

ANNUAL BUDGET DOCUMENT

APACHE COUNTY



July 1, 2016—June 30, 2017

www.co.apache.az.us



Apache County received its first Distinguished Budget Presentation Award for the Annual Budget beginning July 01, 2013. On October 7, 2014, Brian Wright, a Board Member of the GFOAZ presented the award to the Apache County Board of Supervisors.



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Apache County, Arizona for the Annual Budget beginning July 01, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



BUDGET RESOLUTION

JOE SHIRLEY, JR.
CHAIRMAN OF THE BOARD
DISTRICT I
P.O. Box 1952, Chinle, AZ 86503

TOM M. WHITE, JR.
VICE-CHAIR OF THE BOARD
DISTRICT II
P.O. Box 994, Ganado, AZ 86505

BARRY WELLER
MEMBER OF THE BOARD
DISTRICT III
P.O. Box 428, St. Johns, AZ 85936

BOARD OF SUPERVISORS
OF APACHE COUNTY

P.O. BOX 428
ST. JOHNS, ARIZONA 85936

TELEPHONE: (928) 337-7503
FACSIMILE: (928) 337-2003



DELWIN F. WENGERT, MANAGER-CLERK
ST. JOHNS, AZ 85936

APACHE COUNTY RESOLUTION FOR THE ADOPTION OF
THE BUDGET FISCAL YEAR 2017
RESOLUTION NO 2016-09

WHEREAS, in accordance with the provisions of Title 42 Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the Board of Supervisors did, on July 7, 2016, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of Apache County, and

WHEREAS, in accordance with said sections of said title, and following due public notice, the Board met on July 7, 2016, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, and

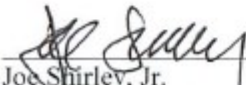
WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the Board would meet on August 1, 2016, at the office of the Board for the purpose of hearing taxpayers and making tax levies as set forth in said estimates, and

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

THEREFORE BE IT RESOLVED, that said estimates of revenues and expenditures/expenses shown on the accompanying schedules as now increased, reduced or changed by and the same are hereby adopted as the budget of Apache County for the fiscal year 2016-2017.

Passed and adopted by the Board of Supervisors of Apache County, this 1st day of August, 2016.

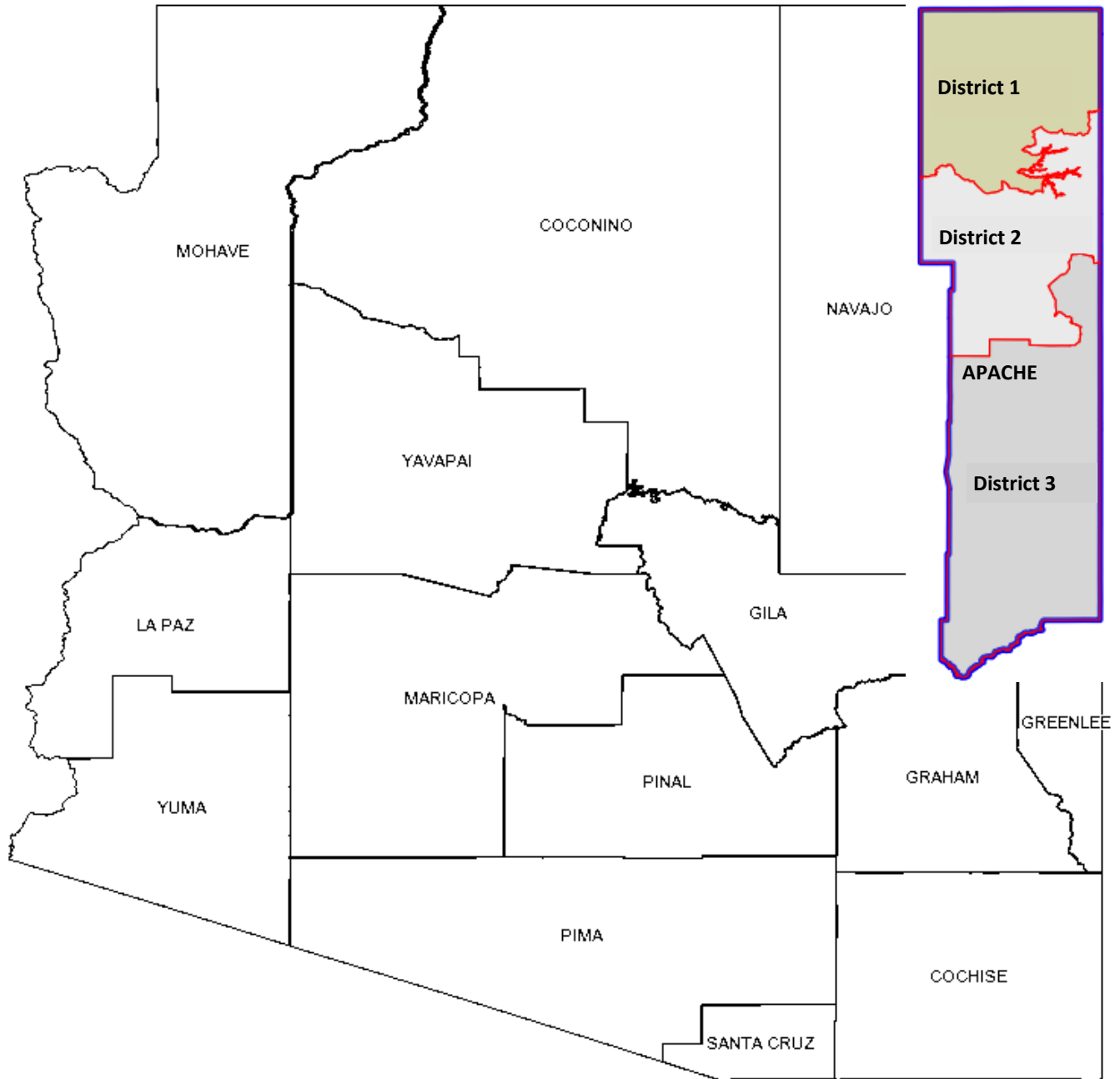
ATTEST:



Joe Shirley, Jr.
Chairman, Board of Supervisors


Delwin Wengert
Clerk of the Board




DISTRICT MAP



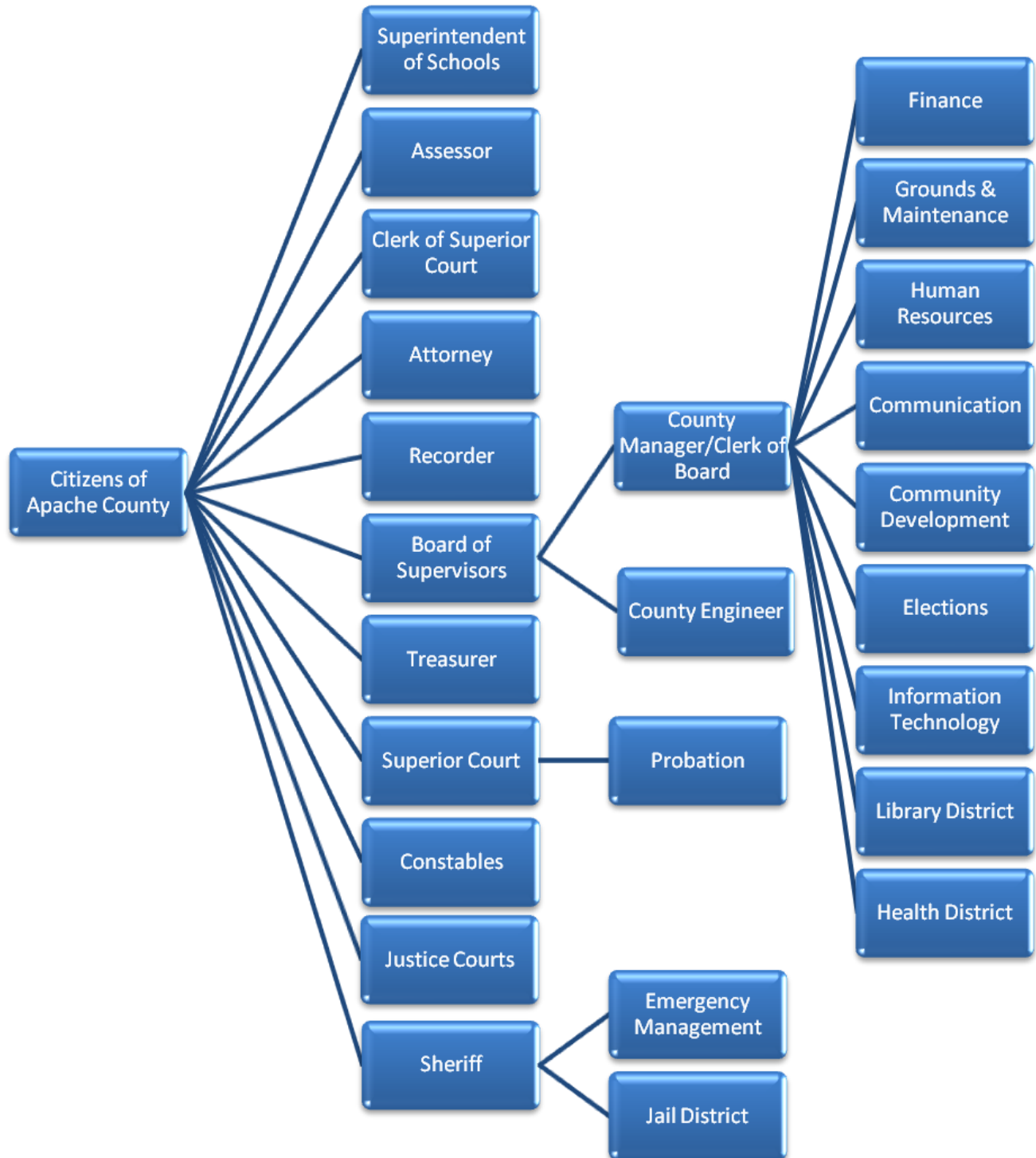
 District 1 - Joe Shirley, Jr.

 District 2 - Tom M. White, Jr.

 District 3 - Barry Weller



ORGANIZATIONAL CHART





COUNTY OFFICIALS

Board of Supervisors

District IJoe Shirley, Jr.
District IITom M. White, Jr.
District IIIBarry Weller
County Manager/ Clerk of the Board.....Delwin Wengert

Elected Officials

Clerk of the Superior Court.....Annell Hounshell
Constables:
 Chinle.....Vacant
 Puerco.....Charli Anderson
 St. Johns.....Breanna Lee
 Round Valley.....Roger S. Curtis
County Assessor.....Rodger Dahozy
County AttorneyMichael B. Whiting
County RecorderLeNora Y. Fulton
County SheriffJoseph Dedman, Jr.
County Superintendent of Schools.....Robert Williams
County TreasurerMarleita Begay
Justice of the Peace:
 Chinle.....Victor Clyde
 Puerco.....Jay Yellowhorse
 Round Valley.....Marsha Gregory
 St. Johns.....Butch L. Gunnels
Superior CourtMichael Latham

Appointed Department Heads

Building and Maintenance.....RD Stradling
Communications.....Robert MacKenzie
Community Development.....Milton Ollerton
Data Processing/IT.....Ben Dugdale
Elections.....Angela Romero
Engineering/GIS.....Ferrin Crosby
Finance.....Ryan N. Patterson
Health District.....Chris Sexton
Human Resources.....Karen Houston
Library District.....Judith Pepple
Probation Services.....Paul Hancock



MISSION STATEMENT

Our mission is to serve our citizens through efficient allocation of resources and services, develop cooperative working relationships with communities and governments, and encourage residents and visitors to enjoy the diverse cultural heritage and abundant outdoor activities this County has to offer.

VISION STATEMENT

We envision a future where residents are healthy and successful and where our communities are safe and vibrant. We will strive to meet and exceed expectations by engaging people and communities in developing innovative solutions to challenges. We will be a diverse learning organization. We will partner with others to enhance the quality of life in Apache County and the region.





TABLE OF CONTENTS

Prefix	
GFOA Distinguished Budget Award	2
Budget Resolution	3
Map of Supervisory Districts	4
Organization Chart	5
County Officials	6
Mission and Vision Statements	7
Table of Contents	8
Transmittal Letter	9
Community Profile	13
History	14
Statistics	15
Major Employers/Taxpayers	17
Tourism	18
County Leadership	20
Department Profiles	33
Budget Summary	
Policies that Guide the Budget	91
Basis of Budgeting and Accounting	111
Budget Process	111
Fund Types	113
Fund Balance	114
Revenue and Expenditure Analysis	117
Capital Expenditures	124
Debt Schedules	125
County Personnel	128
Tax Rates/Levies	131
Budget Schedules A-G	135
Glossary	154



LETTER TO THE CITIZENS OF APACHE COUNTY



TRANSMITTAL LETTER

JOE SHIRLEY, JR.
MEMBER OF THE BOARD
DISTRICT I
P.O. Box 1952, Chinle, AZ 86503

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DELWIN P. WENGERT, MANAGER-CLERK
ST. JOHNS, AZ 85936

October 26, 2016

Dear Citizens of Apache County,

We are pleased to present to you the 2016-2017 Annual Budget. The Annual Budget outlines the programs and services provided by the County to the citizens of Apache County. Therefore, the annual budget is one of the most important decisions the Board of Supervisors make each year to determine the projects and services to be funded or unfunded, service levels provided to the citizens and the expenditure with providing those services.

Arizona Revised Statutes §11.705 and §42-17101 — §42-17110 charges the county board of supervisors with the responsibility of passing a balanced budget each fiscal year. For fiscal year 2016-2017 Apache County Board of Supervisors has adopted a balanced budget based on our vision to:

1. Create an environment where our residents are healthy, successful and our community is safe and vibrant.
2. Engage our citizens and communities.
3. Diverse learning organization.
4. Enhance the quality of life in our region.

Throughout this budget document our departments and districts have identified their goals and achievements to directly contribute to the success of our vision.

Guidelines for Budget Development

As within recent years, challenges for the Apache County Board of Supervisors in fiscal year 2016-2017 focus on managing the continuing sluggish economy in Apache County. To provide direction and guidance to elected officials and department directors, the Board of Supervisors set guidelines:

1. Protect current employees.
2. No new employees unless individually approved by the Board.
3. Salary adjustments were dependent on economic factors.
4. No non-grant departmental budget increases with the exception of Employee Related Expenses (ERE).
5. Limited capital expenditures for vehicles and equipment.

Maintaining the financial position of the general fund continued to be a critical aspect of the budget process. To this end, non-grant department budget increases were again limited, while employee related expenditure increases have been accounted for in the budget. Finally, expenditures for capital equipment and vehicles have been restricted.

Entity-wide Goals



TRANSMITTAL LETTER

As the County looks forward, we are hopeful in achieving our budget priorities through the 2017 legislative session.

1. Eliminate requirements for counties to fund incarceration and treatment of Sexually Violent Persons housed at the Arizona State Hospital, returning the responsibility back to the state.

Since FY2010, the State has shifted a portion of these costs to help offset state revenue shortfalls. This policy has cost county taxpayers statewide approximately. Relieving county general funds of this burden will save counties more than \$3.4 million annually.

2. Secure in statute the county share of lottery revenues to support mandated county operations.

For more than 20 years, counties received a share of lottery revenues to help fund local services. The county distribution was eliminated in FY2011 during the financial crisis, removing \$7.65 million annually from local programs and services. Lawmakers restored the funding for FY14, FY15 and FY16, and it is critical they understand it must continue going forward.

3. Discontinue the practice of shifting local government's share of HURF to fund state agencies.

Since FY2009, more than \$369 million has been diverted from municipal and county road building and maintenance resources to fund state government operations. Stopping this diversion going forward will restore more than \$10.8 million annually to county road maintenance statewide.

The County plans to meet with State Representatives to emphasize the importance of these priorities to the citizens of not only Apache County, but counties statewide. Addressing these items will have a meaningful impact on county services. We are hopeful that they will be addressed in the state budget.

Outlook for the County

As in previous years, we continue to look forward with optimism. Over the last several years the state has negatively impacted the County for millions of dollars. Yet we continue to work in collaboration with elected officials and the Legislature to find solutions. We compliment the Board of Supervisors for their vision and adherence to the fiscal conservative operation policy over the past several years.

Finally, in discussing the 2016-2017 budget, it is good to look at the County's major accomplishments during the past year:

1. Implemented appraisal districts within the county to insure all property is to be appraised as prescribed by statute
2. Received GFOA Distinguished Budget Presentation Award
3. Managed a 57% increase in Jury Trials and a 30% increase in jurors over the previous year.
4. Purchased new election equipment from Election Systems & Software
5. A four person team of medical professionals was formed to cover Alternate Medical Examiner duties.
6. Improved network reliability to the Sheriff, Courts, Clerk, and Human Resources by implementing a mesh network to the Sheriff/Court in St. Johns.
7. Increased circulation of OverDrive by 26%.
8. Probation fee collections increased by 13%.
9. By participation in the Fine and Restitution Enforcement Program (FARE), collection of \$36,211 from July, 2015 through June, 2016, from those defendants who have failed to comply with the Court's orders to pay fines, fees and restitution.
10. Established the Chinle Voter Outreach Office within the District I office compound which also served as an Early Voting site on full time basis for all county elections to better serve the Navajo People.
11. The Apache County Division of Emergency Management also purchased a mass notification public information system (Ready Apache County), with the help of grant funding. This system allows members of the public to be accurately and quickly notified of an emergency situation,



TRANSMITTAL LETTER

by pushing out vital information in a timely fashion. This system has the potential to save lives and is vital to public safety.

