\$ 210,448,626	\$ 144,446,885



**State Budget Document**

**Schedule B**

**Summary of Tax Levy and Rate Information**  
**Fiscal Year 2006**

	<b>2005</b>	<b>2006</b>
	<b>FISCAL YEAR</b>	<b>FISCAL YEAR</b>
1. Maximum allowable primary property tax levy.	\$ <u>5,662,626</u>	\$ <u>6,365,659</u>
2. Amount received from primary property taxation in	\$ <u>0</u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>5,580,580</u>	\$ <u>6,006,745</u>
B. Secondary property taxes		
Library District	\$ <u>2,321,006</u>	\$ <u>2,500,940</u>
Fire District Assistance	<u>1,222,226</u>	<u>1,316,977</u>
Flood Control District	<u>404,743</u>	<u>1,409,497</u>
Total secondary property taxes	\$ <u>3,947,975</u>	\$ <u>5,227,414</u>
C. Total property tax levy amounts	\$ <u>9,528,555</u>	\$ <u>11,234,159</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) 2004-05 year's levy	\$ <u>5,211,770</u>	
(2) Prior years' levies		
(3) Total primary property taxes	\$ <u>5,211,770</u>	
B. Secondary property taxes		
(1) 2004-05 year's levy	\$ <u>3,737,838</u>	
(2) Prior years' levies		
(3) Total secondary property taxes	\$ <u>3,737,838</u>	
C. Total property taxes collected	\$ <u>8,949,608</u>	
5. Property tax rates		
A. County tax rate		
(1) Primary property tax rate	<u>0.4753</u>	<u>0.4753</u>
(2) Secondary property tax rate		
Library District	<u>0.1899</u>	<u>0.1899</u>
Fire District Assistance	<u>0.1000</u>	<u>0.1000</u>
(3) Total county tax rate	<u>0.7652</u>	<u>0.7652</u>
B. Special assessment district tax rates		
Secondary property tax rates		
Flood Control District	<u>0.0797</u>	<u>0.2000</u>

\* 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.



**State Budget Document**

Schedule C

**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2006**

SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>GENERAL FUND</b>			
<b>Taxes</b>			
Auto in Lieu	\$ 2,788,295	\$ 2,736,682	\$ 3,079,510
County Sales Tax	9,984,018	9,156,054	10,724,558
Excise Tax	-	93,516	
Utilities	77,900	77,900	77,900
<b>Licenses and permits</b>			
Building Permits	1,179,293	1,111,455	1,179,293
Liquor Licenses	30,000	30,000	30,000
Marriage Licenses	12,000	12,800	12,000
Peddlers Licenses	2,500	2,500	2,500
Plan Check Fees	225,539	220,923	225,539
Zoning & Use Permits	165,859	132,470	165,859
<b>Intergovernmental</b>			
Federal Government			
Forest Fees	433,763	433,763	433,763
Forest Service Co-op	35,000	35,000	35,000
Indirect Costs	304,785	304,785	249,977
PILT	896,233	896,233	896,233
State Government			
AHCCCS	-	52,942	-
Indirect Costs	253,844	253,844	121,200
JP Reimbursements	195,249	195,249	109,249
State Lottery	550,035	550,035	550,035
State Shared ST	14,012,594	13,141,402	15,952,865
Other Governments			
City Election	64,000	170,000	90,000
Indirect Costs	-	8,308	-
Morgue Fees	99,894	80,900	121,000



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Schedule C

**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2006**

SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>GENERAL FUND</b>			
<b>Charges for services</b>			
Assessor	\$ 56,792	\$ 96,764	\$ 87,000
Clerk of Superior Court	100,000	85,500	100,000
Community Development	3,500	3,280	3,500
Community Services	24,000	30,500	30,500
Constable	23,000	23,000	23,000
County Attorney	500	5,313	-
Finance	-	189	-
GIS	6,000	6,000	6,000
Health	15,031	17,676	16,426
Human Resources	91,492	457	-
Justice Courts	161,400	171,690	234,400
Juvenile Probation	6,085	6,346	6,085
Legal Defender	-	8,312	8,500
Miscellaneous	1,178,067	1,178,067	1,698,030
Parks and Recreation	35,950	35,950	137,950
Public Defender	64,000	70,050	64,000
Recorder	450,000	555,000	550,000
Sheriff	20,450	22,450	25,450
Treasurer	-	56,792	43,187
<b>Fines and forfeits</b>			
JP Fines	988,000	973,841	1,203,243
Sheriff	1,500	-	2,000
Superior Court Fines	60,000	60,000	60,000
<b>Investments</b>			
Interest and Investment Income	1,023,726	1,019,335	573,334
<b>Contributions</b>			
Voluntary Contributions	171,500	171,500	171,500
<b>Miscellaneous</b>			
Other	135,000	257,221	135,000
<b>Total General Fund</b>	<b>\$ 35,926,794</b>	<b>\$ 35,438,186</b>	<b>\$ 39,235,586</b>



**State Budget Document**

Schedule C

**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2006**

SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1036 CDBG Housing Services</b>			
Federal Grant Revenue	\$ 354,000	\$ 239,054	\$ 403,932
<b>1050 National Forest Fees</b>			
National Forest Fee Revenue	1,000,000	1,399,637	2,649,274
Interest and Investment Income	300,000	124,742	100,000
<b>1051 Forest Fees Revolving Loan</b>			
Interest and Investment Income	9,200	8,274	9,200
<b>1052 Title III Forest Fees</b>			
National Title III Forest Fee Revenue	701,679	719,331	719,331
Interest and Investment Income	4,000	13,581	4,000
<b>1074 School</b>			
Federal Grant Revenue	-	440,000	510,000
National Forest Fee Revenue	-	30,000	50,000
State Grant Revenue	-	85,000	110,000
Donations	-	1,000	1,000
Interest and Investment Income	-	5,024	5,000
Miscellaneous	-	15,000	15,000
<b>1100 Emergency Services</b>			
Federal Grant Revenue	3,000	2,300	3,000
Interest and Investment Income	-	101	100
<b>1101 Emergency Services Supplies</b>			
Federal Grant Revenue	1,300	1,500	1,500
Interest and Investment Income	50	51	60
<b>1102 State &amp; Local Assistance</b>			
Federal Grant Revenue	52,000	40,000	52,000
<b>1150 Special Districts Billing</b>			
Fees	35,900	10,017	35,900
Miscellaneous	-	20	-
<b>1251 Outside Pay</b>			
Fees	27,201	21,043	25,351



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Schedule C

**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2006**

SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1252 Cannibus Eradication</b>			
State Grant Revenue	\$ -	\$ 266	\$ 10,000
<b>1254 Metro Unit</b>			
State Grant Revenue	54,833	51,170	61,173
Interest and Investment Income	-	12	-
<b>1255 Boat Patrol</b>			
State Grant Revenue	136,307	186,641	132,444
Interest and Investment Income	700	1,035	800
<b>1257 Drug Detention</b>			
State Grant Revenue	47,121	37,064	37,064
<b>1263 Sheriff Donations</b>			
Donations	2,500	10,000	3,500
Interest and Investment Income	250	303	250
<b>1269 Government Office of Highway Safety</b>			
Federal Grant Revenue	-	232	-
<b>1272 Jail Enhancement</b>			
State Grant Revenue	195,000	217,432	195,000
Interest and Investment Income	10,000	8,802	8,500
<b>1274 Inmate Welfare</b>			
Pay Phone Revenue	110,000	182,664	110,000
Fees	40,000	74,962	40,000
Interest and Investment Income	5,000	2,919	5,000
Miscellaneous	2,891	924	2,891
<b>1275 BJA-LLEBG</b>			
Federal Grant Revenue	20,000	15,489	9,000
<b>1301 WIC Grant</b>			
Federal Grant Revenue	528,600	562,806	573,213
Interest and Investment Income	-	189	-



**State Budget Document**

Schedule C

**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2006**

SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1302 Home Care</b>			
Federal Grant Revenue	\$ 79,580	\$ 94,580	\$ 99,219
Donations	-	212	500
Interest and Investment Income	-	67	-
<b>1303 Dental Education</b>			
Federal Grant Revenue	9,000	9,000	9,000
Interest and Investment Income	-	27	-
<b>1304 CVD Heartbeat</b>			
Federal Grant Revenue	75,458	76,178	77,121
Interest and Investment Income	720	119	100
<b>1305 Family Planning</b>			
Federal Grant Revenue	103,475	103,507	103,406
Interest and Investment Income	-	836	-
<b>1306 Child Health</b>			
Federal Grant Revenue	50,500	41,308	55,000
<b>1307 TB Control</b>			
State Grant Revenue	31,420	20,000	20,000
Interest and Investment Income	-	45	-
<b>1309 HIV Education</b>			
Federal Grant Revenue	70,000	70,000	70,020
Interest and Investment Income	-	60	-
<b>1315 State STD</b>			
State Grant Revenue	15,153	15,153	15,153
Interest and Investment Income	-	243	-
<b>1317 Supplemental Food Program</b>			
Federal Grant Revenue	8,832	8,832	8,882
<b>1318 State MCH Block Grant</b>			
State Grant Revenue	83,039	89,989	87,039
Donations	-	129	-
Interest and Investment Income	-	619	-



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Schedule C

**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2006**

SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1320 School Based/Linked Clinic</b>			
Private Grant Revenue	\$ -	\$ 25,243	\$ 11,000
Interest and Investment Income	250	369	-
<b>1327 Family Planning Title X</b>			
Federal Grant Revenue	56,927	57,477	64,839
<b>1328 Community Development</b>			
Federal Grant Revenue	23,000	22,296	22,000
<b>1330 Nutrition Grant</b>			
State Grant Revenue	49,249	49,249	49,249
Interest and Investment Income	27	27	27
<b>1331 Health Services Fund</b>			
Federal AHCCCS Payments	125,000	130,000	149,926
State Grant Revenue	52,372	86,153	85,153
Per Capita Flagstaff	36,220	-	-
Private Grants	-	30,000	-
Licenses and Permits	883,060	912,252	901,800
Fees	213,482	243,970	284,918
Rents	200	-	350
Donations	5,600	5,800	6,000
Miscellaneous	2,550	445	1,000
<b>1334 Bio-Terrorism Grant</b>			
Federal Grant Revenue	365,538	439,154	367,540
<b>1335 Child Health Grant</b>			
Federal Grant Revenue	96,699	42,790	49,922
<b>1336 Healthy Coconino</b>			
Federal Grant Revenue	-	5,000	-
<b>1338 Death Certificates</b>			
Fees	50,000	50,000	50,000
Interest and Investment Income	500	255	200
<b>1342 AZ Nutrition Network</b>			
Federal Grant Revenue	450,000	375,695	550,114



**State Budget Document**

Schedule C

**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2006**

SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1348 Teen Pregnancy Prevention</b>			
Interest and Investment Income	\$ -	\$ 112	\$ -
<b>1350 Healthy Families</b>			
State Grant Revenue	556,751	777,523	932,669
Interest and Investment Income	-	44	45
<b>1354 Health Start</b>			
State Grant Revenue	50,000	50,000	50,000
<b>1358 ADHS Womens's Health Project</b>			
Federal Grant Revenue	78,466	-	-
Interest and Investment Income	-	60	-
<b>1359 Promoting Healty Lifestyles</b>			
State Grant Revenue	-	79,171	91,656
Donations	-	1,030	-
<b>1381 Tobacco Program</b>			
State Grant Revenue	442,985	316,449	335,719
<b>1384 HIV Outpatient &amp; Support</b>			
Federal Grant Revenue	451,500	491,500	400,000
<b>1385 HIV Prevention Planning</b>			
Federal Grant Revenue	80,000	80,000	80,000
Interest and Investment Income	-	109	-
<b>1388 HIV Prevention Services</b>			
Federal Grant Revenue	95,904	77,426	95,904
<b>1391 Immunization Program</b>			
Federal Grant Revenue	49,392	57,670	49,392
<b>1392 Commodity Supplemental Food Progr:</b>	2,370	2,370	-
Fees	-	14	2,370
Interest and Investment Income			
<b>1395 AZEIP Case Management</b>			
Federal Grant Revenue	32,000	32,000	36,000



**State Budget Document**

Schedule C

**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2006**

SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1401 Community Services</b>			
Donations	\$ -	\$ 1,375	\$ -
<b>1402 Community Services Donations</b>			
Donations	1,700	1,572	1,700
Interest and Investment Income	1,500	86	1,500
<b>1404 Youth Services</b>			
Federal Grant Revenue	28,143	8,914	-
Fees	10,512	-	-
<b>1406 State Housing Fund</b>			
State Grant Revenue	157,500	157,500	157,500
<b>1408 Flagstaff CDBG-Eviction/Foreclosure</b>			
Federal Grant Revenue	16,667	42,000	42,000
<b>1415 CREC Fee for Service</b>			
Federal Grant Revenue	22,795	171,755	132,869
Fees	1,081,593	939,197	1,407,937
<b>1416 Sedona Transit System</b>			
Federal Grant Revenue	-	-	1,416,385
City Revenue	179,000	210,807	283,786
Charges for Services	-	-	3,800
Interest and Investment Income	-	418	-
<b>1417 Mountain Line Transit</b>			
Federal Grant Revenue	2,485,040	2,485,040	3,910,424
City Revenue	2,268,849	2,500,143	2,993,325
Fees	206,500	212,851	282,000
Interest and Investment Income	9,000	9,099	9,000
<b>1418 VanGO</b>			
Federal Grant Revenue	549,250	549,250	561,981
City Revenue	171,318	5,187	120,947
Fees	26,000	26,000	20,562
Interest and Investment Income	500	564	500



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SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1419 Housekeeping</b>			
Federal Grant Revenue	\$ 88,033	\$ 88,033	\$ 88,033
State AHCCCS Payments	715	690	715
Fees	5,312	6,720	6,720
Miscellaneous	-	1,000	-
<b>1421 Case Management</b>			
Federal Grant Revenue	47,222	57,222	47,222
Miscellaneous	2,842	2,842	2,842
<b>1422 Congregate Meals</b>			
Federal Grant Revenue	71,733	91,369	90,299
Fees	15,289	15,500	15,500
Miscellaneous	6,566	1,500	-
<b>1423 Home Delivered Meals</b>			
Federal Grant Revenue	60,198	60,198	60,198
State AHCCCS Payments	13,202	4,540	13,202
Fees	11,095	10,620	10,650
Miscellaneous	-	130	-
<b>1424 Emergency Services</b>			
Federal Grant Revenue	173,525	173,554	165,298
State Grant Revenue	156,087	159,379	161,395
Donations	-	100	-
<b>1425 Energy Assistance</b>			
Federal Grant Revenue	124,670	120,675	120,675
State Grant Revenue	21,073	17,629	17,629
Private Grants	7,500	2,216	10,000
<b>1426 Respite Care</b>			
Federal Grant Revenue	25,853	24,234	20,853
Donations	342	160	342
<b>1427 Home Program</b>			
Interest and Investment Income	-	22	-
<b>1428 Community Service Board</b>			
Federal Grant Revenue	19,381	22,065	22,065
Interest and Investment Income	-	16	-



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SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1429 Title V</b>			
Federal Grant Revenue	\$ 123,898	\$ 109,985	\$ 118,702
Miscellaneous	4,974	1,132	2,264
<b>1430 FEMA</b>			
Federal Grant Revenue	22,000	22,000	22,000
Interest and Investment Income	-	286	-
<b>1431 APS Energy Assistance</b>			
Private Grant	11,328	11,176	11,176
Interest and Investment Income	-	7	-
<b>1452 Family Counseling</b>			
State Grant Revenue	19,769	19,769	19,769
Interest and Investment Income	-	99	-
<b>1453 Juvenile Probation Service</b>			
Fees	26,250	29,696	30,150
Interest and Investment Income	3,900	2,537	-
<b>1454 Healthy Community/Youth</b>			
State Grant Revenue	6,000	6,000	6,000
Interest and Investment Income	-	3	-
<b>1455 CASA-Special Advocate</b>			
State Grant Revenue	61,977	55,640	64,077
Interest and Investment Income	-	209	-
<b>1459 Juvenile Treatment Services</b>			
State Grant Revenue	218,300	205,795	207,170
Interest and Investment Income	-	451	-
Miscellaneous	-	10	-
<b>1462 Diversion-Consequences</b>			
State Grant Revenue	105,531	83,690	86,390
Interest and Investment Income	-	392	-
Miscellaneous	-	20	-
<b>1463 Juvenile Probation State Aid</b>			
State Grant Revenue	187,879	150,912	160,490
Interest and Investment Income	-	647	-