12. Arranging and implementing a multi-school video conferencing system so districts may participate in face-to-face conferencing and professional development opportunities in an effort to cut down on travel times;
13. The Court has begun to introduce several different community outreach programs within Apache County, including juror appreciation as well as mock trial competitions for high school level students. These programs provide the public with a better understanding of the courts and the judicial branch of government.

Table 1.

Current Budget Impacts	Statewide Impact	Apache
HURF Shifts	(\$97,197,500)	(\$237,312)
Program Shifts	(\$62,371,631)	(\$274,440)
<i>Estimated Fiscal Impact</i>	<i>(\$74,668,906)</i>	<i>(\$511,752)</i>

Apache County remains optimistic even though the State Legislature projects a slow downward trend over the next few years. We observe the positive statistics in the housing market, consumer confidence and unemployment rates. We continue to work in collaboration with elected officials and the Legislature to overcome budget issues and provide the highest level of services feasible to our citizens of Apache County.

Sincerely,

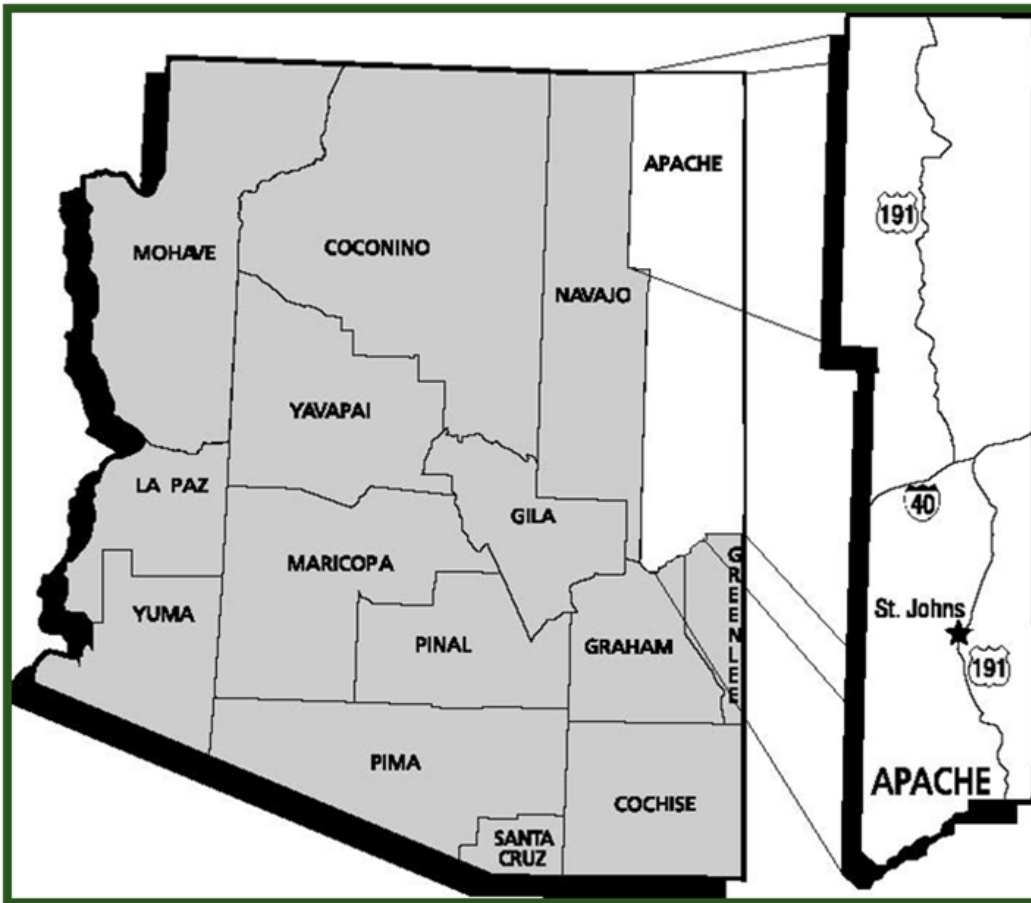
Delwin P. Wengert
Apache County Manager



COMMUNITY PROFILE



COMMUNITY PROFILE

**HISTORY**

Apache County was carved from Yavapai County — one of Arizona's original four counties — on Feb. 24, 1879, by the 10th Territorial Legislative Assembly. Leaders of St. Johns and Globe had petitioned for their towns to be the county seat, but the honor went temporarily to Snowflake, with the provision that an election would determine the permanent county seat. In November 1879, on the strength of votes from the mining town of Clifton (now in Greenlee County), St. Johns was designated the county seat.

Originally, Apache County encompassed all of present-day Navajo County, part of Gila County and part of Graham County, but by 1985 its size had been reduced to the 11,216 square miles it occupies today. The Apache and Navajo Indian Reservations cover more than 65.4 percent of the county, and 25 percent of the state's Native Americans live here. Approximately 21 percent is public land, and 13.2 percent is privately owned. All of Apache County is an Enterprise Zone.

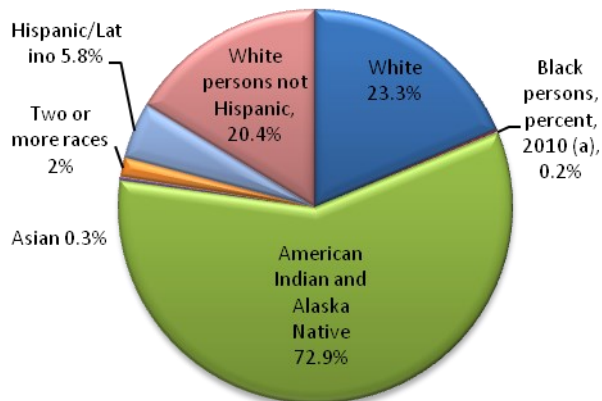
The forested White Mountains and green pastures in the south of the county contrast sharply with the high, dry, colorful plateau region of the north. Excellent fishing, hunting and skiing make the White Mountains a year-round recreation area. Numerous archaeological sites are open to the public.

Fort Defiance, Arizona's first military post, the Town of Ganado, and Hubbell's famous trading post (now a National Historic Site) are located in northern Apache County on the Navajo Reservation. Chinle, another Indian trade center, is the gateway to the spectacular Canyon de Chelly National Monument. Also in Apache County are the spectacular Petrified Forest National Park and the Painted Desert, Window Rock, the Navajo tribal capital, and Casa Malpais Archaeological site. The Apache Indian Reservation, located in the White Mountains around the settlement of Fort Apache, includes 25 excellent fishing lakes, the renowned Sunrise Park Ski Resort for outdoor recreation, as well as the famous Hon-Dah casino.



COMMUNITY PROFILE

Apache County Population Composition



*Source: U.S. Census Bureau

	POPULATION		
	1990	2000	2010
Arizona	3,665,228	5,130,607	6,392,017
Apache County	61,591	69,423	71,518
Communities			
Alpine	N/A	N/A	145
Chinle	7,000	5,366	4,518
Concho	N/A	N/A	38
Eagar	4,025	4,033	4,885
Ganado	N/A	N/A	1,210
Greer	N/A	N/A	41
Kayenta	N/A	N/A	5,189
McNary	N/A	N/A	528
St. Johns	3,294	3,269	3,480
Springerville	1,802	1,972	1,961
Window Rock/Fort Defiance	N/A	N/A	3,624

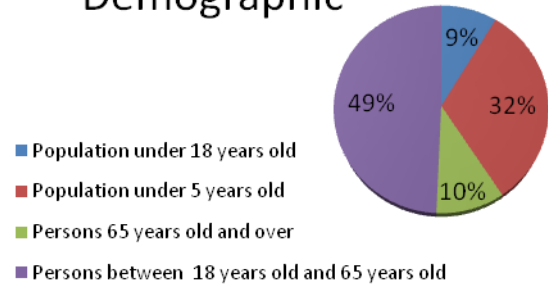
Source: U.S. Census Bureau

Geography QuickFacts (2010)

	Apache County	Arizona
Land area in square miles	11,198	113,594
Persons per square mile	6	56

*Source: U.S. Census Bureau

Apache County Age Demographic



*Source: U.S. Census Bureau

APACHE COUNTY LABOR FORCE 2016

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Total Civilian Labor Force	20,439	20,283	20,315	20,190	20,520	20,748	20,638	21,038	20,903
Total Employment	17,972	17,935	18,099	17,969	18,259	18,115	17,933	18,566	18,577
Total Unemployment	2,467	2,348	2,216	2,221	2,261	2,633	2,705	2,472	2,326
Unemployment Rate	12.1%	11.6%	10.9%	11.0%	11.0%	12.7%	13.1%	11.8%	11.1%

*Laborstats.az.gov



COMMUNITY PROFILE

Housing Status	
(in housing units unless noted)	
Total	32,514
Occupied	22,771
Owner-occupied	17,124
Population in owner-occupied (number of individuals)	52,533
Renter-occupied	5,647
Population in renter-occupied (number of individuals)	18,044
Vacant	9,743
Vacant: for rent	705
Vacant: for sale	219
Vacant: for seasonal/recreational /occasional use	5,621

*Source: U.S. Census Bureau

Apache County Education

	Apache County	Arizona
High school graduates	72%	85%
Bachelor's degree or higher	10%	26%

*Percent of Persons age 25+, 2006-2010

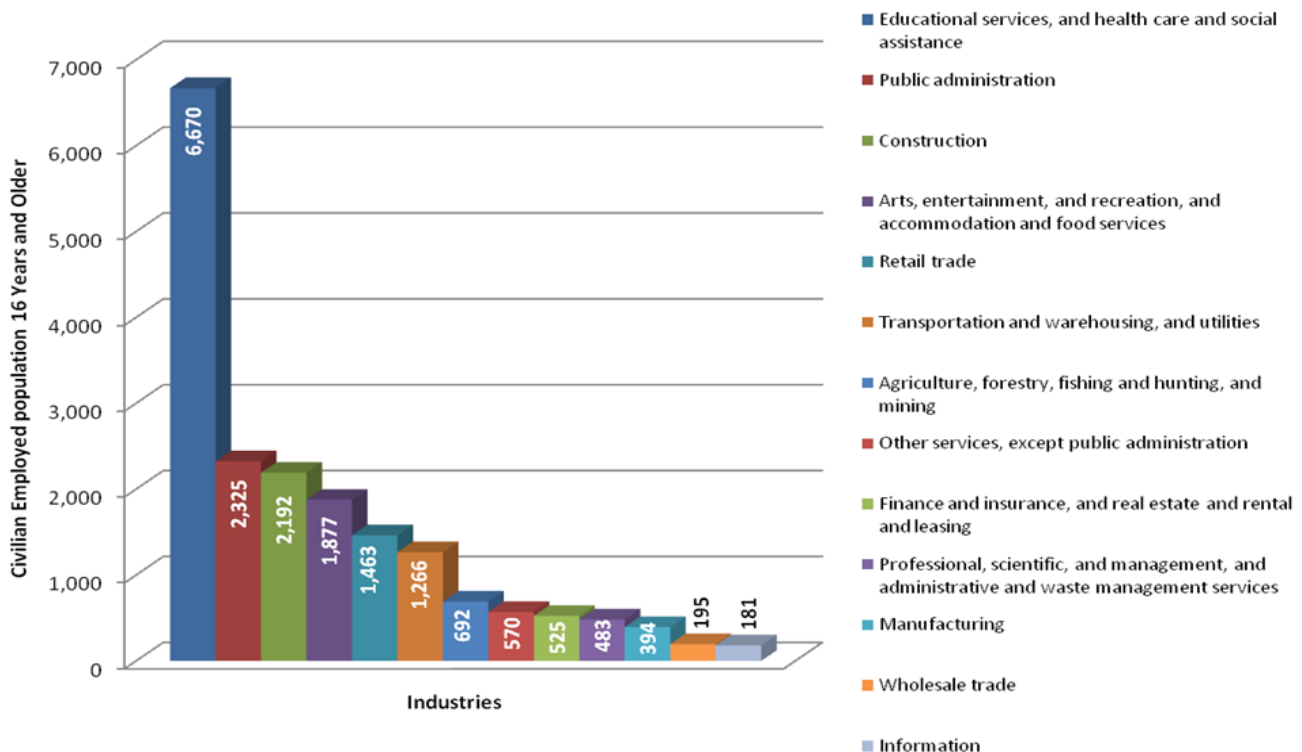
*Source: U.S. Census Bureau

Apache County Income Statistics

	Apache County	Arizona
Median household income (2006-2010)	\$30,184	\$50,448
Per capita money income in past 12 months (2010)	\$12,294	\$25,680

*Source: U.S. Census Bureau

Apache County Industry Statistics



*Source: U.S. Census Bureau



COMMUNITY PROFILE

2016 Top Taxpayers					
Apache County Assessor					
Authority: 02000 - APACHE COUNTY as of: 09/12/2016					
Owner Name	LPV	Primary Assessed	FCV	Secondary Assessed	Estimated Total Tax
All Tax Areas					
TRI-STATE GENERATION & TRANSMISSION	714,323,001	128,578,140	714,323,001	128,578,140	6,627,458.38
UNISOURCE ENERGY CORPORATION	651,465,128	117,263,723	651,465,128	117,263,723	6,242,081.28
KINDER MORGAN	83,138,522	14,964,935	83,138,522	14,964,935	1,464,038.34
TRANSWESTERN PIPELINE COMPANY LLC	66,912,225	12,044,200	66,912,225	12,044,200	1,170,807.62
BNSF RAILWAY COMPANY	44,391,271	6,214,778	46,613,571	6,525,900	590,650.34
ALTERNA SPRINGVILLE, LLC	46,876,000	8,437,680	46,876,000	8,437,680	434,925.82
NAVAJO COMMUNICATIONS CO INC	17,624,193	3,172,355	17,624,193	3,172,355	271,264.60
NAVOPACHE ELECTRIC CO-OP INC (T&D)	18,995,215	3,419,139	18,995,215	3,419,139	242,442.46
PREFERRED SANDS PROCESSING LLC	10,513,192	1,864,848	10,513,192	1,864,848	187,072.22
ENTERPRISE PRODUCTS OPERATING LP	12,454,209	2,214,231	12,454,209	2,214,231	150,158.06
ARIZONA PUBLIC SERVICE COMPANY	10,951,186	1,971,214	10,951,186	1,971,214	139,773.92
SMITH BAGLEY INC	8,567,421	1,542,136	8,567,421	1,542,136	125,292.24
UNISOURCE ENERGY CORPORATION (REE)	12,219,152	2,199,447	12,219,152	2,199,447	113,029.58
CITIZENS TELECOMM OF WHITE MTNS	8,459,741	1,522,754	8,459,741	1,522,754	103,096.32
LDVF1 TEP LLC (SPRINGVILLE)	8,082,000	1,454,760	8,082,000	1,454,760	74,986.56
VERIZON WIRELESS	5,461,887	983,139	5,461,887	983,139	73,806.40
TABLETOP TELEPHONE CO INC	3,720,972	669,775	3,720,972	669,775	67,213.78
AM RANCH COMPANY LLC	6,514,728	912,751	6,561,565	918,206	54,652.66
NACOGDOCHES OIL AND GAS / DINEH-BI-KEYAH INTERESTS	3,667,543	660,158	3,667,543	660,158	44,768.62
EL PASO ELECTRIC CO (T&D)	3,903,153	702,568	3,903,153	702,568	39,301.66
CORONADO REFINED COAL LLC	3,182,240	545,276	3,182,240	545,276	37,612.04
COMMNET WIRELESS LLC	2,439,375	439,087	2,439,375	439,087	34,304.62
PUBLIC SERVICE COMPANY OF NEW MEXICO (T&D)	2,855,370	513,966	2,855,370	513,966	33,167.22
ROCKY MOUNTAIN PROPERTIES & INVESTMENT	1,661,066	298,992	2,174,809	391,466	27,778.74
WAYMAR PROPERTIES LLP ATTN: RACHAEL GRAVES	1,911,507	344,071	2,355,644	424,016	25,589.60

APACHE COUNTY MAJOR EMPLOYERS

Employer	Locations	Employment Type
Chevron Mining Company	Window Rock	Mining
Ft. Defiance Hospital	Ft Defiance	Health Services
Indian Health Services	Ft. Defiance/Chinle	Health Services
Navajo Communications Co.	Window Rock	Telephone Communications
Navajo Nation	Window Rock	Governmental
Navajo Tribal Utility Authority	Navajo Nation	Utility
Sage Memorial Hospital	Ganado	Health Services
Salt River Project Coronado Generating Station	St. Johns	Power
Tucson Electric Power	Springerville	Power
White Mountain Community Hospital	Springerville	Health Services



TOURISM

**Hubbell Trading Post**

Ganado is home to the oldest continuously operating trading post on the Navajo Reservation, the Hubbell Trading Post. Now a National Historic Site, the trading post offers visitors a chance to experience a piece of history. Today, the non-profit Western National Parks Association maintains the trading traditions established by the Hubbell family. The trading post continues to sell high quality Native American crafts along with various sundries.

Canyon de Chelly

Reflecting one of the longest continuously inhabited landscapes of North America, the cultural resources of Canyon de Chelly include distinctive architecture, artifacts, and rock imagery. Canyon de Chelly also sustains a living community of Navajo people, who are connected to a landscape of great historical and spiritual significance. Canyon de Chelly is unique among National Park service units, as it is comprised entirely of Navajo Tribal Trust Land that remains home to the canyon community. NPS works in partnership with the Navajo Nation to manage park resources and sustain the living Navajo community.