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SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1464 USDA Food Grant</b>			
Federal Grant Revenue	\$ 36,464	\$ 28,576	\$ 36,464
Interest and Investment Income	-	199	-
<b>1465 DOC Status Offender</b>			
Interest and Investment Income	-	15	-
<b>1466 Property Crime Class</b>			
Interest and Investment Income	-	16	-
<b>1468 Diversion-Intake</b>			
State Grant Revenue	599,246	552,100	553,426
Interest and Investment Income	-	954	-
<b>1474 Juvenile Victim's Rights</b>			
State Grant Revenue	20,900	17,556	20,900
Interest and Investment Income	-	40	-
<b>1475 Juvenile Diversion Fees Fund</b>			
Fees	25,200	28,709	28,700
Interest and Investment Income	3,500	1,974	-
<b>1477 Juvenile Account Incentive</b>			
Federal Grant Revenue	7,897	51,834	42,720
<b>1483 JAIBG</b>			
Federal Grant Revenue	-	7,505	-
<b>1492 PIC Act</b>			
Interest and Investment Income	-	5,449	-
Miscellaneous	-	708	-
<b>1496 Juvenile Intensive Probation</b>			
State Grant Revenue	443,913	366,323	369,323
Interest and Investment Income	-	1,798	-
Miscellaneous	-	10	-
<b>1497 JCEF Standard Probation</b>			
State Grant Revenue	-	-	11,620
Interest and Investment Income	-	30	-



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SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1498 JCEF JIPS</b>			
State Grant Revenue	\$ -	\$ 25,052	\$ 29,896
<b>1521 Adult Probation St Enhancement</b>			
State Grant Revenue	587,383	587,383	572,383
Interest and Investment Income	500	538	1,000
<b>1524 Adult Intensive Probation</b>			
State Grant Revenue	831,120	877,269	858,260
Interest and Investment Income	1,000	1,053	1,000
<b>1525 Work Furlough Program</b>			
Fees	100,000	85,000	116,000
Interest and Investment Income	2,000	1,033	2,000
<b>1530 Interstate Compact Program</b>			
Fees	8,000	5,000	8,000
<b>1531 Drug Treatment &amp; Education</b>			
State Grant Revenue	143,682	108,811	143,682
Interest and Investment Income	1,000	618	1,000
<b>1545 Deferred Prosecution</b>			
Fees	3,000	800	2,000
Interest and Investment Income	1,200	517	500
<b>1547 Community Punishment Program</b>			
State Grant Revenue	38,757	90,541	79,355
Interest and Investment Income	100	209	300
<b>1548 Adult Probation Services</b>			
Fees	360,000	337,000	370,000
Interest and Investment Income	8,000	6,121	8,000
<b>1556 Superior Court State Fill the Gap</b>			
State Grant Revenue	79,543	80,051	80,051
Fees	1,000	1,000	1,000
Interest and Investment Income	5,000	5,111	5,000



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SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1557 Model Court</b>			
State Grant Revenue	\$ 20,575	\$ 10,691	\$ 21,188
Interest and Investment Income	-	43	-
<b>1558 IV-D Case Process Enhance</b>			
Federal Grant Revenue	23,275	22,988	22,988
State Grant Revenue	3,430	3,078	3,078
Interest and Investment Income	-	2	-
<b>1560 ACJC DUI Abatement</b>			
State Grant Revenue	-	27,500	55,000
<b>1578 ADR Grant</b>			
Fees	10,000	12,000	12,000
<b>1579 Court Enhancement Fund</b>			
Fees	78,000	83,193	82,300
Interest and Investment Income	1,000	665	1,000
<b>1585 Conciliation Court</b>			
Fees	39,500	39,500	39,500
Interest and Investment Income	1,000	1,022	1,000
Miscellaneous	6,768	6,768	6,768
<b>1586 Drug Enforcement Administration</b>			
State Grant Revenue	62,282	69,264	69,264
Interest and Investment Income	-	10	-
<b>1589 Law Library</b>			
Fees	38,000	38,000	38,000
Interest and Investment Income	-	19	-
<b>1610 5% Local Fill the Gap</b>			
Fees	78,500	149,744	180,984
Interest and Investment Income	-	2,660	-
<b>1625 Flag JC Enhancement Fund</b>			
Fees	34,560	45,395	40,000
Interest and Investment Income	700	700	700



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SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1626 Fredonia JC Court Enhancement</b>			
Fees	\$ 8,350	\$ 8,760	\$ 8,350
Interest and Investment Income	100	163	100
<b>1627 Page JC Court Enhancement</b>			
Fees	2,200	5,300	2,200
Interest and Investment Income	100	100	100
<b>1628 Williams JC Court Enhancement</b>			
Fees	10,086	14,811	10,086
Interest and Investment Income	100	190	100
<b>1681 Public Defender Training</b>			
State Grant Revenue	23,000	24,000	23,000
Interest and Investment Income	800	659	800
<b>1682 Public Defender State Fill the Gap</b>			
State Grant Revenue	56,000	55,400	-
Interest and Investment Income	2,200	805	-
<b>1691 Legal Defender State Fill the Gap</b>			
State Grant Revenue	32,000	32,785	28,890
Interest and Investment Income	200	22	20
<b>1693 Legal Defender Training</b>			
State Grant Revenue	2,000	2,408	2,410
Interest and Investment Income	200	107	105
<b>1710 Spousal Maintenance Fund</b>			
Fees	2,200	2,200	2,200
Interest and Investment Income	80	80	80
<b>1722 Clerk's Forfeiture Fund</b>			
Fines	25,000	50,000	25,000
Interest and Investment Income	4,600	2,563	4,600
<b>1723 Clerk's Storage &amp; Retrieval</b>			
Fines	23,000	23,000	23,000
Interest and Investment Income	1,400	912	1,400



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SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1724 Child Support Automation</b>			
Interest and Investment Income	\$ 600	\$ 259	\$ 600
<b>1728 Fair</b>			
State Grant Revenue	55,000	55,000	55,000
Fees	332,700	332,700	278,500
Miscellaneous	24,400	20,412	23,756
<b>1729 Racing</b>			
State Grant Revenue	33,000	33,000	33,000
State Purse Money	46,800	46,800	63,000
Fees	433,000	433,000	427,399
Interest and Investment Income	2,000	2,000	2,000
Miscellaneous	6,000	6,000	6,000
<b>1730 Doney Park</b>			
State Grant Revenue	37,996	-	137,996
Interest and Investment Income	-	1,710	-
<b>1731 Fort Tuthill -Urban Trail System</b>			
Interest and Investment Income	250	253	250
<b>1733 Livestock Auction Fund</b>			
Fees	85,000	104,353	86,575
Interest and Investment Income	169	169	169
<b>1736 Livestock Arena Fund</b>			
Interest and Investment Income	3,500	3,568	3,500
<b>1737 Forest High Unit #5 Trail</b>			
Interest and Investment Income	124	130	124
<b>1739 Parks Capital Projects</b>			
State Grant Revenue	-	50,573	-
Rental Income	-	5,918	-
Interest and Investment Income	87,305	89,920	87,305
<b>1741 Wildlife Habitat Education Project</b>			
Interest and Investment Income	-	52	1,000



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SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1752 Attorney Enhancement</b>			
State Grant Revenue	\$ 125,000	\$ 129,000	\$ 129,000
Interest and Investment Income	1,000	250	250
<b>1753 Victim Rights</b>			
State Grant Revenue	42,125	42,235	42,245
Interest and Investment Income	130	-	5
<b>1755 Anti-Racketeering</b>			
Fees	3,000	600	3,000
Fines	250,000	250,000	250,000
Interest and Investment Income	3,500	60,125	3,500
<b>1757 Drug Prosecution</b>			
Federal Grant Revenue	114,925	114,925	114,925
State Grant Revenue	12,185	12,185	12,185
<b>1760 Victim Restitution</b>			
Fees	7,500	8,000	7,500
Interest and Investment Income	750	558	750
<b>1765 Children's Justice Grant</b>			
Federal Grant Revenue	-	7,747	-
<b>1781 State Aid</b>			
State Grant Revenue	30,000	36,314	30,500
Interest and Investment Income	2,000	940	1,000
Miscellaneous	2,000	-	15,000
<b>1782 Federal Anti-Racketeering</b>			
Interest and Investment Income	10	3	10
<b>1793 Victims of Crimes</b>			
State Grant Revenue	30,000	27,488	30,000
<b>1794 Victim Compensation</b>			
State Grant Revenue	76,000	75,925	76,000