**Lyman Lake**

Created as an irrigation reservoir by damming the Little Colorado River, Lyman Lake State Park is a 1,200-acre park that encompasses the shoreline of a 1,500-acre reservoir at an elevation of 6,000 feet. It is fed by snowmelt from the slopes of Mount Baldy and Escudilla Mountain, the second and third highest mountains in Arizona. Summer days, with temperature highs in the 80's to low 90's, are perfect for fishing, swimming, leisure boating, water-skiing, hiking or just plain relaxing. Besides providing recreational opportunities, the park offers a glimpse of prehistory of Arizona with Rattlesnake Point Pueblo and the Petroglyph Trail.



TOURISM

Petrified Forest

With one of the world's largest and most colorful concentrations of petrified wood, multi-hued badlands of the Painted Desert, historic structures, archeological sites, native grassland, and displays of over 200-million-year-old fossils, this is a surprising land of scenic wonders and fascinating science. Over 13,000 years of human history and culture are found at Petrified Forest National Park. From prehistoric peoples to early explorers, from the Civilian Conservation Corps to Historic Route 66, the park has many stories to tell.

**Four Corners**

The Four Corners Monument marks the only place in the United States where four states intersect at one point: Arizona, New Mexico, Utah and Colorado. The original marker erected in 1912 was a simple cement pad, but has since been redone in granite and brass. The Visitor Center is open year round, and features a Demonstration Center with Navajo artisans.

Apache and Sitgreaves National Forests

The Apache-Sitgreaves National Forests, administered as one national forest, encompass over two million acres of magnificent mountain country in east-central Arizona. The Sitgreaves National Forest was named for Captain Lorenzo Sitgreaves, a government topographical engineer who conducted the first scientific expedition across Arizona in the early 1850's. In the Sitgreaves, the major attractions are the Mogollon Rim and eight cold-water lakes. From the Mogollon Rim's 7,600-foot elevation, vista points provide inspiring views of the low lands to the south. The Apache National Forest ranges in elevation from 3,500 feet to nearly 11,500 feet and is named for the tribes that settled in this area. The area from Mount Baldy east to Escudilla Mountain is often referred to as the White Mountains of Arizona.





COUNTY LEADERSHIP



ELECTED OFFICIALS

DISTRICT I SUPERVISOR: JOE SHIRLEY, JR

Apache County Supervisor Joe Shirley, Jr., 67, was first elected Apache County Supervisor in 1984 and served for 18 years, resigning when he became president of the Navajo Nation in January 2003. He was elected supervisor again in November 2012 after completing his second term as Navajo Nation president in January 2011. In 2006, he became the first Navajo president re-elected in 28 years.

Supervisor Shirley is a 1966 graduate of Chinle High School in Chinle, Arizona. He earned an Associates of Art Degree in 1968 from Magic Valley Christian College in Albion, Idaho. He obtained a BS in Business in 1973 from Abilene Christian University in Abilene, Texas. In November 2007, the university recognized him as a distinguished alumnus, and in April 2009 celebrated him with "Joe Shirley, Jr., Day" on campus. In 1978, Supervisor Shirley earned a Master of Social Work Degree from Arizona State University in Tempe, Arizona. In December 2005, he was awarded an Honorary Doctorate of Humane Letters from Northern Arizona University in recognition of his then-37 years of public service to the Navajo people and residents of Apache County.

Supervisor Shirley served on Navajo Nation Council from 1986 to 1999 where he was the chairman of the Labor and Manpower Committee, the Advisory Committee from 1987 to 1991, chairman of the Tax Commission from 1991 to 1995, and member of the Intergovernmental Relations Committee and chairman of the Ethics and Rules Committee from 1995 to 1998. In 1996, he was appointed to the Board of Directors of the National Association of Counties in Washington, D.C. This organization comprises more than 3,000 counties throughout the United States. In 1997, he served as a member of the Advisory Committee to the President's Commission of Sustainable Communities in Washington, D.C., and from 1985 to 1991 was a member of the Public Lands Committee. Dr. Shirley has served as co-chair of both the Bureau of Indian Affairs Tribal Budget Advisory Council and the Sovereignty Protection Initiative. In professional life, Supervisor Shirley worked in social services for 16 years. From 1983 to 1984, he served as Executive Director of the Navajo Nation Division of Social Services.

Through the years, Supervisor Shirley has been the recipient of numerous awards and appointments recognizing his leadership in public life. In 2009, he was appointed to the national Homeland Security Advisory Council under the Department of Homeland Security. In 2007, he was awarded a distinguished alumnus citation by his alma mater, Abilene Christian University. In 2005, he received the Sovereignty Award from the National Indian Gaming Association, the Nuclear-Free Future Award from the Franz Moll Foundation and the International Physicians for the Prevention of Nuclear War, and the Distinguished Citizen Award presented by the University of New Mexico-Gallup. In 2003, Supervisor Shirley proclaimed the Navajo Nation would become a member of Mothers Against Drunk Driving.

He was born on December 4, 1947, in Chinle, Arizona. He is of the *Todich'iini* clan, born for the *Tabaahi* clan. His maternal grandfather is *Tse'naaginii* and his paternal grandfather is *Tsenjiikini*. Supervisor Shirley was raised by his grandmother since he was a toddler and has called Chinle his home all of his life. He is married to Vikki and they have six children; three daughters and three sons. Vikki is *Kiyaa'nni* born for the *Ma'iidesh giizhnii* clan. Her parents are Victor Moses Begay and Gladys Begay of Lukachukai, Arizona.



ELECTED OFFICIALS

DISTRICT II SUPERVISOR: TOM M. WHITE

Supervisor Tom M. White Jr., is currently serving his third four-year term. Three County Supervisors represent Apache County as part of its governing body, the Board of Supervisors. Supervisor White currently serves as the Chairman for Apache County's Board of Supervisors.

Supervisor White serves as the President of the Northern Arizona Council of Governments and as the first



Native American to be elected to the chairmanship. Supervisor White is a Board Member for the National Association of Counties. He has been elected to the Board for the past eleven years. He has currently been appointed Co-Chair of the Native American Affairs Sub-committee. White is an active member for the County Supervisors Association (Arizona), an active member to the Arizona Association of Counties. Supervisor White has served as a former Navajo Nation Council Member. While a Council member, he served as the Vice Chair of the Human Services Committee, and Chair of the Veterans Sub-committee.

White has been involved with his community in many different aspects. Supervisor White was the building and grounds director for the Window Rock Unified School District. As a Training Apprenticeship Coordinator for the Navajo Tribal Utility Authority, White had envisioned bigger goals/accomplishments for himself as well as for his community. White served his country proudly as a United States Marine. Supervisor White grew up in Ganado and graduated from Window Rock High School in 1973. He received an Associate Degree in Business Administration and Dine' Studies from the Navajo Community College in 1980. Tom is married to Pauletta Jean White. She is originally from Sawmill, Arizona. They have seven children and eight grandchildren. As County Supervisor, White's goal is to gravel and apply magnesium chloride to 250 miles within District II. Presently 115 miles have been graveled.



ELECTED OFFICIALS

DISTRICT III SUPERVISOR: BARRY WELLER

Principles and character are values important to me.

I am a veteran of the United States Navy. I served in the Nuclear Submarine service for more than 4 years. There I received a foundation for my education which then focused on nuclear power, radiation, and water chemistry control as well as systems oversight and management. I later bolstered my education, as needed, in specific engineering and business tools while my career advanced through the manufacturing industry.



As for experience to serve you as a County Supervisor, in my last position, for more than 15 years at one company, I was a part of a senior management team that developed and managed annual budgets up to and in excess of \$50 million. I personally managed \$2 to \$10 million annual budgets for my department. I was responsible for projects including equipment purchases, building purchases/leases, construction projects that were completed both in this great Nation as well as several in foreign countries. Additionally I had management responsibility for Environmental regulations and Safety compliance in an industry with numerous chemical, electrical and mechanical hazards. I know how to manage budgets, departments, people and the complexities of regulations.

I have consistently been ethical, open and honest in my business as well as personal activities. I have spent countless hours, days and weeks with attorneys writing, reviewing and managing contracts. I am a stickler for transparency, clarity, honesty, and accuracy which are skills to help me focus on a thorough review of our County policies, procedures and activities along with consistent and fair application thereof. Additionally I am committed to being responsive to public input, ideas and assistance.

I stand to protect Personal property rights. I stand to protect the liberties and freedoms of all Americans as documented by our founding fathers in the Preamble to and the Constitution of these great United States. I love this County, this State and this Country.

I am tenacious, trustworthy and plan to represent you as an open and approachable elected official. I do believe elected officials are public servants and are not in office for personal gain. I pray that I may be as respectful and courteous as you would expect from a neighbor or friend.



ELECTED OFFICIALS

COUNTY ASSESSOR: RODGER DAHOZY

Mr. Dahozy is the first Navajo to be elected Assessor in Apache County.

Ya'at'eeh shi'keii (Hello My Friends)

I would like to take this opportunity to introduce myself and let you know how excited I am to be a part of this wonderful organization.

I am Rodger Dahozy, Apache County Assessor. I took office in January 2009.



I was born in Parker, Arizona and started school at Poston Elementary. As a child, we moved to Fort Defiance. I graduated from Window Rock High School in 1970. I continued my education at Navajo Community College, when it was located in Many Farms. I studied Animal Husbandry. Also, I attended UTC in Provo, Utah.

When I was young, my family raised livestock. During this time I began participating in rodeos. My main interest was steer wrestling. I traveled extensively throughout the Southwest and Northwest pursuing my interest. I started working with the Navajo Nation District 18 Grazing Committee under the Fort Defiance Chapter. I have worked with land issues and worked with livestock owners for 14 years. I have served as a school board member for Window Rock School District.

My wife Sarah is a Respiratory Therapist at the Ft Defiance Hospital. We have seven beautiful children. "My children's' interest in the sport of rodeo occupies much of my time, when I am not attending to my duties as the County Assessor." I like to spend time with my kids and be the cool dad.



ELECTED OFFICIALS

COUNTY ATTORNEY: MICHAEL B. WHITING



Michael B. Whiting was born and raised in Apache County. He received his undergraduate degree with honors from the College of Engineering at Arizona State University. He also received his Law Degree from Arizona State University, School of Law.

He is admitted to practice before the Arizona Supreme Court and all other Arizona Courts, as well as the United States Federal Court for the District of Arizona. He is a member of the Arizona State Bar Association and past member of the American Trial Lawyers Association. He was elected as the Apache County Attorney in 2008.

CLERK OF THE SUPERIOR COURT: ANNELL HOUNSHELL

Annell Hounshell was elected to the office by the voters of Apache County in November, 2014 and has prior experience of 18 years with Apache County Government. Annell has worked in the offices of Apache County Adult Probation, County Finance, Engineering, Attorney's Office and the Board of Supervisors. She has also worked in private business for 20 years gaining valuable management experience. The experience and skills she has gained, as well as the relationships she has developed has made her uniquely qualified to serve as the Apache County Clerk of the Court.

Annell has spent the majority of her life in Northern Apache County and currently lives in St. Johns, Arizona and understands the history and challenges of Apache County.





ELECTED OFFICIALS

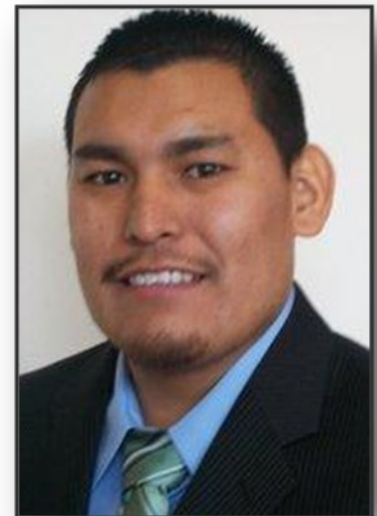
JUSTICE OF THE PEACE—CHINLE: VICTOR J. CLYDE

Victor J. Clyde, born and raised in Lukachukai, Arizona, is currently serving as the Justice of the Peace, Chinle Justice Court, Apache County and has for the past eight years. Judge Clyde was previously a District Prosecutor for the Navajo Nation, a job he held for 18 years. A police officer and criminal investigator with the Navajo Nation Division of Public Safety were the foundation and roots of his legal background. Judge Clyde is married and has three children, two daughters, Melissa, 27 years old and Ashleigh, 20 years old and a son, Ashton, 10 years old. He also has an older son, Josiah, who is 28 years old. In addition to his love of the legal field, Judge Clyde is also interested in gaining more knowledge in our traditional laws and teachings. He is working on an ambitious plan, to apprentice with a traditional practitioner. His apprenticeship with his nali (paternal grandfather) and his maternal aunt includes learning some of our Dine' stories, songs and prayers related to the Beauty Way and Protection Way. With this newly acquired knowledge, application to his everyday life and work is a learning process, both welcome and comforting. He also used this knowledge at various presentations to students and adults.



JUSTICE OF THE PEACE—PUERCO: JAY YELLOWHORSE

Jay Yellowhorse is serving his first term as Justice of the Peace for the Puerco Justice Court, in Sanders, AZ. Judge Jay Yellowhorse Graduated from Sanders Valley High in 2003, he became a volunteer firefighter for one year while opening his business in Lupton, AZ. From there he started studying law for his business. Jay Yellowhorse is a second generation Justice of the Peace; His father John Yellowhorse was the Justice of the peace for the Puerco Justice Court in the late 80's and early 90's. Jay Yellowhorse was motivated to get into law by his father John Yellowhorse and Judge Merwin Lynch who was the presiding Judge for the Puerco Justice Court at the time. Judge Yellowhorse and Judge Lynch started Jay Yellowhorse in the path of tribal law which he studied for 2 ½ years. Judge Lynch passed away early 2010. Jay Yellowhorse entered into the election with the campaign of keeping Judge Lynch's teachings alive and keeping the community and the people first. Judge Yellowhorse has provided community service which he and the Constable supervisors have picked up over seven thousand pounds of trash in the Sanders area. Judge Yellowhorse has pride in his Court and his community and it shows through his actions. Jay Yellowhorse became the youngest Native American to become an Arizona state Judge at the age of 24.





ELECTED OFFICIALS

JUSTICE OF THE PEACE—ST. JOHNS: BUTCH L. GUNNELS

Justice of the Peace Butch L. Gunnels is currently serving in the first year of his second four-year term. Judge Gunnels is a prior United States Marine. After being honorably discharged from the Marine Corps, his passion for service continued; he became a Law Enforcement Officer, serving his community for twenty-four years before retiring.

Butch Gunnels is the founder for “Toys for Kids Association.” The purpose of this non-profit organization is to provide toys for children of underprivileged families. “I want to make sure that kids have a happy and memorable Christmas, every year, regardless of income level,” says Gunnels.

Judge Gunnels is a member of the Arizona Justice of the Peace Association as well as a member of the National Judges Association. He is currently serving as the Magistrate for the St. Johns Municipal Court in the City of St. Johns.



As a Judge in the St. Johns Precinct, he feels that it is an honor to serve the citizens of the community where he lives, while providing fair and impartial justice to all who come before the St. Johns Justice Court.



ELECTED OFFICIALS

APACHE COUNTY RECORDER: LENORA Y. FULTON

Apache County Recorder, LeNora Y. Fulton was born in Fort Defiance, Arizona to Fannie and Sam Yazzie and was the fourth of seven children and is a member of the Navajo Nation. Her maternal clan is Tsenijikini (Honeycomb clan) and born for Taachini (Red Streak Running into the Water clan). She is the mother of five sons and one daughter and has nine grandchildren. She graduated from Box Elder High, Brigham City, Utah; and received an Associate Degree from Dixie College, St. George, Utah. She obtained a Bachelor Degree in Community Health Education from Brigham Young University, Provo, Utah and earned a second Bachelor Degree in Secondary Education, Prescott College, Prescott, Arizona. She obtained a Master Degree in Health Education, Brigham Young University, Provo, Utah. She also attended Dine College, Window Rock, Arizona. She obtained a CPM from Arizona State University, Phoenix, Arizona.



Recorder Fulton was employed with the Navajo Nation government in several capacities, i.e., Assistant Director, Community Health Program; Director of the Prevention of Substance Abuse Program for the Youth; Director of the Women, Infant & Children Program; Deputy Director, Division of Health; School Board Liaison, Navajo Area School Board Association; Deputy Director, Department of Behavioral Health; Administrative Officer, Division of Dine Education.

Recorder Fulton also served as an elected official, i.e., Secretary/Treasurer, Fort Defiance Chapter; Board member, Navajo Board of Election Supervisors (serving her 3rd term); member, Fort Defiance Hospital Board; Member, Navajo Nation Council and served as Vice

Chairperson of the Government Service Committee. She is now serving a second term as the County Recorder and is the President of the Arizona Association of County Recorders.

She has volunteered in her community working with the youth, involved in church activities, and continues to volunteer as an advocacy for women and families.

Her philosophy of life is, "We are here on mother earth for a reason, to fulfill a role to enhance the life of others, and to greet each day with gladness and great expectation of learning new ways to meet the challenges that is placed in our path. Hardship and sadness comes our way to humble and remind us that the Great Creator is our strength and prayer is the straight path to his door."

As the County Recorder, three of her goals are: to increase voter registration in Apache County to 60,000 voters by 2016; and to complete the back scanning of all recorded documents from 1800s to present, so that the citizens can access any recorded documents readily; and to support Apache County's challenge of striving to maintain a balanced budget and at the same time provide quality services to all citizens throughout the county.



ELECTED OFFICIALS

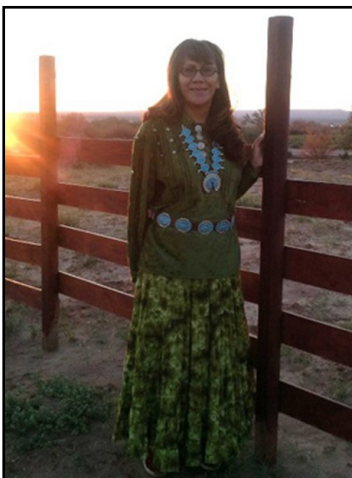
SUPERINTENDENT OF SCHOOLS: R. BARRY WILLIAMS

R. Barry Williams is a 4th generation resident of Apache County and a graduate of Northern Arizona University (B.S. and M.S.). Elected Apache County School Superintendent in 2012, his office serves as the fiscal agent for ten public school districts in Apache County and as a member county in the Northeast Arizona Regional Center, the School Superintendent's office provides programs and services in support of Arizona Ready and Arizona's College and Career Readiness standards.



An educator since 1975, Barry served the students of Round Valley Unified School District for 31 years, taught as an associate faculty for Northland Pioneer College, served on the State Board of Directors for Community Colleges, a past president of the Springerville Rotary Club, a former member of the Springerville Town Council and the Northern Arizona Vocational Institute of Technology (NAVIT) board of trustees. Prior to being elected County School Superintendent, he delivered professional development training to teachers across Apache County and Arizona as the Technology Integration Specialist in the County School Superintendent's office.

Currently, Barry Williams is a member and president elect of the Arizona Association of County School Superintendents, chairman of the Apache County Higher Education Committee, member of the Arizona Rural Schools Association, the Arizona Association of School Business Officials, the Arizona School Boards Association and a member of the Arizona Town Hall Board of Directors.

COUNTY TREASURER: MARLEITA BEGAY

Marleita Begay, born and raised in Apache County is currently serving her first term as Apache County Treasurer. Her maternal clan is Hashk'aa hadzohi (Yucca Fruit-Strung-Out-In-A-Line) Clan and born for the Ma'ii deeshgiizhinii (Coyote Pass) Clan. Marleita graduated from Chinle High School and obtained her Master's Degree in Public Administration from University of Phoenix. Marleita is much honored to be the Treasurer and is looking forward to serving the citizens of Apache County. "Investing and Protecting our Financial Future."



ELECTED OFFICIALS

COUNTY SHERIFF: JOSEPH DEDMAN JR.

Sheriff Joseph Dedman Jr., grew up in the Navajo community of Nazlini, Arizona. Nazlini is 15 miles north of Ganado in the Northeastern part of Arizona. His mother passed away when he was young. He suddenly had to take on added responsibilities. Sheriff Dedman is the third oldest of three sisters and one brother. He fondly remembers riding his pony into Ganado, or driving to the trading post in a wagon with his grandfather who was a medicine man. During the summers they planted corn, took care of horses, attended squaw dances, and all the usual things people do on the reservation.



As a young man, Sheriff Dedman learned the value of hard work and became a caring family member. As a high school student, he managed to earn money which he used to buy clothes or goodies for his siblings.

All that would prepare him for his 27-year career in law enforcement—a career that would often put him among dignitaries such as U.S. President Bill Clinton, U.S. Vice President Albert Gore, U.S. Senator John McCain, and U.S. Department of Health and Human Services Secretary Tommy Thompson. He supervised their security during their visits to the Navajo Nation.

Sheriff Dedman began his career as a police communications operator and went onto the police academy where he trained to become a Navajo police officer. He went onto the State of New Mexico to become a certified peace officer. Once he received that certification, he went onto to get certified in Tucson, Arizona. When he received his Arizona certification, he returned to the Navajo nation. For the next two years, he worked for the Navajo Nation Division of Public Safety and was stationed in Crownpoint, New Mexico, patrolling the area.

Sheriff Dedman's next assignment was to the Special Investigation Unit of the Navajo police -- an often dangerous assignment. In one incident, he went undercover and worked on a drug sting in Tuba City. "Eventually we caught some people and took them down to Phoenix," he said.

After a tour with the SI unit, he returned to patrol duty in New Mexico for two more years. Then in 1989, he had another assignment: personal security to former Navajo Nation leader Peter MacDonald during the tribal turmoil and eventual riot. He served in that position for three years. "The riot happened," he said, "but we worked with a special security unit that was hired (to provide extra security). We learned a lot from those people. They were an elite trained team. So while tribal leaders were in a political headlock, Sheriff Dedman was getting invaluable lessons.

At the Internal Affairs Department, Sheriff Dedman supervised a cadre of professionals who watch over a force of 350 police officers. He carries out professional standards and teaches at the training academy in Tyei, Arizona. He teaches a supervisor's course, discipline action, civil liabilities, and leadership training for officers in training. He also continues to handle dignitary protection for special guests to the Navajo Nation.

Sheriff Joseph Dedman Jr., is married and has three children, and two grandchildren. He can often be seen riding his 1995 Harley Davidson around Window Rock area.



ELECTED OFFICIALS

SUPERIOR COURT JUDGE: MICHAEL LATHAM

Judge Michael Latham became the Presiding Judge for the Arizona Superior Court in Apache County on January 1, 2015. Prior to that, Judge Latham worked for the Apache County Attorney's Office as a Deputy County Attorney for over five years. While at the County Attorney's Office Judge Latham prosecuted misdemeanor and felony cases out of the Puerco and Round Valley Justice Court jurisdictions. In addition, he was very active in the County Attorney's community outreach initiatives, including the anti-bullying initiative championed by the County Attorney, Michael Whiting. Judge Latham also served as a Board member of the Apache County Youth Coalition. Prior to becoming a public servant, Judge Latham started his legal career at the private international law firm, Bryan Cave, LLP in Phoenix, Arizona. While there, Judge Latham practiced in the corporate transactions and commercial litigation groups, working on a wide variety of mergers, finance transactions, corporate governance, employment law, and complex commercial litigation matters. During his time at Bryan Cave, Judge Latham was nominated to serve on the Board of the firm's non-profit organization "Caver's Who Care." Judge Latham obtained his juris doctorate, with honors, from the J. Reuben Clark Law School. In law school Judge Latham was a member of the Moot Court team and served as the Chair of the Trial Advocacy team his third year. Judge Latham obtained his B.A. from Brigham Young University in American Studies. He has been married for sixteen years and has five children ranging from age fourteen to three.





ELECTED OFFICIALS

CONSTABLE—ST. JOHNS: BREANNA LEE

Breanna Lee is originally from Crockett, Texas, but moved a lot the last half of her teenage years. She relocated to Arizona at the young age of 19 to live with her sister and pursue a degree. While attending school in Mesa, Breanna worked full time for a small law office that specialized in real estate law, planning and zoning. She has worked as a legal assistant for close to eight years and has high ambitions to keep progressing in the legal field. While in Mesa, Breanna met and married her husband Christian and now have five children together. Upon learning of her husband's roots in St. Johns, she soon fell in love with the small city. After one year of marriage, she forced the move where she knew they could raise their children in a close-knit community. Breanna and her family have lived in St. Johns for the past four years and plan on never leaving. She remains impressed and thankful daily for the opportunities that have come into her life.

**CONSTABLE—SANDERS: CHARLI ANDERSON****CONSTABLE—ROUND VALLEY: ROGER S. CURTIS**



DEPARTMENT PROFILES



DEPARTMENT PROFILES

APACHE COUNTY ASSESSOR'S OFFICE**MISSION STATEMENT**

To be responsive to our citizens, delivering accurate and fair property assessments annually, while inspiring confidence in local government.

VISION STATEMENT

- To be leaders in property tax valuation and administration.
- To provide superior customer service and transparency in the eyes of our citizens, communities and employees.
- To provide innovative cost effective solutions.

DEPARTMENT DESCRIPTION**Who We Are**

The Assessor's office under the direction of Honorable Assessor, Rodger Dahozy, is currently staffed by seven full time employees and is divided into two work functions; property appraisal and assessment administration. The Assessor is responsible for locally assessed real and personal property. Real property consists of land and buildings including affixed manufactured housing. Also included are all types of Improvements on possessory rights (IPRs) and land used for agricultural purposes. Personal property includes property used for commercial, industrial and agricultural purposes, and residential unsecured manufactured housing.

What We Do

It is the responsibility of the Assessor's office to carry out the following functions in preparing the real and personal property assessment and tax rolls.

- Discovery and identification of all ad valorem property
- Maintain accurate ownership, parcel boundaries and maps for all ad valorem property
- Compile a detailed inventory of all taxable and non-taxable property
- Determine the extent of taxability (tax area code/situs)
- Determine the use and classification of all property for taxing purposes
- Review and determine the validity of every sale of property to be used in mass appraisal processes and market studies
- Determine an estimate of market value of property
- Determine value for statutorily defined special properties using statutorily prescribed methods of valuation
- Preparation and publication of the assessment rolls
- Notification to owners of assessed value
- Defense of value on appeal and tax court



DEPARTMENT PROFILES

APACHE COUNTY ASSESSOR'S OFFICE (CONTINUED)

- Administer property tax relief programs defined in statute, including but not limited to, personal and organizational exemptions, valuation protection program for seniors and additional state aid to education rebates for primary home owners
- Calculate levy limits annually for those jurisdictions who are subject to levy limits as defined in statute
- Publish an annual Abstract of Assessment for all taxing jurisdictions to be used in the setting of budgets and tax rates
- Extend tax rates annually to the assessment roll to calculate the taxes owing for distribution to the Treasurer for collection and disbursement

Why Do We Do It?

Revenues generated from taxable primary property value are used to fund the general operating and

APACHE COUNTY - LOCALLY ASSESSED PROPERTY VALUES					
Tax Year	Number of Parcels/ Accounts	Property Value		Net Assessed Taxable Value	
		Secondary	Primary	Secondary	Primary
2011	59,402	1,912,051,972	1,712,843,098	222,156,959	197,255,617
2012	59,773	1,860,003,804	1,742,908,920	215,024,169	200,232,100
2013	59,335	1,631,712,055	1,585,435,963	186,847,116	180,945,418
2014	60,480	1,514,773,768	1,464,870,891	174,720,891	171,647,699
2015	59,093	1,517,351,661	1,420,943,544	172,970,935	165,565,462
2016	59,287	1,616,282,573	1,320,719,442	174,626,860	146,094,685

Note: Figures obtained from the State and County Abstract of the Assessment Roll, Arizona Department of Revenue

maintenance expenses of taxing jurisdictions, budget override levies, debt service on bonded indebtedness, and for the purposes intended by any special assessments.

ACCOMPLISHMENTS FOR FY 2015-2016

- Implemented an office wide reporting structure
- Identified roles and responsibilities for each position with a clear chain of command
- Implemented appraisal districts within the county to insure all property is to be appraised as prescribed by statute
- Implemented a structure that supports accountability as well as means to track quality and productivity
- Offered ongoing training and coaching to inexperienced staff members

GOALS AND OBJECTIVES FOR FY 2016-2017

- Address critical staffing needs
 - Update/re-write job descriptions for each position within the Assessor's office to coincide with industry standards and current technologies.



DEPARTMENT PROFILES

APACHE COUNTY ASSESSOR'S OFFICE (CONTINUED)**GOALS AND OBJECTIVES FOR 2016-2017 (CONTINUED)**

- Write detailed performance plans for each position and implement performance measurements and accountability to ensure backlogs are being effectively reduced with quality work product.
- Reclassify Certified Chief Appraiser position from range 32 to range 48 to be competitive with Arizona Counties of similar size and complexity of properties. Recruit and hire qualified Certified Chief Appraiser.
- Reclassify one Appraiser Apprentice position from range 22 to Property Appraiser I range 26.
- Reclassify one Appraiser Apprentice position from range 22 to Property Appraiser II range 28.
- Compress four appraisal districts into two within the Real Property Division for maximum efficiencies with the limited positions on staff.
- Continue training of Chief Deputy Assessor to be able to effectively manage the duties required for Assessment and System Administration responsibilities. Transition Assessment and System Administrative roles, responsibilities and functions to Chief Deputy by conclusion of the fiscal year.
- Reduce tax roll corrections by 50% by eliminating backlog of title transfer work and splits and combinations and appraisal errors. In calendar year 2015 approximately 2,000 tax or assessment roll corrections were issued as a result of back logs, mistakes, and no oversight or quality controls. Industry standards estimate for each tax roll correction issued salary and administrative overhead costs per correction are approximately \$140 per correction resulting in a cost of \$280,000. This figure does not include interest paid or actual tax dollars that are refunded or abated. Reduction of at least 50% would result in a savings of approximately \$140,000 annually and free up appraisal staff time for field work
- Develop Project Plan and Begin Implementation of County Wide Commercial Canvass
 - Re-classify Certified Chief Appraiser to be competitive.
 - Recruit and hire Certified Chief Appraiser with complex commercial experience, leadership and proven project management experience.
 - Begin execution of commercial canvass no later than August 1, 2016 with target completion date within 24 months.
- Reduce Backlog of Building Permits by 50%
 - Increase time in the field by the Appraisal staff by 50%. This will be measured by appraisal logs and field time studies.
 - Re-classify Certified Chief Appraiser position to be competitive.
 - Recruit and hire Certified Chief Appraiser to manage the appraisal division, measure performance, quality of work and efficiencies.
 - Recruit and hire Certified Chief Appraiser with complex commercial experience, leadership and proven project management experience.
 - Under the leadership of Certified Chief Appraiser, continue to train and develop appraisal staff. Chief Appraiser to complete 60 hours of field time annually with each appraiser to develop skills and abilities with an emphasis on continuing education and quality work product.



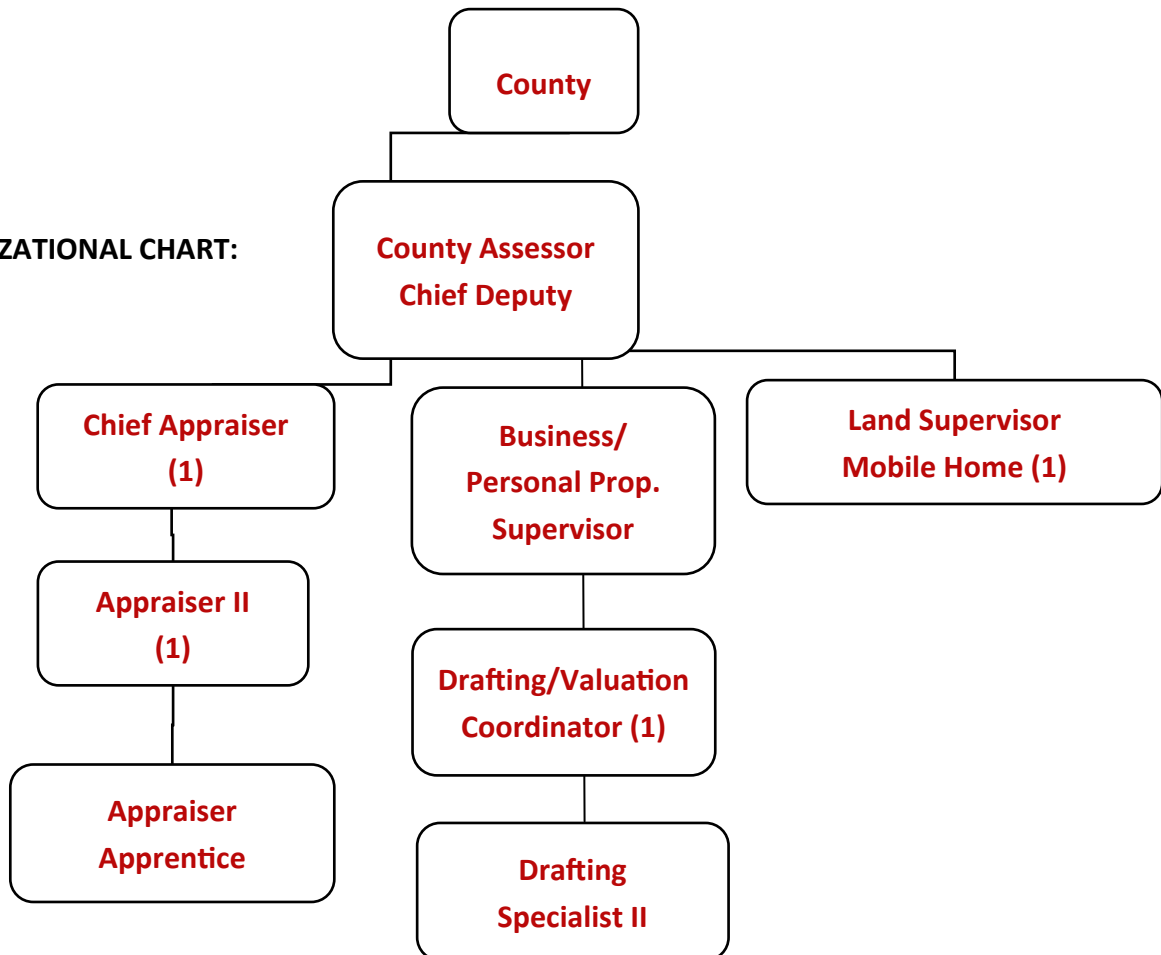
DEPARTMENT PROFILES

APACHE COUNTY ASSESSOR'S OFFICE (CONTINUED)

GOALS AND OBJECTIVES FOR 2016-2017 (CONTINUED)

- Implement Annual County Wide Land Revaluation. Complete full land market studies for all taxable land within Apache County.
 - Develop a structured plan to complete a model review and reconfiguration for the remaining neighborhoods.
 - Complete full sales studies by neighborhood annually.
 - Audit all Agricultural property for compliance.
 - Open discussions with county GIS personnel to incorporate Assessor data into GIS layers, improving the return on investment of software and mapping programs.