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SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1799 Bad Check Prosecution</b>			
Fees	\$ 65,000	\$ 48,520	\$ 50,000
Interest and Investment Income	5,000	1,917	2,000
<b>1818 Recorder's Storage &amp; Retrieval</b>			
Fees	235,000	235,000	235,000
Interest and Investment Income	-	8,469	-
Miscellaneous	-	420	-
<b>1841 Public Works</b>			
Federal Auto in Lieu	1,700,000	1,800,000	1,800,000
Federal HURF	8,420,000	8,619,000	8,619,000
BIA Road Maintenance	11,125	-	-
Licenses and Permits	10,000	15,000	15,000
Donations	-	4,800	-
Interest and Investment Income	300,000	256,988	200,000
Miscellaneous	54,500	476,736	1,200
<b>1849 Solid Waste</b>			
State Grant Revenue	185,000	200,000	200,000
Reservation 30/70 Cost Share	630,000	690,000	642,000
Fees	124,000	117,400	119,400
Interest and Investment Income	-	92	-
<b>1850 Domestic Preparedness</b>			
Federal Grant Revenue	1,320,975	387,209	668,232
<b>1851 Community Emergency Response Team</b>			
Federal Grant Revenue	24,000	24,000	24,000
Interest and Investment Income	-	200	-
<b>1879 WIA</b>			
Federal Grant Revenue	898,000	1,320,540	1,079,419
<b>1881 Career Center Training/Education</b>			
Federal Grant Revenue	55,497	66,552	59,050
Donations	-	5,000	-
<b>1950 Assessor's Storage and Retrieval Fund</b>			
Fees	235,000	230,000	215,000



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SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>1955 Taxpayer Information Fund</b>			
Fees	\$ 5,600	\$ 5,600	\$ 7,500
Interest and Investment Income	500	508	500
<b>2020 County School Fund</b>			
Federal Grant Revenue	215,000	215,000	-
Federal Forest Fees	30,000	30,000	-
State Grant Revenue	115,500	115,500	-
Interest and Investment Income	1,500	1,500	-
<b>3999 Budget Holding</b>			
Miscellaneous	-	-	2,347,184
<b>4001 Flood Control District</b>			
Donations	1,250	1,250	1,250
Interest and Investment Income	38,000	38,570	38,000
<b>4002 County Library Fund</b>			
Donations	53,000	49,777	53,000
Interest and Investment Income	10,000	8,926	10,000
<b>4014 Tusayan Special District</b>			
Tax Revenue	11,000	11,000	11,000
Interest and Investment Income	1,600	978	1,100
<b>4019 Kachina Village Improvement</b>			
Fees	906,100	906,100	906,100
Interest and Investment Income	12,000	12,183	12,000
Miscellaneous	1,000	8,675	1,000
<b>4027 County Jail District</b>			
City Sales Tax	5,818,902	6,209,847	6,427,192
Fees	3,264,500	2,546,835	2,828,500
Interest and Investment Income	67,000	37,815	32,000
Miscellaneous	660	2,501	-
<b>4037 Fio Arroyo Operations</b>			
Interest and Investment Income	-	2,356	-
<b>4040 Kiowa-Comanche Operations</b>			
Bond Proceeds	-	170,030	-



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SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>SPECIAL REVENUE FUNDS</b>			
<b>4045 Rodeo Drive Operations</b>			
Special Assessments	\$ 7,400	\$ 2,585	\$ 17,400
Interest and Investment Income	-	162	-
<b>4051 Linda Lane Operations</b>			
Special Assessments	7,400	3,419	2,550
Interest and Investment Income	-	116	-
<b>4075 Oakwood Pines-Operations</b>			
Special Assessments	6,500	3,425	3,600
Interest and Investment Income	-	10	-
<b>Total Special Revenue Funds</b>	<b>\$ 47,872,151</b>	<b>\$ 49,222,803</b>	<b>\$ 56,624,770</b>
<b>DEBT SERVICE FUNDS</b>			
<b>1635 Debt Service for Capital Plan</b>			
Interest and Investment Income	\$ 700,000	\$ 710,569	\$ 700,000
<b>1740 Debt Service, Parks &amp; Open Space</b>			
Sales Tax	2,375,000	2,375,000	2,375,000
Interest and Investment Income	2,000	2,000	2,000
<b>4005 KVID Water Debt Service</b>			
Interest and Investment Income	-	733	-
<b>4006 Kachina WW Bond</b>			
Interest and Investment Income	-	184	-
<b>4007 KVID Paving Debt Service</b>			
Special Assessments	-	(17)	-
Interest and Investment Income	-	2,685	-
<b>4008 Kachina Trail CID</b>			
Interest and Investment Income	-	2,688	-
<b>4025 Rudd Tank Road Debt</b>			
Special Assessments	25,190	27,902	22,640
Interest and Investment Income	-	180	-



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SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>DEBT SERVICE FUNDS</b>			
<b>4029 Paving Reserve</b>			
Interest and Investment Income	\$ -	\$ 2,293	\$ -
<b>4034 Jail District Debt Service</b>			
Interest and Investment Income	-	159	-
<b>4035 Rio-Arroyo CID</b>			
Special Assessments	-	-	49,924
Interest and Investment Income	-	14	-
<b>4038 Kiowa-Comanche ID Debt Service</b>			
Special Assessments	-	-	34,954
<b>4042 Rodeo Drive</b>			
Special Assessments	4,213	3,903	4,150
Interest and Investment Income	-	77	-
<b>4048 Linda Lane Debt Service</b>			
Special Assessments	9,580	7,003	9,337
Interest and Investment Income	-	221	-
<b>4054 Pinon County ID</b>			
Special Assessments	47,200	39,156	19,753
Interest and Investment Income	-	53	-
<b>4055 Tonowanda ID Debt Service</b>			
Special Assessments	-	-	8,985
<b>4064 Buckboard Trail ID</b>			
Special Assessments	26,840	33,653	29,944
Interest and Investment Income	-	253	-
<b>4074 Oakwood Pines-Debt Service</b>			
Special Assessments	-	13,826	20,990
Interest and Investment Income	-	737	-
<b>4084 Toho-Tolani ID-Debt Service</b>			
Special Assessments	230,504	317,108	333,050
Interest and Investment Income	56,525	(31,255)	-



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SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>DEBT SERVICE FUNDS</b>			
<b>4087 Pawnee County ID Debt Service</b>			
Special Assessments	\$ -	\$ -	\$ 25,840
<b>4092 Shoshone CID Debt Service</b>			
Special Assessments	-	-	7,178
<b>Total Debt Service Funds</b>	<b>\$ 3,477,052</b>	<b>\$ 3,509,125</b>	<b>\$ 3,643,745</b>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>1632 Heritage Fund</b>			
Interest and Investment Income	\$ -	\$ 13	\$ -
<b>1634 Coconino County CID-Space Plan</b>			
City Capital Reimbursement	15,000	15,000	-
Donations	-	207,211	-
Interest and Investment Income	-	2,394	-
Miscellaneous	-	9,920	-
<b>1638 Capital Projects-Phase II</b>			
Interest and Investment Income	1,252	1,323	1,252
<b>1639 State Aid to Detention</b>			
Interest and Investment Income	-	186	-
<b>1727 Raymond Park</b>			
State Grant Revenue	22,857	28,292	22,857
Interest and Investment Income	-	85	-
<b>1732 Fort Tuthill Land Acquisition and Development</b>			
Interest and Investment Income	8,900	9,016	8,900
<b>1742 Fort Tuthill Amphitheater Phase II</b>			
State Grant Revenue	457,877	-	457,877
<b>1843 Forest Highlands Wetlands Projects</b>			
Interest and Investment Income	-	2,716	-
<b>1844 Forest Highlands Investment</b>			
Interest and Investment Income	-	487	-



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SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>CAPITAL PROJECTS FUNDS</b>			
<b>4017 Kachina CID</b>			
Interest and Investment Income	\$ -	\$ 25	\$ -
<b>4020 KVID Investment</b>			
Interest and Investment Income	-	181	-
<b>4021 Rudd Tank Road Reserve</b>			
Interest and Investment Income	-	389	-
<b>4026 Rudd Tank Road Construction</b>			
Interest and Investment Income	-	15	-
<b>4030 KVID Paving Const</b>			
Interest and Investment Income	-	972	-
<b>4032 Jail District Repair &amp; Replacement</b>			
Interest and Investment Income	-	6	5
<b>4036 Rio Arroyo CID Construction</b>			
Interest and Investment Income	-	4,493	-
<b>4039 Kiowa-Comanche Construction</b>			
Interest and Investment Income	-	33	-
<b>4052 Pinon County ID-Construction</b>			
Interest and Investment Income	-	1,942	-
<b>4053 Pinon County ID-Prepayments</b>			
Interest and Investment Income	-	966	-
<b>4056 Tonowanda Construction</b>			
Interest and Investment Income	-	32	-
<b>4062 Buckboard Trail ID-Construction</b>			
Special Assessments	26,840	2,219	-
Interest and Investment Income	-	158	-
<b>4063 Buckboard Trail ID Prepayments</b>			
Interest and Investment Income	-	22	-