ORGANIZATIONAL CHART:



BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 570,931	\$ 528,973	\$ 623,722
Department Total	\$ 570,931	\$ 528,973	\$ 623,722



DEPARTMENT PROFILES

APACHE COUNTY ATTORNEY'S OFFICE

MISSION STATEMENT

The mission of the Apache County Attorney's Office is to protect all the citizens of Apache County by providing the impartial administration of Arizona's laws and provide legal services to each Apache County entity.

DEPARTMENT DESCRIPTION

The Apache County Attorney's office is a constitutionally created office and the County Attorney is an elected official. The County Attorney represents the Apache County Board of Supervisors, elected officials and other county departments and agencies in administrative and legal matters. The criminal division of the office prosecutes all felony crimes and misdemeanors committed within the unincorporated areas in Apache County. The County Attorney's Office also provides victim assistance, assists with uncontested adoptions and administers the Apache County Victim Compensation Program.

ACCOMPLISHMENTS FOR FY 2015-2016

Prosecutors continue to obtain prison sentences for repeat offenders. The office continues to increase victim assistance satisfaction and participation from previous years due to process improvements

GOALS AND OBJECTIVES FOR FY 2016-2017

The goal for the Apache County Attorney's Office has been, and remains, to protect all the citizens of Apache County by providing the impartial administration of Arizona's laws and provide legal services to each Apache County entity. To continue to educate our staff to better serve the public by effectively prosecuting criminal cases and provide important services to victims of crime.



DEPARTMENT PROFILES

APACHE COUNTY ATTORNEY'S OFFICE (CONTINUED)

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 921,385	\$ 878,489	\$ 936,603
Attorney Grants	-	326	1,000
Criminal Justice, Attorney	176,970	121,182	65,324
RICO, State & Other	47,135	11,000	20,000
ACCENT/Attorney	98,013	86,384	91,315
Victim's Compensation	62,960	33,934	64,160
Victim's Assistance / Rights	45,309	47,308	52,535
Fair & Legal Employment	-	41,732	45,000
Bad Check Prosecution	8,625	-	-
Victim's Compensation - Restitution	9,000	-	52,535
Victim's Comp - Subrogation	-	-	25,000
Prosecution Recovery	91,525	57,018	41,407
Fill the Gap, Attorney	-	1,000	7,000
Attorney Diversion	87,946	101,126	13,033
Department Total	\$ 1,548,868	\$ 1,379,499	\$ 1,414,912



DEPARTMENT PROFILES

APACHE COUNTY BOARD OF SUPERVISORS

MISSION STATEMENT

Our mission is to serve our citizens through efficient allocation of resources and services, develop cooperative working relationships with communities and governments, and encourage residents and visitors to enjoy the diverse cultural heritage and abundant outdoor activities the county has to offer.

VISION STATEMENT

We envision a future where residents are healthy and successful and where our communities are safe and vibrant. We will strive to meet and exceed expectations by engaging people and communities in developing innovative solutions to challenges. We will be a diverse learning organization. We will partner with others to enhance the quality of life in Apache County and the region.

DESCRIPTION

The Apache County Board of Supervisors is the governing body for the county. Each member represents one of the three supervisorial districts, which are divided geographically and by population. The Board meets at least every first and third Tuesday of each month at the Apache County Annex in St. Johns. Members are elected to four-year terms, and may serve an unlimited number of terms and must be residents of the district they represent. Board members elect a new chairman at their first meeting each year. The chairman conducts all formal and informal meetings, which are open to the public.

Public Meetings are held at the Apache County Board of Supervisors' Hearing Room, first floor in Annex building which is located at 75 West Cleveland Street in St. Johns. Notices and agendas for all Regular and Special Apache County Board of Supervisors meetings will be posted at least 24 hours prior to the meeting at the County Courthouse, County Annex Building in St. Johns, Arizona and on the County's website.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 1,146,345	\$ 1,238,391	\$ 1,375,690
Department Total	\$ 1,146,345	\$ 1,238,391	\$ 1,375,690



DEPARTMENT PROFILES

APACHE COUNTY CLERK OF THE COURT

DEPARTMENT DESCRIPTION

The Clerk of the Superior Court is one of several independent, elected officials provided for by the Arizona State Constitution, with specific and special duties assigned by statute, the Supreme Court and local court rules. The duties of the Clerk are typically administrative in nature, but judicial in some instances. The Clerk is the official records custodian and fiduciary office of the Superior Court.

The purpose of the Office of the Clerk of Superior Court is to:

- Ensure and preserve, for the court and the public, unrestrained access to fair, accurate and independently established records of the court from case initiation to closure.
- Receive, record, invest and disburse monies in the form of revenue fees, fines, bonds, reimbursements, victim restitution and public/custodial trust funds.
- Provide the public and legal community access to all public records of the Superior Court in Apache County.

Provide customer service to the litigants, legal community, judiciary, law enforcement and the general public. The goal of this office is to provide these services with courtesy, timeliness and professionalism. The Office of the Clerk of Superior Court is established by Article 6 of the Arizona Constitution.

ACCOMPLISHMENTS FOR FY 2015-2016

- Continue to participate in statewide automation of case management system upgrades.
- Remain responsible and auditable, passing the US Passport Acceptance Agent Audit.
- Represent Apache County on case management reports/upgrade projects.
- Updated AOC/Court Technology Plan.
- Saw a 57% increase in Jury Trials, managed 1060 jurors which was a 30% increase from previous year.
- Participated on local Grand Jury Committee and helped develop procedures.
- Filed and scanned 80, 000 pages of court documents, a 21% increase from previous year.

GOALS AND OBJECTIVES FOR FY 2016-2017

- Work with Arizona Office of the Courts to prepare for E-Filing.
- Transfer old/historical files to Library and Archives
- Serve customers with high degree of customer satisfaction.
- Continue to streamline jury process by use of on-line system and public awareness.
- Update contingency plan for continued operation during emergency situations.



DEPARTMENT PROFILES

APACHE COUNTY CLERK OF THE COURT (CONTINUED)

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 489,383	\$ 485,868	\$ 542,506
Local Court Automation	18,661	21,193	20,091
S. Court Docket Storage	-	-	8,000
JCEF	-	-	50,000
Prosecution Recovery COC	6,917	-	47,406
Department Total	\$ 514,961	\$ 507,061	\$ 668,003





DEPARTMENT PROFILES

APACHE COUNTY COMMUNITY DEVELOPMENT

DEPARTMENT DESCRIPTION

Community Development carries out multiple functions within Apache County. The department processes zone changes, subdivisions, conditional use permits, and variance cases. These cases are presented to the Planning and Zoning Commission, Board of Adjustments, and the Board of Supervisors. The department also reviews all building plans, issues permits, and performs building inspections.

- A- Accuracy – We will provide accessible, quality, complete and timely services.
- P- Professionalism – We will treat everyone with respect, fairness, dignity, and courtesy.
- A- Accountability – We will be accountable, honest, and trustworthy.
- C- Collaboration – We accomplish goals using shared leadership, teamwork, and consensus. Together, we will put the resources of the county to work for each customer.
- H- Healthy Work Environment – That encourages open communication and mutual respect.
Humor – To be in a good state of mind, mood, or spirit, we value humor and play as essential aspects in creating a nurturing community.
- E- Employee Well-Being – We respect the individual contributions of each employee and endeavor to empower them with the needed resources for teamwork, shared pride, and continuous learning. Empowerment – We work as one. We empower our people, share responsibility, and communicate freely and honestly.

ACCOMPLISHMENTS FOR FY 2015-2016

- We successfully laid out the hard zone for Greer Commercial Resort and assigned it to the qualifying parcels in Greer.
- P&Z approved a cell tower along Hwy 180 and a Met. Tower in the hunt area.
- The Building Safety department issued 283 building permits. They also followed up on 9 different non-conforming complaints.

GOALS AND OBJECTIVES FOR FY 2016-2017

- Update Building Codes from 2003 to 2012
- Update the Zoning Ordinance
- Continue to serve the residents of Apache County
- We intend to continue to meet the public's needs as applies to building safety matters. The current allowance for turnaround time on building permit review and issuance is 3 weeks. We have been successful in turning them around for the most part in one week or less.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 363,299	\$ 348,870	\$ 397,990
Forest Thinning	51,463	-	350,000
Department Total	\$ 414,762	\$ 348,870	\$ 747,990



DEPARTMENT PROFILES

APACHE COUNTY CONSTABLES

DEPARTMENT DESCRIPTION

Constables duties include, but are not limited to, the following:

- Execute and return writs of possession or restitution (evictions)
- Serve orders of protection and orders prohibiting harassment
- Summons Jurors
- Serve criminal and civil summons and subpoenas
- Judicial security
- Levy and return writs of execution (seize property to satisfy judgments)
- Store personal property levied on
- Conduct Constable sales of property levied on to satisfy judgments
- Constable returns served summons to Judge

Apache County has four elected constables:

- Charli Anderson: Sanders (Puerco) District
- Breanna Lee: St. Johns District
- Roger S. Curtis: Round Valley District
- Vacant: Chinle District

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 118,110	\$ 117,689	\$ 148,274
Department Total	\$ 118,110	\$ 117,689	\$ 148,274



DEPARTMENT PROFILES

APACHE COUNTY ELECTIONS

MISSION STATEMENT

Apache County Elections, under the direction of the Clerk of the Board of Supervisors, administers, prepares, conducts and tallies Federal, State and County elections in accordance with Arizona Revised Statutes.

DEPARTMENT DESCRIPTION

The Elections Office is responsible for coordinating and administering all elections

- Securing polling place locations
- Recruiting, hiring and training of election board workers
- Issuing, accepting and maintaining candidate, initiative, referendum and recall filings and campaign committee financial reports
- Provides for printing of all election related material
- Establishes election precinct boundaries
- Secures use of facilities for Election Day
- Prepares, allocates and transports election materials to and from polling places
- Provides vote tabulation and official results for canvassing by the Board of Supervisors

ACCOMPLISHMENTS FOR FY 2015-2016

- Successfully conducted three (jurisdictional and County-wide) State Elections
- Offered County wide Pollworker/EDT/Board Worker Training to approximately 300 individuals per county wide election
- Purchased new election equipment from ES&S (Election Systems & Software)
- Implemented security procedures and audit trail forms
- Implemented an equipment tracking and maintenance program
- Took an active part with the Secretary of State's office to revise the new Election Procedures Manual for 2014 (updates)
- Completed the State Election Certification program
- Purchased new election equipment

GOALS AND OBJECTIVES FOR FY 2016-2017

- To work closely with the Tribal and Community Leaders – keeping aware of their concerns and welcome their input in the election process
- To continue to work with the Navajo Election Administration
- Implementation of new election equipment to: shorten voter wait time and lessen provisional ballots at the polls.
- Continue to educate our office with the ever changing Election laws and procedures in order to better inform the community by attending the yearly AACo (Arizona Association of Counties) and EOA (Election Officials Association) meetings and to keep involved with the Legislative process
- Provide exemplary service to political candidates by improving and providing web based information
- Continue to work with the Cities and Towns in order to keep informed on changes in municipal laws, which affects the election process
- To continue to educate ourselves with the ever changing Election laws and procedures in order to better inform the community by attending the yearly AACo (Arizona Association of Counties) and EOA (Election Officials Association) meetings and being involved with the Legislative process



DEPARTMENT PROFILES

APACHE COUNTY ELECTIONS (CONTINUED)

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 409,803.00	\$ 449,902	\$ 412,744
HAVA	-	-	50,000
Department Total	\$ 409,803	\$ 449,902	\$ 462,744





DEPARTMENT PROFILES

APACHE COUNTY ENGINEERING**DEPARTMENT DESCRIPTION:**

The Engineering Division provides the best possible engineering support services to both inside and outside customers, in a timely manner, respecting the rights of all, providing convenient and efficient facilities, while protecting the safety of the public. The Engineering Division provides design and technical knowledge for construction, maintenance and planning for roadways and drainage structures. The Engineering Division also reviews all subdivision plots, land development projects and works with road improvement districts to ensure that the roadway standards, which are adopted by the county, are met. The Engineering Department also administers Contracts, GIS and E911 address assignments. Our contracting officer is responsible for the financial and contract requirements within the department. The GIS group performs data analysis and creates custom maps for all county departments and performs deed research pertaining to parcels mapping and implements and maintains the department-wide enterprise system, provides all data management and mapping tasks for the Highway User Revenue Fund (HURF) accounting and consults with other county departments who are interested in further developing their GIS capabilities, our E911 coordinator addresses and maintains all associated maps. The office administration division is responsible for office support within all departments including cost tracking and budget, service call tracking, and fleet management within the HURF, utilizing a PubWorks program.

FLOOD DISTRICT: The Flood Control District interprets and upholds the flood damage prevention ordinances, responds to inquiries about flood status, and insures the county retains its flood insurance rating by following the best floodplain management practices. The Flood Control District is responsible for the safe maintenance and operation of the flood control structures and properties the district owns.

ACCOMPLISHMENTS FOR FY 2015-2016

- Parcel adjustment tracking and thresholds for all map completions have been added to the monthly reporting (GIS).
- The HURF mileage report was submitted to Arizona Department of Transportation (ADOT) prior to due date (GIS).
- Successfully negotiated and funded storm and stream gauge locations throughout the Wallow fire affected communities
- Replaced the Martinez Draw and Jeff Lake Bridge Decks and associated roadside improvements.
- The addition of road search and parcel search features to the GIS map page.
- Completion of Resource Advisory Council (RAC) Grant on CR3140 #4 and #5
- Completion of Lukachukai water crossing
- Applied for and received funding for Nutrioso Creek Crossing in Nutrioso town site, started work on the project May 2015
- CR 5101 (Cinder Drive) asphalt project 1600ft length by 28ft wide by 2" deep
- Chip sealing various county locations
- Concho Library parking lot and access – asphalt – approximately 65,000 ft
- Limestone Pit Improvements
- Pavement improvement and highway markings for CR 4162



DEPARTMENT PROFILES

APACHE COUNTY ENGINEERING (CONTINUED)

GOALS AND PERFORMANCE MEASURES OF FY 2016-2017

Strategic Plan Goal: Preserve and Protect

- Department Goal:** Develop a 5-year sign replacement plan to meet Federal Highway Administration (FHWA) requirements. Complete plan and share with Northern Arizona Council of Governments (NACOG).
- Department Goal:** Develop a 5-year Capital Improvement Project (CIP) plan for overlays, slurry seals, chip seals and striping by reviewing pavement preservation to evaluate road surface conditions. Complete by January of each year.
- Department Goal:** Develop a 5-year Capital Improvement minor Project (CImP) plan for district specific minor projects. Complete by January of each year.
- Department Goal:** Develop a Bi-annual plan to collect average daily traffic (ADT) counts for county roads by preparing a list of roads and a schedule to complete works. Publish in December of each year.

Strategic Plan Goal: Regional Leadership

- Department Goal:** Be an active member of the NACOG Technical Subcommittee by attending regular meetings every other month.
- Department Goal:** Develop and implement strategic plans annually.
- Department Goal:** Partner with local agencies such as Navajo Department of Transportation, Arizona Department of Transportation, City of St. Johns, Town of Eagar, Town of Springerville, etc. by providing technical assistance. On-going and as needed.

Building and Maintaining Better Roads!



DEPARTMENT PROFILES

APACHE COUNTY ENGINEERING (CONTINUED)

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
Roads	\$ 6,993,672	\$ 8,485,691	\$ 10,077,164
RAC Grant	-	-	150,000
GIS	64,000	66,326	66,326
Transit Fund	-	-	100,000
Cinder pit	-	-	30,000
Flood Control	127,418	60,000	145,484
Special Roads	-	-	126,000
Department Total	\$ 7,185,090	\$ 8,612,017	\$ 10,694,974





DEPARTMENT PROFILES

APACHE COUNTY FINANCE DEPARTMENT

MISSION STATEMENT

Our mission is the stewardship of the County resources. To this order, we provide reliable and courteous service that is valuable to our citizens and co-workers. We continually enhance the effectiveness and efficiency of maintaining accurate and comprehensive records of all financial activity within Apache County.

DEPARTMENT DESCRIPTION

- Prepare and manage the annual operating budget including estimating and forecasting revenue, long range fiscal planning and financial analysis for the County
- Prepare the Annual Expenditure Limitation Report, Schedule of Expenditures of Federal Awards and the Comprehensive Annual Financial Report
- Assist the Board of Supervisors and County administration in promoting the integrity and accountability of Apache County to its citizens for the expenditure of public fund
- Accurately record all financial transactions
- Assist in the processing of the County payroll
- Process all invoices for payment
- Ensure that purchases made by the County abide state statutes and all procurement processes

ACCOMPLISHMENTS FOR FY 2015-2016

- Received GFOA Distinguished Budget Presentation Award
- Provided financial training to County departments
- Maintained Board mandated \$4,000,000 balance
- Processed an average of 435 invoices per week

GOALS & OBJECTIVES FOR FY 2016-2017

- Continue training sessions for County departments to ensure accuracy and improve efficiency.
- Receive GFOA Distinguished Budget Presentation Award
- Monthly reporting to the Board of Supervisors
- All staff attend job specific training
- Issue 2014 and 2015 audits by March 2017

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 455,613.04	\$ 433,640	\$ 470,186
Grant Administration	46,807	60,000	60,000
Department Total	\$ 502,420	\$ 493,640	\$ 530,186



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT

MISSION STATEMENT

Provide public health services in the areas of:

- Health education
- Health promotion
- Preparation for public health emergencies
- Immunizations
- Personal wellness
- Environmental Health Investigations of unattended deaths
- Vital Records

VISION STATEMENT

Healthy People, Healthy Environment

DEPARTMENT DESCRIPTION

Apache County Public Health Services District (ACPHSD) is concerned with maintaining and improving the public health of the residents. This is accomplished through in-class and one on one education, use of social media, direct services, inspections of public facilities, investigating environmental complaints and enforcing laws and regulations. Unattended deaths are investigated to determine the cause of death. Birth and death certificates are registered, amended and issued as a service to the public.