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SOURCE OF REVENUES	ESTIMATED REVENUES 2005	ACTUAL REVENUES 2005*	ESTIMATED REVENUES 2006
<b>CAPITAL PROJECTS FUNDS</b>			
<b>4065 Hashknife ID - Construction</b>			
Interest and Investment Income	\$ -	\$ 25	\$ -
<b>4068 Lupine ID - Construcion</b>			
Interest and Investment Income	-	25	-
<b>4072 Oakwood Pines-Construction</b>			
Interest and Investment Income	-	35	-
<b>4073 Oakwood Pines-Prepayments</b>			
Special Assessments	23,062	-	-
Interest and Investment Income	-	763	-
<b>4076 North Stardust &amp; Antelope CID Construction</b>			
Interest and Investment Income	-	12	-
<b>4081 Toho-Tolani CID Reserve Fund</b>			
Interest and Investment Income	-	4,704	-
<b>4082 Toho-Tolani ID-Construction</b>			
Special Assessments	3,204,784	20,000	-
Interest and Investment Income	-	31,550	-
<b>4083 Toho Tolani ID-Prepayments</b>			
Special Assessments	-	(2,122)	-
Interest and Investment Income	-	22,966	-
<b>4085 Pawnee County ID Construction</b>			
Interest and Investment Income	-	32	-
<b>4091 Shoshone CID Construction</b>			
Interest and Investment Income	-	33	-
<b>Total Capital Projects Funds</b>	<b>\$ 3,760,572</b>	<b>\$ 366,119</b>	<b>\$ 490,891</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 91,036,569</b>	<b>\$ 88,536,233</b>	<b>\$ 99,994,992</b>

\*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.



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Schedule D

**Summary by Fund Type of Other Financing Sources (Uses) and Interfund Transfers**  
**Fiscal Year 2006**

FUND	OTHER FINANCING 2006		INTERFUND TRANSFERS 2006	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUND</b>				
1052 Title III Forest Fees	\$ -	\$ -	\$ 522,030	\$ -
1102 State & Local Assistance	-	-	-	52,163
1150 Special Districts Billing	-	-	-	32,456
1255 Boat Patrol	-	-	-	10,000
1275 BJA-LLEBG	-	-	-	1,000
1331 Health Services Fund	-	-	-	2,055,595
1401 Community Services	-	-	-	468,546
1404 Youth Services	-	-	-	49,617
1417 Mountain Line Transit	-	-	50,000	-
1419 Housekeeping	-	-	-	192,332
1421 Case Management	-	-	-	27,318
1422 Congregate Meals	-	-	-	57,052
1423 Home Delivered Meals	-	-	-	116,350
1424 Emergency Services	-	-	-	159,170
1426 Respite Care	-	-	-	10,162
1452 Family Counseling	-	-	-	4,932
1453 Juvenile Probation Service	-	-	-	8,105
1455 CASA-Special Advocate	-	-	-	8,638
1459 Juvenile Treatment Services	-	-	-	32,848
1462 Diversion-Consequences	-	-	-	11,236
1463 Juvenile Probation State Aid	-	-	-	26,999
1468 Diversion-Intake	-	-	-	121,606
1474 Juvenile Victim's Rights	-	-	-	1,296
1475 Juvenile Diversion Fees Fund	-	-	-	1,000
1496 Juvenile Intensive Probation	-	-	-	92,807
1521 Adult Probation State Enhancement	-	-	-	130,754
1524 Adult Intensive Probation	-	-	-	119,684
1525 Work Furlough Program	-	-	-	8,428
1547 Community Punishment Program	-	-	-	24,238
1548 Adult Probation Services	-	-	-	29,040
1557 Model Court	-	-	-	3,796
1578 ADR Grant	-	-	-	28,190
1589 Law Library	-	-	-	38,387
1635 Debt Service for Capital Plan	-	-	-	2,000,000
1728 Fair	-	-	-	30,793
1740 Debt Service, Parks & Open Space	-	-	214,202	-
1753 Victm Rghts	-	-	-	5,268
1841 Public Works	-	-	116,061	-
1849 Solid Waste	-	-	-	575,804
1879 WIA	-	-	54,985	-
1881 Career Center Training/Education	-	-	-	39,100
4027 County Jail District	-	-	-	2,750,078
<b>Total General Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 957,278</b>	<b>\$ 9,324,788</b>



**State Budget Document**

Schedule D

**Summary by Fund Type of Other Financing Sources (Uses) and Interfund Transfers**  
**Fiscal Year 2006**

FUND	OTHER FINANCING 2006		INTERFUND TRANSFERS 2006	
	SOURCES	<USES>	IN	<OUT>
<b>SPECIAL REVENUE FUNDS</b>				
1050 National Forest Fees	\$ -	\$ -	\$ -	\$ 2,511,000
1051 Forest Fees Revolving Loan	-	-	400,000	-
1052 Title III Forest Fees	-	-	-	993,620
1102 State & Local Assistance	-	-	52,163	-
1150 Special Districts Billing	-	-	130,125	-
1255 Boat Patrol	-	-	10,000	-
1257 Drug Detention	-	-	14,755	-
1275 BJA-LLEBG	-	-	1,000	-
1307 TB Control	-	-	4,059	-
1317 Supplemental Food Program	-	-	75	-
1331 Health Services Fund	-	-	2,055,595	6,175
1395 AZEIP Case Management	-	-	2,041	-
1401 Community Services	-	-	468,546	-
1404 Youth Services	-	-	74,687	-
1415 CREC Fees for Services	-	-	267,728	-
1417 Mountain Line Transit	-	-	-	50,000
1419 Housekeeping	-	-	192,332	-
1421 Case Management	-	-	27,318	-
1422 Congregate Meals	-	-	57,052	-
1423 Home Delivered Meals	-	-	116,350	-
1424 Emergency Services	-	-	159,170	-
1426 Respite Care	-	-	10,162	-
1452 Family Counseling	-	-	4,932	-
1453 Juvenile Probation Service	-	-	8,105	-
1455 CASA-Special Advocate	-	-	8,638	-
1459 Juvenile Treatment Services	-	-	32,848	-
1462 Diversion-Consequences	-	-	11,236	-
1463 Juvenile Probation State Aid	-	-	26,999	-
1468 Diversion-Intake	-	-	121,606	-
1474 Juvenile Victim's Rights	-	-	1,296	-
1475 Juvenile Diversion Fees Fund	-	-	1,000	-
1496 Juvenile Intensive Probation	-	-	92,807	-
1521 Adult Probation State Enhancement	-	-	130,754	-
1524 Adult Intensive Probation	-	-	119,684	-
1525 Work Furlough Program	-	-	8,428	-
1547 Community Punishment Program	-	-	24,238	-
1548 Adult Probation Services	-	-	29,040	-
1556 Superior Court State Fill the Gap	-	-	169,894	-
1557 Model Court-State Funds	-	-	3,796	-
1578 ADR Grant - Court Admin	-	-	28,190	-
1589 Law Library	-	-	38,387	-
1610 5% Local Fill the Gap	-	-	-	180,984



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Schedule D

**Summary by Fund Type of Other Financing Sources (Uses) and Interfund Transfers**  
**Fiscal Year 2006**

FUND	OTHER FINANCING 2006		INTERFUND TRANSFERS 2006	
	SOURCES	<USES>	IN	<OUT>
<b>SPECIAL REVENUE FUNDS</b>				
1682 Public Def State Fill the Gap	\$ -	\$ -	\$ 62,984	\$ 62,984
1691 Legal Def State Fill the Gap	-	-	4,000	32,910
1728 Fair	-	-	30,793	-
1739 Parks Capital Projects	11,175,000	-	-	-
1753 Victm Rights	-	-	5,268	-
1755 Anti-Racketeering	-	-	-	102,651
1757 Drug Prosecution	-	-	102,651	-
1781 State Aid	-	-	40,000	-
1841 Public Works	190,000	-	1,700,000	213,730
1849 Solid Waste	-	-	630,804	-
1897 WIA	-	-	-	54,985
1881 Career Center Training/Education	-	-	39,100	-
4001 Flood Control District	-	-	-	100,000
4027 County Jail District	-	-	2,750,078	14,755
<b>Total Special Districts</b>	<b>\$ 11,367,006</b>	<b>\$ -</b>	<b>\$ 10,272,720</b>	<b>\$ 4,323,794</b>
<b>DEBT SERVICE FUNDS</b>				
1635 Debt Service for Capital Plan	\$ -	\$ -	\$ 2,000,000	\$ -
1740 Debt Service, Parks & Open Space	-	-	-	214,202
<b>Total Debt Service Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>	<b>\$ 214,202</b>
<b>CAPITAL PROJECTS FUNDS</b>				
1634 Coconino County CID Space Plan	\$ -	\$ -	\$ 123,792	\$ -
4036 Rio Arroyo CID Construction	-	-	156,000	-
4065 Hasknife ID - Construction	297,413	-	30,000	-
4068 Lupine ID - Construction	268,368	-	25,000	-
4076 North Stardust & Antelope CID Constructi	299,000	-	50,000	-
4085 Pawnee County ID Construction	-	-	250,000	-
<b>Total Capital Projects Funds</b>	<b>\$ 864,781</b>	<b>\$ -</b>	<b>\$ 634,792</b>	<b>\$ -</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 12,231,787</b>	<b>\$ -</b>	<b>\$ 13,864,790</b>	<b>\$ 13,862,784</b>



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Schedule E

**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2006**

<b>FUND/DEPARTMENT</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2005</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2005</b>	<b>ACTUAL EXPENDITURES/ EXPENSES 2005</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2006</b>
<b>GENERAL FUND</b>				
Adult Probation	\$ 1,187,534	\$ -	\$ 1,171,080	\$ 1,342,792
Assessor	1,139,896	-	1,108,431	1,309,905
Board of Supervisors	799,132	-	784,769	1,012,719
Clerk of Superior Court	880,368	-	875,606	954,243
Community Development	1,504,154	200,000	1,283,422	1,411,826
Community Initiatives	522,161	54,991	352,000	350,170
Community Services	256,153	-	256,140	266,459
Constable	68,982	-	63,431	71,597
County Attorney	2,232,489	(53,500)	2,219,343	2,425,989
County Manager	1,059,150	45,500	1,029,153	1,458,512
Facilities	2,389,207	-	2,092,972	2,835,463
Finance	1,289,460	-	1,237,275	1,364,321
Flagstaff Justice Court	807,701	-	819,779	974,263
Fredonia Justice Court	115,779	-	119,956	124,985
GIS	729,021	-	609,485	777,414
Health	3,333,908	-	3,324,947	3,559,253
Human Resources	1,138,121	-	1,124,173	1,212,464
Information Technologies	1,720,174	(347,000)	1,961,405	2,128,810
Juvenile Probation	2,000,032	-	1,865,909	2,203,350
Legal Defender	620,646	-	699,921	643,528
Non-Departmental	10,502,893	55,000	50,000	6,884,262
Page Justice Court	259,989	-	263,254	286,249
Parks & Recreation	714,307	-	669,888	874,034
Public Defender	1,818,764	-	1,670,030	1,935,469
Public Works	38,715	-	2,000	35,000
Recorder	1,235,232	(58,229)	1,433,995	1,331,448
Sheriff	6,256,517	(37,833)	6,657,181	7,341,775
Superintendent of Schools	433,763	-	432,863	382,330
Superior Courts	2,127,276	-	2,122,700	2,220,936
Treasurer	597,717	-	588,807	587,027
Williams Justice Court	242,149	-	242,376	264,410
<b>Total General Fund</b>	<b>\$ 48,021,390</b>	<b>\$ (141,071)</b>	<b>\$ 37,132,291</b>	<b>\$ 48,571,003</b>



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**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2006**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2005	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2005	ACTUAL EXPENDITURES/ EXPENSES 2005	BUDGETED EXPENDITURES/ EXPENSES 2006
<b>SPECIAL REVENUE FUNDS</b>				
<u>Community Development</u>				
4001 Flood Control District	\$ 432,353	\$ -	\$ 427,202	\$ 1,398,747
<u>Recorder</u>				
1818 Recorder's Storage & Retrieval	262,813	-	251,460	307,604
<u>Finance</u>				
1150 Special Districts Billing	59,351	-	37,111	166,025
1151 Special District Management	70,299	-	44,352	-
<u>Assessor</u>				
1950 Assessor Storage and Retrieval	295,665	-	282,640	297,740
<u>Treasurer</u>				
1955 Taxpayer Information Fund	10,000	-	10,000	10,000
<u>Adult Probation</u>				
1521 Adult Probation State Enhancement	720,522	-	588,470	704,440
1524 Adult Intensive Probation	990,780	-	879,424	980,118
1525 Work Furlough Program	116,771	-	114,783	129,157
1530 Interstate Compace Program	10,800	-	-	18,000
1531 Drug Treatment & Education	144,450	-	108,911	149,466
1545 Deferred Prosecution	35,000	-	12,000	32,000
1547 Community Punishment Program	150,709	-	98,588	104,738
1548 Adult Probation Services	576,294	-	272,868	567,031
<u>Sheriff</u>				
1251 Outside Pay	27,202	-	21,043	25,313
1252 Cannibus Eradication	7,500	-	9,487	9,690
1254 Metro Unit	54,833	-	52,108	61,173
1255 Boat Patrol	204,245	7,504	204,270	138,275
1257 Drug Detention	47,402	-	48,128	49,453
1263 Sheriff Donations	20,000	-	8,900	20,000
1269 Government Office of Highway Safety Gra	-	-	232	-
1272 Jail Enhancement	639,571	-	264,480	460,950
1274 Inmate Welfare	344,500	-	259,503	321,082
1275 BJA-LLEBG	20,000	12,198	17,210	10,000



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Schedule E

**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2006**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2004-05	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2004-05	ACTUAL EXPENDITURES/ EXPENSES 2004-05	BUDGETED EXPENDITURES/ EXPENSES 2005-06
<b>SPECIAL REVENUE FUNDS</b>				
<u>Flagstaff Justice Court</u>				
1625 Flag JC Enhancement Fund	\$ 62,750	\$ -	\$ 51,058	\$ 50,984
<u>Superior Courts</u>				
1556 Superior Crt State Fill the Gap	297,817	-	257,827	319,369
1557 Model Court-State Funds	21,172	(16)	10,733	24,984
1558 IV-D Case Process Enhancement	26,705	-	26,066	12,385
1560 ACJC DUI Abatement	-	-	27,500	55,000
1578 ADR Grant	38,099	-	37,348	40,452
1579 Court Enhancement Fund	89,355	-	87,054	125,009
1585 Conciliation Court	46,000	-	46,000	46,000
1586 Drug Enforcement Administration	62,081	(7,183)	69,264	67,442
1589 Law Library	155,541	-	142,395	159,789
<u>Clerk of Superior Court</u>				
1722 Clerk's Forfeiture Fund	56,217	(9,307)	24,065	75,667
1723 Clerks Storage & Retrieval	18,845	-	15,245	28,845
1724 Child Support Automation	17,388	-	-	17,388
<u>Juvenile Probation</u>				
1452 Family Counseling	36,050	-	36,016	24,700
1453 Juvenile Probation Service	187,207	(11,060)	60,629	141,061
1454 Healthy Community	6,000	-	6,000	6,000
1455 CASA-Special Advocate	69,774	5,697	55,840	77,177
1459 Juvenile Treatment Services	234,592	27,422	215,170	242,768
1462 Diversion-Consequences	115,376	28,985	83,691	101,794
1463 Juvenile Probation State Aid	204,950	44,460	150,912	195,141
1464 USDA Food Grant	46,948	-	36,048	39,675
1465 DOC Status Offender	991	-	-	1,006
1466 Property Crime Class	1,081	-	-	1,098
1468 Diversion-Intake	660,480	107,054	552,101	686,522
1471 Juvenile Detention Enhancement	-	-	180	-
1474 Juvenile Victim's Rights Impl	15,727	(5,173)	17,663	22,939
1475 Juvenile Diversion Fees Fund	128,300	13,600	16,742	148,237
1477 Juvenile Account Incentive	7,897	(34,823)	42,720	42,720
1483 JAIBG	-	(7,505)	7,505	-
1492 PIC Act	46,406	-	6,000	48,909
1496 Juvenile Intensive Probation	539,525	115,596	371,755	513,036