ACCOMPLISHMENTS FOR FY 2015-2016

- A four person team of medical professionals was formed to cover Alternate Medical Examiner duties.
- Two Public Health Emergency Preparedness staff members completed Advanced Public Information Officer training.
- Public Health Emergency Preparedness staff have worked with the Navajo Nation as exercise evaluators in several exercises on the Navajo Nation.
- Immunization clinics were conducted at twelve sites not including Health Department facilities in RV and SJ.

GOALS & OBJECTIVES FOR FY 2016-2017**CLINICAL SERVICES****Immunization Program Goals**

- Screen 100% of the parents for delinquent immunizations when they bring children in to be immunized
- Educate 100% of clients about other Apache County Public Health Services
- Create poster to keep at immunization desk highlighting other Apache County Public Health Services
- Increase revenue received from private insurance and Medicare by 2%, to further decrease the burden of the immunization program on the Apache County budget



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (CONTINUED)

Tuberculosis Program Goals

- To have 100% of TB tests read within 72 hours, negating the need to repeat the test

Sexually Transmitted Illness Program Goals

- Increase the number of tests provided to the community by 2%
- Identify and treat the partners of 100% of the patients diagnosed with STIs

Smoke-Free Arizona Act

Smoke-Free Arizona Act Goal

- All complaints will be investigated within 15 days and every effort will be made to assist the business in becoming compliant with the Smoke-Free AZ Act

Vital Records Accomplishments

Vital Records Goals

- Explore alternate vital records location in Chinle
- Explore the possibility of providing vital records in Ft. Defiance
- To register 100% of death records within 3 days of receipt

Alternate Medical Examiner

Alternate Medical Examiner Goal

- To complete an Alternate Medical Examiner Policies and Procedures document

Public Health Education

Women Infants Children (WIC) Goal

- Our WIC staff will be increasing our outreach, and maintain consistency by documenting our outreach efforts, in order to get closer to our caseload of 600/month.

Environmental Health

Environmental Health goal

- Inspect 100% of the food establishments twice
- Inspect 100% of the fixed establishments at least once
- Develop/update food worker training
- Develop a county health code



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (CONTINUED)**Public Health Emergency Preparedness**

Public Health Emergency Preparedness goals

- Capability #1 Community Preparedness (Update and publish the plan)
- Capability #3 Emergency Operations Coordination (Update and publish the plan)
- Capability #4 Emergency Public Information and Warning (Update and publish the plan)
- Capability #5 Fatality Management (Establish a planning team from the Mass Fatality training, host a Table Top Exercise in Nov. 2016, update the Mass Fatality Plan, work towards a full scale regional Exercise for Oct. 2017)
- Capability #6 Information Sharing (Update and publish the plan)
- Capability #7 Mass Care (Update and publish plan which includes shelter supplies and agreements along with Red Cross Shelter training being provided to the Fire Departments)
- Capability #8 Medical Countermeasure Dispensing (Update and test the plan which includes the N. Coalition)
- Capability #9 Medical Material Management and Distribution (Update and test the plan which includes the N. Coalition)
- Capability #10 Medical Surge (Have updated plan approved by the BOS)
- Capability #11 Non-Pharmaceutical Interventions (Have updated plan approved by the BOS)
- Capability #12 Public Health Surveillance and Epidemiological Investigation (Have updated plan approved by the BOS)
- Capability #13 Responder Safety and Health (Included in the Epi. Non-Pharmaceutical and Medical Surge plans)
- Capability #14 Volunteer Management (Update and publish the plan)

PHEP will continue to educate public health staff and our volunteers for public health related events which will include a minimum of 3 exercise opportunities. We will work with our existing partners and build new partnerships which will include further collaboration in our plans.

PHEP will work with our clinical division in conference, training and exercise opportunities that will help us in our efforts to work within our communities.

PHEP will work with our larger local employers in working towards closed points of dispensing sites that will include memorandums of understanding, this will include all necessary training and exercise. This process is the goal for our Northern Region Coalition that will include a regional full scale exercise that will test our updated plans.



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (CONTINUED)**Public Health Prevention**

Community Health & Injury Prevention goals

Beginning July 2017, the Community Health & Injury Prevention program will be reorganized to meet new Maternal Child Health priorities under the Healthy People Healthy Communities Intergovernmental Agreement the health district has with Arizona Department of Health Services. The program will offer services to the community using evidence-based or evidence informed strategies that fit the county's needs. A safe to sleep campaign will be provided to families in the community and services will continue to be provided for our senior population through "A Matter of Balance" workshops. The car seat program will be offered by appointment only.

Teen Pregnancy Prevention Program goals

- Continue delivery of Smart Girls and Wise Guys curriculum at Concho Elementary for 7th and 8th grade students
- Deliver Smart Girls and Wise Guys to the 7th and 8th grade students of Vernon Elementary
- Continue delivery of Teen Outreach Program for students at St. Johns Learning Center
- Continue delivery of Native Stand at Navajo Nation High Schools
- Meet with Sanders school administrators for implementation of Native Stand and Active Parenting workshops
- Meet with Ganado Curriculum Specialist to review alternative curriculum for use at schools of their districts
- Offer B.A.R.T (Becoming a Responsible Teen) to Ganado, Window Rock, and Chinle High Schools and St. Johns Learning Center for one of the 2 semesters
- Continue to meet and present information to Apache County school administrators for implementation of curriculum for students at county schools
- Explore ways to promote an Active Parenting of Teens Program in communities of southern and northern Apache County
- Meet and offer program to administrators of New Visions Charter School in St. Johns
- Meet and offer program to administrators of White Mountain Academy
- Explore options to deliver the program to Sanders school district

Health Start-Baby Sprouts Program goals

- | | |
|--------------------------------|------------------------------------------|
| • Increase prenatal enrollment | • Increase staff training based on need |
| • Increase prenatal visits | • Connect with current and new resources |
| • Offer a variety of classes | • Increase services to remote areas |



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (CONTINUED)

Public Health Education

- We will continue to empower our community by giving them tools to make lifestyle changes, which may improve their quality of life, through our Health Living Workshops.
- We will be adopting two additional workshops for the elderly, Matter of Balance and Alzheimer's Awareness.
- We plan to offer workshops in other local areas such as Greer, Alpine, Nutrioso and Concho.
- Forming partnerships with local providers will be ongoing. We hope to get referrals for our Healthy Living Workshops and provide ASHLine education, information and resources through the local providers' offices.
- We plan to continue to increase our presence in the local area Middle Schools with our AZNN curriculum.
- Our WIC staff will be increasing our outreach, and maintain consistency by documenting our outreach efforts, in order to get closer to our caseload of 600/month.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
Public Health District	\$ 2,184,746	\$ 2,503,048	\$ 2,793,836
Department Total	\$ 2,184,746	\$ 2,503,048	\$ 2,793,836



DEPARTMENT PROFILES

APACHE COUNTY HUMAN RESOURCES**MISSION STATEMENT**

To provide all employees with competent and effective policy and H.R. assistance/guidance that is consistent with the needs of the County. To support the development of an exemplary work place where the values shared by all employees will enable the County to become a customer focused organization. To ensure an interactive relationship between the Human Resources Department, and the Elected Officials, Department Heads, and County Employees. To promote collaborative work place relationships based upon the principles of mutual trust, respect and professional integrity. To promote a work place free of conflict and to facilitate those with differences in a manner sensitive to the legitimate interests of all employees and the County's operations.

DEPARTMENT DESCRIPTION

The Human Resources Team performs the following functions:

- **RECRUITMENT:** Develop and maintain a system for employment and selection that is responsive to the department specific needs and is free of discrimination.
- **EMPLOYEE RELATIONS:** Offer advisement to Elected Officials, Department Heads, and employees to help in the resolution of employee issues. Build positive relationships between administration, management, and the employee that will ensure quality service that benefits everyone concerned.
- **CLASSIFICATION & PAY:** Recommend to Elected Officials and Department Heads employee's salaries that are consistent with local and comparable markets as budgets permit. Analyze and update pay plans.
- **EMPLOYEE DEVELOPMENT:** Work with Elected Officials and Department Heads to provide ongoing education. Conduct surveys to assess additional educational needs of the employee as well as the departments.
- **EMPLOYEE BENEFITS:** Assist in the administration of claims with providers. Conduct individual consultations with employees. Facilitate programs such as Short Term Disability, Long term Disability and Worker's Compensation and a variety of other supplemental programs.
- **LIABILITY & INSURANCE:** Take reports, file claims as well as annual reports. Monitor and provide annual and additionally insured certificates as needed.

ACCOMPLISHMENTS FOR FY 2015-2016

- Met county and state reporting requirements, i.e., Worker Compensation annual report, ACIP renewal, EEOC report, etc.
- Participated in the ACIP H.R. Advisory Consortium
- Participated in the Northern Arizona Council on Aging Board activities.
- Continued work with the WIA Board and assisted with the Navajo/Apache County five year plan.
- Continued assistance in the management transition of the St. Johns Senior Center.
- Completed the health insurance open enrollment and transition to new vision plan.
- Diverted multiple potential lawsuits using various resources.
- Increased department knowledge of new requirements under various federal programs including FLSA, EEOC, ADA, ADAAA, etc.
- Obtained a new machine and created a new ID badge for employees.



DEPARTMENT PROFILES

APACHE COUNTY HUMAN RESOURCES (CONTINUED)

ACCOMPLISHMENTS FOR FY 2015-2016 (CONTINUED)

- With the help of the Information Technology Department, an area was created within the helpdesk system to allow easier tracking and resolution of HR related concerns and issues.
- Streamlined the applicant background check process to be in compliance with state and federal regulations.
- Completed ACJC Civil Rights Grantee Training to assist in county law enforcement grant requirements.

GOALS & OBJECTIVES FOR FY 2016-2017

- Continue training for existing and new supervisors, to include: Personnel Action Forms, Worker's Compensation, FMLA, evaluations, disciplinary actions, Personnel Improvement Plans (PIP), policy manual and new procedures involving medical-dental, vision programs.
- Continue to amend the policy manual as needed, to comply with all applicable laws, statutes and regulations.
- Continue to work with Information Technologies to assist in building the newly planned website, which will include the provision for more information for employees.
- Continue in the effort to become more paperless.
- Continue to review the Human Resources budget to limit expenditures where possible.
- Continue to educate and train employees to encourage them to self-administer various employment programs.
- Update job descriptions with each department.
- Continue to work with Elected Officials and Department Heads to complete annual evaluations for all employees.
- Assist in the transition of the newly implemented Wellness Program changes.
- Continue to work with Elected Officials and Department Heads on the correct usage of discipline and related documentation.
- Continue to work with Elected Officials and Department Heads to resolve conflicts and promote a collaborative working environment.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 237,745	\$ 231,531	\$ 252,213
Department Total	\$ 237,745	\$ 231,531	\$ 252,213



DEPARTMENT PROFILES

APACHE COUNTY INFORMATION TECHNOLOGY SERVICES**MISSION STATEMENT**

The Information Technology Services Department will provide the highest quality of technology-based services and customer service to the employees of Apache County.

DEPARTMENT DESCRIPTION

The Information Technology Department consists of five full-time employees. Together we provide support for computer-based hardware, software systems and the computer network.

We strive to:

- Promote and facilitate the effective use of technology through planning, training, consulting and other support activities.
- Develop, enhance and manage the County's enterprise network to provide secure, transparent, and highly functional connectivity to information resources.
- Facilitate the collection, storage, security and integrity of electronic data while ensuring appropriate access.

ACCOMPLISHMENTS FOR FY 2015-2016

- Improved network reliability to the Sheriff, Courts, Clerk, and Human Resources by implementing a mesh network to the Sheriff/Court in St. Johns.
- Improved security by linking the Active Directory and Finance databases to automatically remove employees who have departed our workforce.
- Implemented a new website and web framework.
- Validated and published internal phone numbers via the Global Address List.
- Implemented helpdesk ticket tracking by department.
- Improved helpdesk initial response time, technician response time, stale ticket handling.
- Provided reliable means to request emergency support with a 1-hour response time (97% of valid emergencies received a response within one-hour).
- Established an approved list of printers for better standardization.
- Enhanced workstation deployment with software standardization and scripting.
- Established links from GIS to Assessor/Treasurer.
- Migrated the Recorder to new server infrastructure.
- Provided video conferencing for the Jail/Court.
- Migrated from Sophos to Vipre anti-virus software.
- Implemented the ability for users to service their own accounts (29% enrollment – 42 successful account service events).
- Removed several aging physical servers.



DEPARTMENT PROFILES

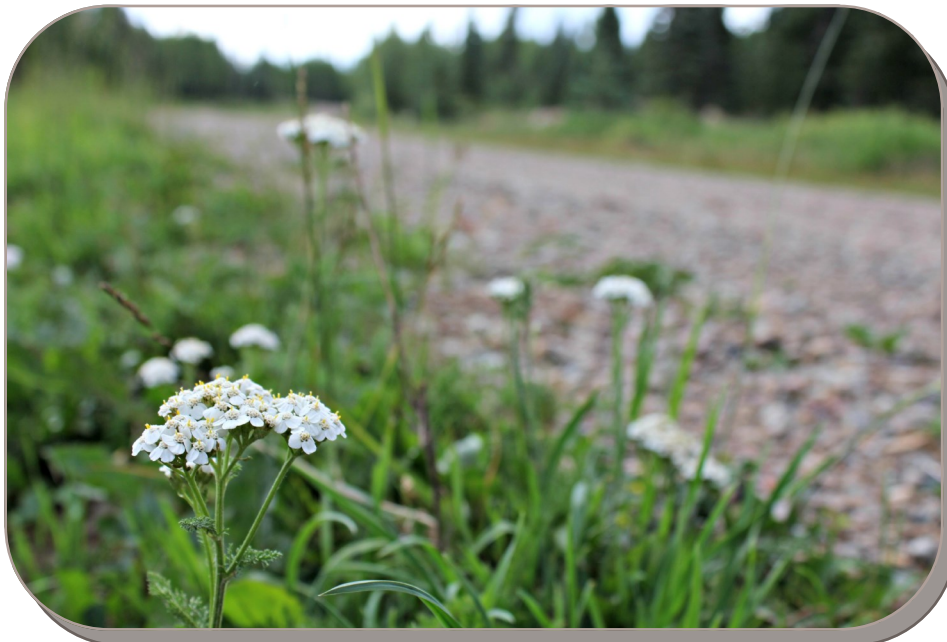
APACHE COUNTY INFORMATION TECHNOLOGY SERVICES (CONTINUED)

GOALS AND OBJECTIVES FOR FY 2016-2017

- Standardize desktop OS and Office installations.
- Upgrade Exchange servers.
- Upgrade server operating systems.
- Migrate servers to new hardware.
- Continue to improve helpdesk ticket resolution accuracy, timeliness, and communication.
- Improve helpdesk reporting metrics. (Average first response time, average time to resolution, etc.)
- Improve adoption and use of Self Service.
- Continue to improve information systems availability and security.
- Efficiently address support issues.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 550,448	\$ 665,726	\$ 1,992,796
DP Services, Schools	387,368	373,330	376,487
Department Total	\$ 937,816	\$ 1,039,056	\$ 2,369,283





DEPARTMENT PROFILES

APACHE COUNTY LIBRARY DISTRICT

MISSION STATEMENT:

We work to make our best better.

DEPARTMENT DESCRIPTION:

The Apache County Library District has a full and part-time staff of 28 employees. Our public services, technical services, facilities and administrative staff work together to provide a range of library services, collections, programs, and facilities for the communities of Alpine, Concho, Greer, Round Valley, Sanders, St. Johns and Vernon, Arizona.

ACCOMPLISHMENTS FY 2015-2016**Electronic Resources**

- The number of residents registered with *OverDrive* to borrow eBooks, audios and streaming videos increased by 12% overall and 71% over the previous fiscal year.
- *OverDrive* circulation increased by 26% overall and 8% over the previous fiscal year.
- The number of residents enrolled in *Gale Courses* jumped from 175 to 238.
- Total course logins rose from 840 to 2,118.
- Total class hours completed increased from 546 to 1,383.
- All of our libraries provide wireless internet services.

Strategic Planning

- Round Valley Public Library hosted two community planning meetings on September 18, 2015 and November 13, 2015 during which community representatives selected two service priorities—***Create Young Readers: Early Literacy*** and ***Understand How to Find, Evaluate, and Use Information: Information Fluency***.
- Staff wrote goals and set objectives for these service priorities.
- Staff created a brochure for general distribution which summarized the strategic plan.
- Board of Supervisors approved the final plan on Tuesday, April 19, 2016.
- Implementation of strategic plan began after Board approval.

Training

- Although the library managers' exchange program continued during FY 2015-2016, due to staffing shortages resulting from transfers, resignations and retirement, we had to reduce the frequency of exchanges.
- Technical services staff continued to rotate responsibilities for ordering and processing library materials, equipment and supplies.
- Our Concho and Vernon library managers have been accepted to the all-expenses paid Library Institute in Flagstaff from June 6-10, 2016 which is being hosted by the Arizona State Library, Archives and Public Records Division.
- All library staff attended Arizona Counties Insurance Pool's Prohibited Harassment workshop.
- Maggie Kiel-Morse, Law Librarian for the Arizona State Library, offered three intensive courses to public services staff to explore online legal resources and to share practical advice for providing legal reference services.



DEPARTMENT PROFILES

APACHE COUNTY LIBRARY DISTRICT (CONTINUED)**E-Rate Reimbursement**

- Library District awarded \$36,458.57.

Programming and Exhibits

- Six libraries provided children's reading programs on a regular basis.
- Six libraries hosted exhibits in a variety of media which featured the work of local artists.
- Six libraries hosted book discussion groups.
- Arizona State Library awarded St. Johns Public Library a hands-on writing workshop for the public presented by Arizona author, Betty Webb.
- Round Valley and St. Johns kicked off their summer reading programs with *Arizona Rick, Balloon Cowboy*, which is quickly becoming a tradition due to its immense popularity.
- Our Technical Services Librarian presented two eight-week courses in creative writing for the public.

Services

- All of our libraries provide Interlibrary Loan services which make a variety of materials not collected by our libraries, available to the public upon request.
- Sanders and Vernon provide free notary services.
- Several of our library staff proctor exams for students who participate in distance learning programs.
- In cooperation with Navopache Electric Co-op, six of our libraries provide access to Kill-A-Watt devices which allow people to measure the electricity used by a variety of appliances.
- In the course of a year, all of our libraries host meetings, lectures, movies, workshops, classes, displays, and tours.

National Endowment for the Humanities Grant

- Although Round Valley Public Library was not awarded the Common Heritage Grant from the National Endowment for the Humanities, we were able to accomplish several of the program goals by scaling back the project.
- We formed a successful partnership with the Apache Sitgreaves National Forest Service for the purpose of preserving local forest history and creating a pictorial timeline.
- Using funds donated by the Salt River Project, Coronado Generating Station, Employee Boosters Association, we purchased one large format scanner.
- The library solicited and scanned pictures and documents related to the history of the United States Forest Service in Apache County, to add to our local history database.
- Humanities scholar, Robin Pinto, opened Preservation Week with her presentation on "Arizona's Civilian Conservation Corps and Our National Parks and Forests".

Facilities

- With technical assistance from the Apache County Engineering and Roads Departments, we paved the driveways and parking areas at the Concho and Vernon public libraries.



DEPARTMENT PROFILES

APACHE COUNTY LIBRARY DISTRICT (CONTINUED)

GOALS & OBJECTIVES FOR FY 2016-2017

Strategic Planning

- Alpine Public Library will host two community planning meetings.
- Committee will select 1-2 service priorities.
- Staff will write goals and set objectives for these priorities and create a brochure for general distribution which summarizes the strategic plan.
- Board of Supervisors will approve final plan.
- Implementation of strategic plan will begin immediately following Board approval.

Strategic Planning

- Greer Memorial Library will host two community planning meetings.
- Committee will select 1-2 service priorities.
- Staff will write goals and set objectives for these priorities and create a brochure for general distribution which summarizes the strategic plan.
- Board of Supervisors will approve final plan.
- Implementation of strategic plan will begin immediately following Board approval.

Sanders Public Library

- In response to increased library attendance which has resulted in consistent congestion at the circulation desk, we will design, build, and purchase service desk modules to streamline workflow and reduce congestion.

Vernon Public Library

- In response to Strategic Plan, complete renovation of community meeting room to better facilitate meetings and presentations.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
Public Health District	\$ 2,184,746	\$ 2,503,048	\$ 2,793,836
Department Total	\$ 2,184,746	\$ 2,503,048	\$ 2,793,836



DEPARTMENT PROFILES

APACHE COUNTY MANAGER'S OFFICE

DEPARTMENT DESCRIPTION

The Apache County Board of Supervisors hires a County Manager who in turn hires department managers to conduct the daily business of the county. The County Manager carries out the mandates of the Board, working closely with the department heads and elected officials, to ensure the County is functioning according to those mandates. He also represents the County at various statewide and national meetings, looking out for the best interests of the County. As Clerk of the Board, Mr. Wengert has several official duties including preparing and posting the board agendas, publishing meeting minutes in the newspaper and conducting the back tax land sale.

- Delwin P. Wengert is currently the County Manager/Clerk of the Board for Apache County. Mr. Wengert served as the County Engineer/Deputy County Manager for seven years prior to accepting the County Manager position. He received his Bachelor of Science Degree in Engineering from Arizona State University in Tempe, Arizona. Mr. Wengert serves on the board of the White Mountain Regional Medical Center as well as the Eastern Arizona Stewardship Center. He has served for four years on the city council for the City of St. Johns.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 587,064	\$ 989,429	\$ 1,160,116
General Fund - Contingencies	101,726	324,813	3,000,000
Misc Revenue	-	-	1,100,000
Forest Fees	28,044	749,268	950,000
Junior College Tuition Reimbursement	2,600,650	2,600,650	1,900,000
Post Secondary Education	765,626	819,696	819,793
Debt Service, GADA Loan	800,783	-	3,300,000
CDBG	-	27,993	125,000
Waste Tire Disposal	125,000	-	400,000
Fire District Assistance	606,414	534,118	541,820
Department Total	\$ 5,615,307	\$ 6,045,967	\$ 13,296,729



DEPARTMENT PROFILES

APACHE COUNTY PROBATION**DEPARTMENT DESCRIPTION:**

Apache County Probation Services is responsible for the supervision of persons placed on probation – both adults and juveniles. This includes enforcing court-ordered terms and conditions; ensuring probationer compliance with counseling; collecting court-ordered fees and fines; ensuring victim's restitution is paid; and verifying Community Restitution Hours are completed. The biggest goal of Probation is to reduce offender recidivism with an objective of restoring the victims and the community, and returning the offender as a productive member of the community.

ACCOMPLISHMENTS FOR FY 2015-2016

- \$122,733 was collected in probation fees – a 13% increase
- 11,910 hours of Community Restitution Service hours were completed which saved the communities approximately \$94,089 in cost savings for tax payers
- Staff met all mandated training – including Case Management and Evidence Based Practices
- Field Staff is engaged in on-going Epics II and Motivational Interviewing training

GOALS AND OBJECTIVES FOR FY 2016-2017

- Continue to promote Public Safety by reducing offender recidivism
- Continue to encourage staff development and education
- Increase Victim Restitution collections
- Increase completion of Community Restitution Services Hours
- Increase collections of court-ordered fines and fees





DEPARTMENT PROFILES

APACHE COUNTY PROBATION (CONTINUED)

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 494,791	\$ 477,444	\$ 501,011
Extra Juvenile Diversion	-	-	100
State Aid to Probation	150,316	154,751	170,016
Family Counseling	7,566	9,227	11,904
Adult Probation Fees	93,394	109,338	86,230
Adult Intensive Supervision	273,706	274,170	293,418
Juvenile Crime Reduction	-	-	-
Juvenile Treatment Services	79,427	75,751	81,552
Juvenile Probation Fees	1,641	9,269	5,000
J.I.P.S.	58,817	62,436	69,935
Adult Probation Enhancement	237,891	236,730	268,888
Detention Equalization	26,934	69	30,000
Extra Adult Probation Fees	-	-	500
Extra Juvenile Probation Fees	-	-	100
Drug Treatment & Education	11,094	12,439	9,481
Diversion Intake	29,308	34,490	29,443
Diversion Consequence	35,072	32,182	38,615
Drug Testing	29,551	20,744	45,710
Community Punishment	57,164	62,635	41,791
Title 1	21,758	-	22,000
Juvenile Jail District	781,357	570,457	637,714
Department Total	\$ 2,389,787	\$ 2,142,132	\$ 2,343,408



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC FIDUCIARY**MISSION STATEMENT**

The Office of the Public Fiduciary was established in 1974 by the Arizona State Legislature. A.R.S. Section 14-5601(A) requires each county board of supervisors to appoint a public fiduciary, and the cost incurred to conduct this office is charged against county government.

VISION STATEMENT

The Apache County Public Fiduciary is dedicated to improving the quality of life for people in need of guardianship and alternative protective services.

DEPARTMENT DESCRIPTION

The Public Fiduciary's Office often conducts an investigation and recommends to the Court what is best for the incapacitated person. Cases are often referred to the Public Fiduciary's Office by nursing homes, physicians, hospitals and Adult Protective Services. The Public Fiduciary will only be appointed if there is no other person who is willing to serve as guardian, conservator, personal representative and payee.

PROGRAM ACTIVITIES

- Provide guardianship/conservatorship services as statutorily set forth in the Arizona Revised Statutes for persons whom we have been court-appointed as guardian/conservator.
- Administration of the indigent burial program
- Investigations on the need for potential guardianship/conservatorship.
- Administration of decedent estates as statutorily set forth in the Arizona Revised Statutes for those estates on which we have been appointed by the Court.
- Collaborative effort with outside agencies to prevent and prosecute abuse/financial exploitation of the elderly and/or vulnerable adult.

ACOMPLISHMENTS FOR FY 2015-2016

- Increased the Fiduciary Office's case load by 50%.
- Ensured meaningful access and contacts with outside agencies and the Apache County Judicial personnel.
- Continued meetings with the mental facilities in our area (Little Colorado) in order to undertake the job as "Payee" for several new wards.
- Attended trainings with other county Public Fiduciary offices to increase knowledge of fiduciary matters.
- Continued public surplus to help keep clients in their necessary facilities.

GOALS AND OBJECTIVES FOR FY 2016-2017

- Maintain the amount of wards and keep contact with outside agencies associated with the Fiduciary Office.
- Decrease the cost for storage of the deceased and transport the bodies to a mortuary in Winslow, AZ at a lower cost.
- Increase the timeliness of case processing and performance.
- Schedule meetings between the Fiduciary Office and local services to help provide economic needs of the wards and determine possibilities to reduce the monetary impact on the County.



DEPARTMENT PROFILES

APACHE COUNTY JUSTICE COURTS

BUDGET: COMPILATION OF ALL JUSTICE COURT BUDGETS.

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 887,630	\$ 897,862	\$ 946,847
Department Total	\$ 887,630	\$ 897,862	\$ 946,847





DEPARTMENT PROFILES

APACHE COUNTY JUSTICE COURT—PUERCO**MISSION STATEMENT**

Puerco Justice Court continues to provide the best service possible by fulfilling the public's right to fair and justice in a timely manner. Our staff excels in communication between the court and people. Our efforts in service provide satisfaction in all services provided by the court.

In future years we hope to continue providing the Community Cleanup Project to the people of Apache County.

DEPARTMENT DESCRIPTION

Puerco Justice Court hears over 4,000 cases a year. Our hard working staff strives to serve the community and others by providing all needed documents and answering phone calls from clients. Anyone entering our court is treated with respect and greeted with professionalism.

Many cases are heard at our court throughout the week.

- Traffic Cases are done both weekly and daily. Puerco Justice Court receives numerous citations which are completed daily by both the staff and the Judge. Over 150 cases are heard a week, Title 28- transportation which are Civil and Criminal traffic cases.
- Criminal Cases are done on an average of 10 cases a week. These cases include Title 3- Livestock & Agriculture, Title 4- Liquor laws, Title 13, Homicide , Sexual offenses, Criminal trespass, Burglary, Prostitution , Sexual exploitation of children, Discharge of a deadly weapon, Threatening of a deadly weapon or instrument, and Infliction of serious injury.
- Felony Cases are done on an average of about five cases per week in our court calendar. We are able to hear Title-5 Felony cases and then they are bounded over to Superior Court.
- Civil Cases heard at the court house include Small Claims, Forcible and special detainer, and Orders of protection. On average four cases a week are heard.
- Along with court calendars and hearings we also are able to provide a service to the community. The Puerco Justice Court has started a Community Cleanup Project, which was started April 18th, 2011 continuing to present. By providing this option, we are able to reconnect to the community in a positive way.

GOALS AND OBJECTIVES FOR FY 2016-2017

- Continue its commitment to the citizens and strived to make the Puerco Justice Court the best court possible, to better serve Apache County Citizens.
- Keep education a high priority and make sure new laws are maintained in the court.
- Continue the Community Cleanup Project
- Keep costs down and save money for Apache County

The Puerco Justice Court is a proud member of Apache County, and we strive to work hard. We are honored by the opportunity we are given to serve the people of Apache County.



DEPARTMENT PROFILES

APACHE COUNTY JUSTICE COURT—ROUND VALLEY**MISSION STATEMENT**

The mission of the Round Valley Justice Court is to provide all individuals equal access to the judicial system. This can be accomplished through timely and efficient civil and criminal case management, resolution of disputes, and treating each member of the public with dignity, courtesy, impartiality, and professionalism.

JUSTICE THROUGH EXCELLENCE

The court staff is dedicated to serving all who use our facilities in a professional and courteous manner, while providing the best customer service possible.

DEPARTMENT DESCRIPTION

The Round Valley Justice Court resolves the following types of matters:

- Small claims;
- Landlord-Tenant;
- Orders of Protection / Injunctions Prohibiting Harassment;
- Civil/criminal traffic;
- Misdemeanors; and
- Felonies (through the Preliminary Hearing stage).

In addition, the court is responsible for the following services:

- Accurate and safe handling of court-ordered fees, fines and victim restitution, including disbursement of all funds;
- Storage and safeguarding of all exhibits and evidence;
- Issuance of Marriage Licenses for the office of the Clerk of the Superior Court;
- Compiling and maintenance of Statistical Reports;
- Issuance of Search Warrants; and
- Completion of Record Searches for various agencies.

ACCOMPLISHMENTS FOR FISCAL YEAR 2015-2016

- By participation in the Fine and Restitution Enforcement Program (FARE), collection of \$36,211.49 from July, 2015 through June, 2016, from those defendants who have failed to comply with the Court's orders to pay fines, fees and restitution;
- By enforcement of County Ordinance #2001-24 (Apache County Justice Court Recovery Fund established in October 2001 to fund projects in order to enhance services provided through the justice courts), collection of \$39,022.64 from July, 2015 through June, 2016;
- Collection of fines, fees and restitution through the State Tax Intercept Program;
- Continued implementation of E-Filings for Department of Public Safety citations;
- Transmittal of Motor Vehicle Records electronically; and
- Continued assistance to litigants/defendants in over 180 different languages through the use of interpreters and utilized Language Line Services.



DEPARTMENT PROFILES

APACHE COUNTY JUSTICE COURT—ROUND VALLEY (CONTINUED)**GOALS AND OBJECTIVES FOR FISCAL YEAR 2016-2017**

- Improving accessibility to the court by being open from 7:00 a.m. to 5:00 p.m. daily, Monday through Thursday;
- Providing access to the judge for Protection Orders on Fridays by posting notice online, on site, and by voice mail to call ACSO dispatch who will then notify the judge;
- Making sure the judge is available by phone for warrants on Fridays and weekends by providing her cell number to the various agencies and the jail;
- Providing the public with courteous, patient, and prompt service;
- Review of the budget to cut unnecessary costs while using the savings to provide better training for staff;
- Working with the Apache County Sheriff's Office, the Apache County Attorney's Office, and the Superior Court to implement video arraignments for incarcerated defendants;
- Providing the public with access to online forms for such things as small claims suits, landlord-tenant disputes, Orders of Protection and Injunctions Against Harassment; and
- Complying with all AOC directives.

CHALLENGES, ISSUES AND OPPORTUNITIES

The Round Valley Justice Court continues to have two main challenges: (1) pay raises for staff members; and (2) courthouse security. The Court acknowledges Apache County reports that finances have been strained to the breaking point. However, the Court respectfully makes the following observations:

PAY RAISES FOR STAFF MEMBERS

- Employees at RVJC are dedicated and hardworking;
- RVJC clerks, particularly the chief clerk, are earning significantly less than other clerks with similar years of experience;
- The RVJC experienced a significant increase in cases handled in the past two years, particularly 2015, which generated thousands of dollars for the general fund;
- A great deal of work is required by each clerk to carry this load; and
- Failure to properly compensate staff means risking losing these excellent employees to higher-paying jobs.



DEPARTMENT PROFILES

APACHE COUNTY JUSTICE COURT—ROUND VALLEY (CONTINUED)**CHALLENGES, ISSUES AND OPPORTUNITIES (CONTINUED)**

COURTHOUSE SECURITY

- The recent shooting in Eagar reminds us that we are not immune from violence;
- Individuals who enter the RVJC building come immediately into contact with staff members without having to pass through security screening;
- The only thing between the public and staff members (besides a locked door into the work stations) is a glass which is not even bullet-proof; and
- Although the reception desk and the judge's bench are equipped with a panic alarm, there is no guarantee an officer can respond quickly enough to prevent a tragedy from happening.

The Court reiterates this same concern voiced last year, as the violence across the country has escalated in the past few weeks. Considering the liability the county would face if a tragedy were to take place, the Court believes the price of bullet-proof glass a small price to pay in comparison. The Court respectfully asks the County to pay for installation of bullet-proof glass at the front window of the courtroom at the earliest opportunity.