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**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2006**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2004-05	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2004-05	ACTUAL EXPENDITURES/ EXPENSES 2004-05	BUDGETED EXPENDITURES/ EXPENSES 2005-06
<b>SPECIAL REVENUE FUNDS</b>				
<u>Juvenile Probation</u>				
1497 JCEF Standard Probation	\$ -	\$ (11,620)	\$ -	\$ 11,620
1498 JCEF JIPS	-	(29,896)	-	29,896
<u>County Attorney</u>				
1752 Attorney Enhancement	150,364	-	132,000	154,997
1753 Victm Rights	46,549	-	43,367	47,518
1755 Anti-Racketeering	373,523	-	361,186	378,156
1757 Drug Prosecution	215,790	-	207,303	229,761
1760 Victim Restitution	20,000	-	-	20,000
1781 State Aid	113,207	-	105,921	126,024
1782 Federal Anti-Racketeering	200,000	-	-	200,000
1793 Victims of Crimes	60,000	-	29,799	58,307
1794 Victim Compensation	76,000	-	75,925	76,000
1799 Bad Check Prosecution	113,046	-	102,261	110,260
<u>Parks and Recreation</u>				
1728 Fair	442,199	(8,000)	442,220	388,049
1729 Racing	570,582	8,000	563,090	510,136
1730 Doney Park	93,769	-	238,733	-
1733 Livestock Auction Fund	89,939	-	86,745	87,603
1737 Forest High Unit #5 Trail	10,000	-	2,000	8,000
1739 Parks Capital Projects	4,934,451	(170,830)	2,492,219	4,384,891
1741 Wildlife Habitat Education Project	-	-	2,830	3,530
<u>Public Defender</u>				
1681 Public Defender Training	22,100	-	21,238	22,100
<u>Legal Defender</u>				
1693 Legal Defender Training	2,350	-	2,746	2,920
<u>Health</u>				
1301 WIC Grant	548,354	(13,961)	556,480	606,892
1302 Home Care	97,271	3,038	93,616	107,707
1303 Dental Education	9,311	-	8,505	10,605
1304 CVD Heartbeat	88,733	2,328	78,536	85,162
1305 Family Planning	113,276	9,870	129,297	134,591
1306 Child Health	53,088	(1,912)	41,308	55,000



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**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
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FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2004-05	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2004-05	ACTUAL EXPENDITURES/ EXPENSES 2004-05	BUDGETED EXPENDITURES/ EXPENSES 2005-06
<b>SPECIAL REVENUE FUNDS</b>				
<u>Health</u>				
1307 TB Control	\$ 32,084	\$ 12,084	\$ 17,840	\$ 34,227
1309 HIV Education	90,826	6,717	79,147	71,066
1315 State STD	27,481	-	18,803	31,681
1317 Supplemental Food Program	9,916	-	8,831	9,036
1318 State MCH Block Grant	84,582	(20,208)	114,187	98,630
1320 School Based/Linked Clinic	33,957	(2,200)	25,481	45,771
1327 Family Planning Title X	62,127	(2,712)	61,978	70,632
1328 Community Development	23,290	-	22,296	22,000
1330 Nutrition Grant	51,041	1,072	50,201	50,251
1331 Health Services Fund	3,141,929	(4,997)	3,044,154	3,478,567
1334 Bio-Terrorism Grant	374,822	-	439,153	367,540
1335 Child Health Grant	98,763	55,972	37,961	49,795
1336 Healthy Coconino	57,259	29,629	46,455	60,882
1338 Death Certificates	36,284	-	33,038	44,578
1342 AZ Nutrition Network	465,925	27,356	382,588	550,114
1350 Healthy Families	573,904	(203,666)	723,861	932,714
1354 Health Start	51,538	-	49,489	51,158
1358 ADHS Womens's Health Project	80,389	80,389	5,727	-
1359 Promoting Healty Lifestyles	-	(79,171)	79,168	91,656
1381 Tobacco Program	452,267	126,967	316,639	335,719
1384 HIV Outpatient & Support	460,357	(31,144)	482,196	400,000
1385 HIV Prevention Planning	87,431	-	85,268	87,066
1388 HIV Prevention Services	95,904	-	77,408	95,904
1391 Immunization Program	49,501	(24,891)	51,406	70,819
1392 Commodity Supplemental Food Program	2,595	-	2,426	2,346
1395 AZEIP Case Management	33,404	-	33,940	38,041
<u>Community Services</u>				
1036 CDBG Housing Services	177,068	(85,380)	254,013	377,587
1401 Community Services	417,514	-	413,654	468,546
1402 Community Services Donations	14,707	-	-	14,707
1404 Youth Services	83,373	-	48,163	99,663
1406 State Housing Fund	151,018	-	157,501	157,500
1408 Flag CDBG-Eviction/Foreclosure	16,667	(25,333)	42,000	42,000
1415 CREC Fees for Services	1,303,726	-	1,197,284	1,809,266
1419 Housekeeping	287,225	(1,000)	240,857	287,800
1421 Case Management	76,104	(9,995)	72,702	77,382



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**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
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FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2004-05	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2004-05	ACTUAL EXPENDITURES/ EXPENSES 2004-05	BUDGETED EXPENDITURES/ EXPENSES 2005-06
<b>SPECIAL REVENUE FUNDS</b>				
<u>Community Services</u>				
1422 Congregate Meals	\$ 147,338	\$ (3,070)	\$ 143,770	\$ 162,851
1423 Home Delivered Meals	181,749	-	193,424	200,400
1424 Emergency Services	466,429	-	469,725	511,863
1425 Energy Assistance	153,243	-	140,520	148,304
1426 Respite Care	34,672	-	27,878	31,357
1428 Community Service Board	17,620	-	22,066	22,065
1429 Title V	134,284	-	114,031	122,440
1430 FEMA	22,000	-	25,177	22,000
1431 APS Energy Assistance	11,176	-	12,119	10,278
<u>Transportation</u>				
1416 Sedona Transit System	179,002	77,335	179,002	2,137,633
1417 Mountain Line Transit	5,191,248	-	1,825,368	8,216,829
1418 VanGO	751,365	-	693,865	743,559
<u>Fredonia Justice Court</u>				
1626 Fredonia JC Court Enhancement	7,750	-	5,000	10,660
<u>Page Justice Court</u>				
1627 Page JC Court Enhancement	3,700	-	2,250	5,950
<u>Public Works</u>				
1100 Emergency Services	3,000	-	4,875	8,000
1101 Emergency Services - Supplies	1,300	-	2,350	3,000
1102 State & Local Assistance	113,400	-	89,927	104,163
1841 Public Works	25,226,488	4,741,186	14,485,622	22,982,165
1849 Solid Waste	1,685,164	21,306	1,722,295	1,592,204
1850 Domestic Preparedness	1,395,487	-	494,384	668,232
1851 Community Emergency Response Team	24,000	-	5,400	24,000
<u>Williams Justice Court</u>				
1628 Williams JC Court Enhancement	10,000	-	4,081	12,650
<u>Career Center</u>				
1879 WIA	919,869	-	921,839	1,024,434
1881 Career Center Training/Education	96,549	-	96,549	93,170



**State Budget Document**

Schedule E

**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2006**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2005	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2005	ACTUAL EXPENDITURES/ EXPENSES 2005	BUDGETED EXPENDITURES/ EXPENSES 2006
<b>SPECIAL REVENUE FUNDS</b>				
<u>Superintendent of Schools</u>				
1050 National Forest Fees	\$ -	\$ -	\$ -	\$ 1,249,637
1074 School	-	-	575,300	675,000
2020 County School Fund	361,711	-	361,711	-
<u>Various</u>				
3999 Budget Holding	113,700	113,700	-	1,960,393
<u>Special Districts</u>				
4002 County Library Fund	2,384,006	-	2,384,006	2,563,940
4014 Tusayan Special District	12,100	-	7,103	12,100
4019 Kachina Village Improvement	1,310,504	-	968,356	1,146,394
4027 County Jail District	11,484,900	(199)	11,129,562	12,371,177
4045 Rodeo Drive Operations	7,400	-	5,258	21,000
4051 Linda Lane Operations	7,400	-	5,258	6,000
4075 Oakwood Pines-Operations	6,500	-	4,916	6,500
<b>Total Special Revenue Funds</b>	<b>\$ 78,358,293</b>	<b>\$ 4,884,238</b>	<b>\$ 58,132,849</b>	<b>\$ 86,431,846</b>
<b>DEBT SERVICE FUNDS</b>				
1635 Debt Service for Capital Plan	\$ 2,938,640	\$ -	\$ 2,866,194	\$ 2,864,584
4007 KVID Paving	117,738	-	114,125	-
4025 Rudd Tank Road	25,190	-	23,870	22,640
4035 Rio-Arroyo CID	83,083	-	83,083	49,924
4038 Kiowa-Comanche ID	-	-	-	34,954
4042 Rodeo Drive	4,213	-	6,179	4,150
4048 Linda Lane	9,580	-	16,721	9,337
4054 Pinon County ID	47,200	-	26,052	19,753
4055 Tonowanda ID	-	-	-	8,985
4064 Buckboard Trail ID	26,840	-	65,756	29,944
4074 Oakwood Pines	37,100	-	66,007	20,990
4084 Toho-Tolani ID	-	-	333,025	333,050
4087 Pawnee County	-	-	-	25,840
4092 Shoshone CID	-	-	-	7,178
<b>Total Debt Service Funds</b>	<b>\$ 3,289,584</b>	<b>\$ -</b>	<b>\$ 3,601,012</b>	<b>\$ 3,431,329</b>



**State Budget Document**

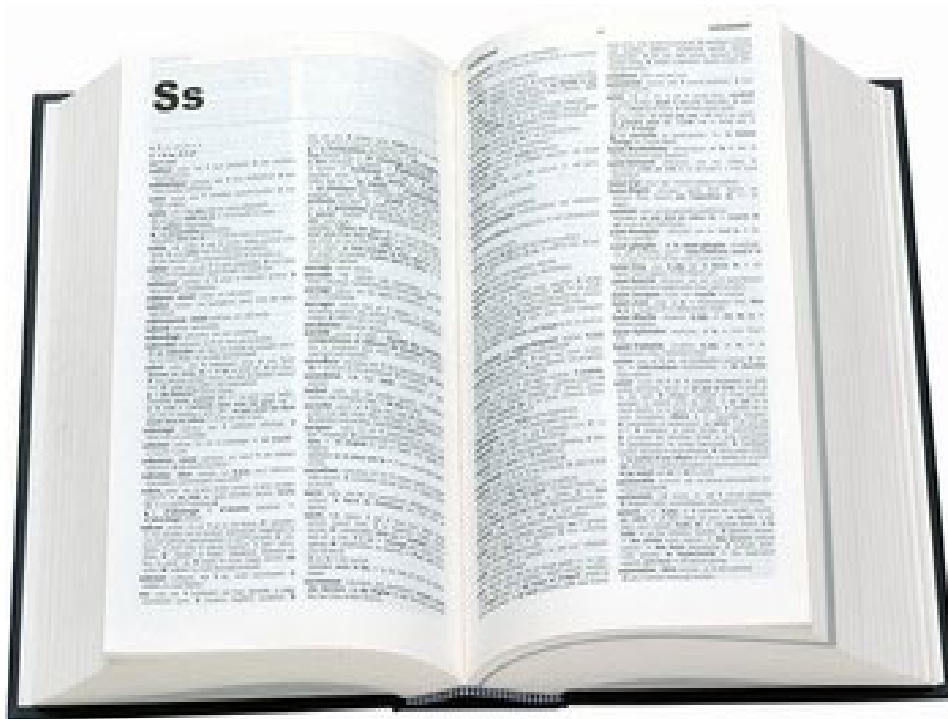
Schedule E

**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2006**

<b>FUND/DEPARTMENT</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2005</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2005</b>	<b>ACTUAL EXPENDITURES/ EXPENSES 2005</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2006</b>
<b>CAPITAL PROJECTS FUNDS</b>				
1634 Coconino County CID-Space Plan	\$ 200,000	\$ (75,715)	\$ 432,678	\$ 123,792
1727 Raymond Park	10,000	-	10,000	10,000
1742 Fort Tuthill Amphitheater Phase II	457,877	-	400,000	57,877
1843 Forest Highlands Wetlands Project	40,000	-	15,000	-
4036 Rio Arroyo CID Construction	901,815	-	58,737	673,490
4039 Kiowa-Comanche Construction	733,624	-	1,735	777,359
4052 Pinon County ID-Construction	308,327	-	308,327	-
4056 Tonawanda Construction	252,454	-	149,330	260,384
4058 Clear Creek Pines Units 8 & 9 ID	30,000	-	-	-
4065 Hashknife ID - Construction	200,000	-	44,658	297,413
4068 Lupine ID - Construction	185,000	-	38,611	268,368
4076 North Stardust & Antelope CID Constructic	-	-	117,603	299,000
4082 Toho-Tolani ID-Construction	5,403,359	-	4,630,268	2,390,000
4085 Pawnee County ID Construction	625,231	-	24,537	665,122
4091 Shoshone CID Construction	184,440	-	112,850	199,932
<b>Total Capital Projects Funds</b>	<b>\$ 9,532,127</b>	<b>\$ (75,715)</b>	<b>\$ 6,344,334</b>	<b>\$ 6,022,737</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 139,201,394</b>	<b>\$ 4,667,452</b>	<b>\$ 105,210,486</b>	<b>\$ 144,456,915</b>



# Glossary





## 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 1 to June 30 of the following year) indicating all planned revenues and expenditures for that period.



## 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.

**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.



## Glossary

**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.

**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.)



## Glossary

**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.

**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.



## Glossary

**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 Reversion** - 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.

**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.



## Glossary

**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.

**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."



## Glossary

**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.

**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.



## Glossary

**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.

**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.



## Glossary

**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.

**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.



## Glossary

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**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.

**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**

<u>ACRONYM</u>	<u>DEFINITION</u>	<u>ACRONYM</u>	<u>DEFINITION</u>
ACJA	Arizona Code of Judicial Administration	FUTS	Flagstaff Urban Trail System
ACJC	Arizona Criminal Justice Commission	FY	Fiscal Year
ADA	Americans with Disabilities Act	GAAP	Generally Accepted Accounting Principles
ADEQ	Arizona Department of Environmental Quality	GASB	Government Accounting Standards Board
ADHS	Arizona Department of Health Services	GDP	Gross Domestic Product
ADR	Alternate Dispute Resolution	GF	General Fund
AGFD	Arizona Game and Fish Department	GFEC	Greater Flagstaff Economic Council
AHCCCS	Arizona Health Care Cost Containment System	GFOA	Government Finance Officers Association
ALI	Automatic Location Identification	GIS	Geographic Information Systems
ALTCS	Arizona Long Term Care System	GPD	Gallons per Day
AOC	Administrative Office of the Courts	HMEP	Hazardous Materials Emergency Preparedness
ARS	Arizona Revised Statutes	HPO	High Performance Organization
AZEIP	Arizona Early Intervention Program	HURF	Highway User Revenue Fund
BIA	Bureau of Indian Affairs	ICMA	International City/County Management Association
BLM	Bureau of Land Management	ID	Improvement District
BOS	Board of Supervisors	IGA	Intergovernmental Agreement
CDBG	Community Development Block Grant	IT	Information Technology
CDC	Center for Disease Control	JC	Justice Court
CERT	Community Emergency Response Team	JCEF	Justice Court Enhancement Fund
CID	County Improvement District	JIPS	Juvenile Intensive Probation
CIP	Community Investment Program	JTPA	Job Training Partnership Act
CJ	Criminal Justice	KVID	Kachina Village Improvement District
CJI	Criminal Justice Integration	MCH	Maternal and Child Health
COLA	Cost of Living Adjustment	MOE	Maintenance of Effort
COPS	Certificates of Participation	NAU	Northern Arizona University
CPAF	Case Processing Assistance Fund	NICP	Neonatal Intensive Care Program
CPOS	Coconino Parks and Open Space	PIC	Practice Improvement Collaborative
CREC	Coconino Rural Environmental Corp	PILT	Payment in Lieu of Taxes
CSA	County Supervisors Association	RANNA	Resource Action Network Northern Arizona
DES	Department of Economic Security	RFP	Request for Proposal
DOR	Department of Revenue	RN	Registered Nurse
DP	Data Processing	SD	Special District
EGAD	Employee Growth and Development	SRP	Salt River Project
ERE	Employee Related Expenditures	TB	Tuberculosis
FARE	Fines, Assessments, Restitution Enforcement Program	USDA	United States Department of Agriculture
FDAT	Fire District Assistance Tax	USFS	United States Forest Service
FEMA	Federal Emergency Management Association	VOCA	Victims of Crime Act
FTCP	Fort Tuthill County Park	VRIA	Victims' Rights Implementation Act
FTE	Full-Time Equivalent	WIA	Workforce in Action



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