DEPARTMENT PROFILES

APACHE COUNTY JUSTICE COURT—ST. JOHNS**DEPARTMENT DESCRIPTION**

Each county has justice courts that are presided over by a justice of the peace, who is elected for a four year term. These include civil lawsuits where the amount in dispute is \$10,000 or less, landlord and tenant controversies, small claims cases and the full range of civil and criminal traffic offenses, including DUIs. Justices of the peace also resolve other types of misdemeanor allegations (e.g. shoplifting, writing bad checks, violating restraining orders) and, like other trial judges, also handle requests for orders of protection and injunctions against harassment.

MISSION STATEMENT

To provide the public with fair and impartial treatment; building confidence in the Justice System. We strive to progressively lead the way in improving procedures in order to serve with accuracy and efficiency.

ACCOMPLISHMENTS FOR FY 2015-2016

- Per Administrative Order (AO 2016-003) from the Superior Court Judge Michael Latham, Justice Courts implemented a 4/10 work schedule. To better align with the agencies for transfer of inmates back and forth to Court and also for the Contracted Attorneys availability to every court.
- Per Administrative Order (AO 2016-002) from the Superior Court Judge Michael Latham, Justice of the Peace was appointed as Juvenile Hearing Officers. The Justice Court may hear and determine Juvenile pretrial detention hearings and may process, adjudicate and dispose of all cases that are not classified as felonies. This was put into place to help the Juveniles address these issues in a courthouse nearest to where they live and in front of a Judge of their local community.
- The Justice Court are still progressing with the Arizona Disposition Reporting System (ADRS). Improving the reporting of the dispositions and sentencing information to law enforcement and Justice Agencies. This process helps ensure public safety.

GOALS AND OBJECTIVES FOR FY 2016-2017

- Continue providing the Public with service and confidence in the Justice System. Approach the incoming year challenges with a proactive attitude.
- Continue complying with the records retention statutes.
- Continue to move forward updating procedures, meeting standards and goals so the St. Johns Justice Court meets the Arizona Supreme Courts expectations.
- Prepare for statewide case management system. By doing all clean up data that is needed.
- Install a Virtual Server to more protect any Court recordings.



DEPARTMENT PROFILES

APACHE COUNTY RECORDER'S OFFICE**MISSION STATEMENT**

To provide efficient services to the public through the recordation and retrieval of records, and to maintain the voter registration data base and conduct early voting in accordance with the Federal and State statutes.

DEPARTMENT DESCRIPTION

The Recorder's Office is responsible to classify, index, image and preserve all recorded documents.

The Office will:

- Provide access to all public records for research.
- Provide access for the public to electronically record documents.
- Ensure the public is treated professionally and fairly.
- Record documents in compliance with the Arizona Revised Statutes. The recorded documents may consist of: Home site lease; Certificate (marriage, divorce, death), Real Estate Transactions; Mortgages; Military DD-214; Financial Statement Agreements; Living Wills, Deeds of Trust; Family Trust; Personal Property; Tax Liens and Contract Agreements, etc.

The Voter Registration and the Outreach Offices are responsible to maintain the voter registration data base, and to register and to disseminate voter information.

The Offices will:

- Register citizens in accordance with the Arizona Revised Statutes.
- Provide voter registration forms in convenient places throughout the county (post offices, chapter houses, city or town hall, etc.)
- Provide translation of election related material/information upon request and upon availability in compliance with the Consent Decree.
- Conduct Early Voting and translation of ballot/propositions upon request.
- Mail out ballots to citizens on the Permanent Early Voting list or to voters who request for early ballots, receive provisional envelopes and prepare reports for the Election Department for submittal to the Secretary of State.
- Coordinate the Street File Project with appropriate county and tribal organizations.
- Coordinate the Selection of Poll Workers and conduct Poll Worker Training in consultation with the Elections Office.
- Reviews challenges, recall and referendum/initiatives petitions upon request.

ACCOMPLISHMENTS FOR FY 2015 – 2016

- Established the Chinle Voter Outreach Office within the District I office compound which also served as an Early Voting site on full time basis for all county elections.
- Assisted with the election poll worker trainings.



DEPARTMENT PROFILES

APACHE COUNTY RECORDER'S OFFICE (CONTINUED)**ACCOMPLISHMENTS FOR FY 2015 – 2016 (CONTINUED)**

- Coordinated the Pilot Project of the Teec Nos Pos Outreach Office for Early Voting and Outreach services.
- Continued Phase II of the Back Scanning Project, which consists of Meta Data and Indexing of recorded documents.
- Completed the final phase of the Rural Addressing Partnership with the Navajo Nation and coordinated with the Arizona Clean Election Commission in sponsoring the Final Rural Addressing Summit at Twin Arrow, Arizona.
- Participated in the Arizona of Counties (AACo) conferences to obtain updates in election laws and legislations, and coordinated with other Arizona county recorders & election officials to address concerns affecting county offices.
- Coordinated with Arizona Association of Counties (AACo) and other Az County Elections Directors & Recordors to uniformly respond to election related legislations which best served their citizens.
- Completed the Special Map Scanning Project (5,000 maps) comprising of residents living within the 29 chapter boundaries in Apache County. These maps were digitalized and microfiche for storage/retrievable records.
- Evaluated the utilization of the new provisional ballot envelope form during the county elections and later designated as the official provisional form.
- Coordinated and evaluated the “pilot project” in outsourcing Early Ballot mail out, which was successful and will be continued for all elections.
- Coordinated with the Elections Office and the County Board of Supervisors in the selection and purchase of new Election Equipment.
- Coordinated with the County in the transfer of one new vehicle for the Fort Defiance Outreach office.
- Participated in tri-county development of the translation materials in the Navajo language for the Presidential and special elections.

GOALS AND OBJECTIVES FOR FY 2016-2017

- Increase voter registration by 500 for this fiscal year through the use of the Provisional Ballot Envelope during all elections, voter registration drives, high school presentations, fairs and community events.
- Conduct Early Voting at the Recorder's Office and the two satellite outreach offices utilizing the new election equipment for all county elections.
- The Recorder's Office and the Voter Outreach Office will assume full responsibility for the selection of Poll Workers and conduct Poll worker trainings.
- Coordinate with the County Engineer Department and Consultant Robert Toy, to update the street file information to complete the Street File in Apache County.
- Continue to work on Phase II of the Back Scanning Project by completing the review and clean-up of 10 more Docket Books, and complete the Meta Data for final indexing.



DEPARTMENT PROFILES

APACHE COUNTY RECORDER'S OFFICE (CONTINUED)

GOALS AND OBJECTIVES FOR FY 2016-2017 (CONTINUED)

- Coordinate closely with the Elections Department to evaluate the "pilot project" in outsourcing Early Ballot mail out, and also evaluate the Early voting ballot on demand printing.
- Follow-up with the Clerk of the Court to address the Jury Questionnaire Project and research the possibility of scan bars printed on the form .
- Coordinate with the county in the purchase of 1 new vehicle for the Chinle Outreach office.
- Continue to coordinate and support the Navajo Nation Community Development –Addressing Authority Office in their establishment of street addresses.
- Participate in the Navajo Nation Fair by setting up a voter information booth and disseminating information to the public.
- Coordinate the development of a newsletter tabloid detailing new election equipment, voter registration information, highlight and progress of the Recorder's Office.
- Educate voters on the benefit of being on the Permanent Early Voting List .
- Continue to participate in the tri-county meetings to address translation of election related materials.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 363,299	\$ 348,870	\$ 397,990
Forest Thinning	51,463	-	350,000
Department Total	\$ 414,762	\$ 348,870	\$ 747,990



DEPARTMENT PROFILES

APACHE COUNTY SHERIFF'S OFFICE

VISION STATEMENT

To be the leader in providing exemplary public safety services to all.

MISSION STATEMENT:

The Office of the Apache County Sheriff shall preserve the peace and protect life and property in Apache County. While accountable to the public, we are committed to providing professional and impartial public services which promote safe communities. We will maintain the public's confidence and trust with honor, integrity and dedication.

CORE VALUESPride:

In the achievements of the organization, in being worthy of the public trust, in the wearing of the uniform, in being part of the community.

Professionalism:

Performing our duties to the best of our abilities while exhibiting a competent, courteous, conscientious and vigilant manner.

Integrity:

We will exhibit honesty and strong moral principles.

Dedication:

Devotion to duty, committed to our mission.

Respect:

Honorable and compassionate treatment of all in order to preserve and nurture the trust and admiration of others.

DEPARTMENT DESCRIPTION:

Apache County occupies the northeastern portion of Arizona, covering approximately 11,127 square miles. Under the leadership of Sheriff Joseph Dedman Jr., the Apache County Sheriff's Office provides full-time law enforcement services throughout Apache County, including many unincorporated towns and subdivisions. Furthermore, much of the northern portion of Apache County is comprised of the Navajo Nation. In addition to assisting the Navajo Nation Police Department, the Apache County Sheriff's Office has law enforcement jurisdiction for the non-Native American population residing or visiting within the boundaries of the Navajo Nation.

The Apache County Sheriff's Office is currently staffed with approximately 80 employees, including 29 full-time law enforcement officers. These law enforcement officers are responsible for providing law enforcement services throughout Apache County. This includes, but is not limited to: patrolling assigned areas, deterring crime, conducting criminal investigations, and enforcing Arizona state laws and Apache County



DEPARTMENT PROFILES

APACHE COUNTY SHERIFF'S OFFICE (CONTINUED)

ordinances. The Apache County Sheriff's Office is also responsible for the secure storage of evidence seized during the course of criminal investigations and is solely responsible for the processing, service, and execution of all civil processes issued by the Apache County Superior Court.

In addition, the Apache County Sheriff's Office oversees the Apache County Special Crimes Enforcement Team (SCET), which is a multi-jurisdictional team including deputies from the Apache County Sheriff's Office and officers from the Eagar, Springerville, and Saint Johns Police Departments. SCET is responsible for enforcing Arizona state laws, with the primary responsibility of investigating drug crimes, especially egregious crimes, and illegal enterprise/ gang activity within Apache County. SCET personnel routinely conduct surveillance operations, execute high-risk search warrants, and assist local law enforcement agencies, including: the Arizona Department of Public Safety, Arizona Department of Transportation, United States Drug Enforcement Agency, Arizona Attorney General's Office, Apache County Attorney's Office, Saint Johns Police Department, Eagar Police Department, Springerville Police Department.

Additionally, the Apache County Sheriff's Office has many civilian employees, such as detention officers, nurses, and administrative personnel. Many of these civilian employees staff the Apache County Jail. The Apache County Jail is a regional facility and is responsible for safely housing all sentenced and un-sentenced adult offenders within Apache County.

The Apache County Sheriff's Office also utilizes many volunteers, who staff the Northern and Southern Apache County Sheriff's Office Posses. These volunteers graciously assist with large public events, as well as search and rescue operations within Apache County.

Furthermore, the Apache County Sheriff's Office houses a state-of-the-art communications/ dispatch center. The Apache County Sheriff's Office Communications Center is responsible for the gathering and relaying of vital information and resources to first responders within Apache County. In doing so, the communications center services several law enforcement agencies within Apache County, including the Apache County Sheriff's Office, United States Forest Service, Saint Johns Police Department, Eagar Police Department, and Springerville Police Department. The communications center also services the Vernon, Concho, Greer, Alpine, Nutrioso, and Puerco Valley Fire Districts, as well as the Springerville, Eagar, and Saint Johns Fire Departments.

Lastly, the Apache County Sheriff's Office oversees the Apache County Division of Emergency Management. Apache County Emergency Management is responsible for evaluating, understanding, planning, and preparing for the unexpected. This is done by creating and maintaining strong partnerships with other agencies, volunteer organizations, and private sector organizations. This promotes an effective response to any emergency, as well as facilitating the appropriate mitigation of hazards and assisting in recovery actions.



DEPARTMENT PROFILES

APACHE COUNTY SHERIFF'S OFFICE (CONTINUED)**ACCOMPLISHMENTS FOR FY 2015-2016**

- During fiscal year 2015-2016, the Apache County Sheriff's Office continually sought out training opportunities for all sworn and non-sworn personnel. These training opportunities were selected with the goal of improving overall effectiveness and efficiency. The Apache County Sheriff's Office also pursued several grant opportunities to ease the financial burden on Apache County and the Apache County Sheriff's Office. During fiscal year 2015-2016, the Apache County Sheriff's Office was awarded approximately \$274,000 in State and Federal grant funding.
- Additionally, during fiscal year 2015-2016, the Apache County Sheriff's Office focused on recruiting and retaining employees, while enhancing employee satisfaction and performance. This was done by encouraging professional and personal development by providing more training opportunities, as well as more detailed on-the-job training.
- To further increase operating efficiency while reducing liability, the Apache County Sheriff's Office focused on establishing more refined and efficient procedures regarding the storage and security of property seized during the course of criminal investigations. This was accomplished by purchasing new evidence tracking software to track and organize seized items housed in the Apache County Sheriff's Office Property Room. Training was also provided in the proper use of the new software.
- The Apache County Division of Emergency Management also purchased a mass notification public information system (Ready Apache County), with the help of grant funding. This system allows members of the public to be accurately and quickly notified of an emergency situation, by pushing out vital information in a timely fashion. This system has the potential to save lives and is vital to public safety.

GOALS AND OBJECTIVES FOR FY 2016-2017

The Apache County Sheriff's Office continually strives to improve overall effectiveness and efficiency, while providing exemplary service to the public. However, during fiscal year 2016-2017, the Apache County Sheriff's Office will take measures to:

- Decrease equipment maintenance costs
- Reduce workplace injuries
- Reduce civil liability
- Promote accountability.

PERFORMANCE MEASURES:

During fiscal year 2016-2017, the Apache County Sheriff's Office will continue to aggressively pursue grant funding opportunities, with the goal of easing financial strain on Apache County and the Apache County Sheriff's Office. This funding will also help provided equipment and training to help improve overall performance.

The Apache County Sheriff's Office is also committed to reducing overall operating costs each year. However, law enforcement agencies can incur unforeseen costly financial burdens, such as equipment maintenance costs, work related injuries costs, and civil litigation costs. The Apache County Sheriff's Office will continue to promote and provide up-to-date training opportunities to all personnel to decrease equipment maintenance costs, while promoting a safe working environment.



DEPARTMENT PROFILES

APACHE COUNTY SHERIFF'S OFFICE (CONTINUED)

Furthermore, the Apache County Sheriff's Office is committed to increasing the accountability of its employees. Recently, the Apache County Sheriff's Office purchased Guardian Tracking, which is a program that promotes the documentation and reporting of employee conduct, thus contributing to employee accountability. The customization of this program is currently being finalized, with training expected to commence within the month of August, 2016. This is expected to promote workplace safety and adherence to policy, while reducing civil liability.

In addition, the Apache County Sheriff's Office is in the process of purchasing Body Worn Cameras for each certified law enforcement officer and detention officer. These cameras have been proven to reduce civil liability, reduce citizen complaints, and increase accountability. Included in the purchase is an evidence tracking program. This program maintains and documents all digital evidence uploaded, thus maintaining proper chain of custody. The Apache County Sheriff's Office will continually update policy regarding the use of these cameras and will offer up-to-date training regarding the proper use of these cameras. Again, this is expected to promote a safe workplace, increase accountability, while reducing civil liability.

KEY CHANGES:

- Each year, the Apache County Sheriff's Office continues to provide exemplary law enforcement services to all residents and visitors of Apache County. The Apache County Sheriff's Office is not only responsible for impartially enforcing Arizona State laws and Apache County ordinances, but is also responsible for safely housing inmates at the Apache County Jail and executing all civil processes issued by the Apache County Superior Court.
- Over the years, the perception of law enforcement has changed drastically, with increased public scrutiny of the activities of law enforcement personnel and organizations. This has also resulted in a nationwide decrease of public support of law enforcement and in increase of civil suits filed against law enforcement personnel and organizations.
- To help counter this, the Apache County Sheriff's Office is in the process of purchasing Body Worn Cameras for all personnel who routinely engage members of the public or inmates in the Apache County Jail. Although this Body Worn Camera program has a five year cost of \$269,075.58, law enforcement organizations nationwide have seen a large increase of personnel accountability and a notable reduction of citizen complaints and civil suits by using Body Worn Cameras.
- The Apache County Sheriff's Office continually seeks out alternate funding opportunities to help ease the financial strain of Apache County and the Apache County Sheriff's Office. During fiscal year 2015-2016, the Apache County Sheriff's Office was awarded approximately \$274,000 in State and Federal grant funding. The Apache County Sheriff's Office continues to aggressively pursue alternate funding sources each year.

Each year, the Apache County Sheriff's Office valiantly attempts to operate within the allotted budget. However, unlike other county organizations, the Apache County Sheriff's Office, being the supreme law **APACHE**



DEPARTMENT PROFILES

COUNTY SHERIFF'S OFFICE (CONTINUED)

enforcement organization in the county, can incur unforeseen costs, such as unexpected overtime costs due to understaffing, vehicle maintenance costs, costs related to search and rescue operations, and costs related to wildland fires within Apache County and neighboring counties.

- Currently, the Apache County Sheriff's Office is operating understaffed. Presently, the Apache County Sheriff's Office has eight vacant sworn law enforcement positions and four vacant civilian positions. These positions have not been staffed due to budgetary constraints. This understaffing directly contributes to delayed response times to calls for service and high yearly unbudgeted overtime expenditures, in the average amount of approximately \$140,000 each year. Understaffing can also contribute to an increase of civil liability to Apache County and the Apache County Sheriff's Office, due to delayed response times to calls for service and potential property damage, injuries or fatalities as a direct result of personnel operating while fatigued, due to lack of sufficient manpower.
- During fiscal year 2015-2016, the Apache County Sheriff's Office pursued several grant opportunities to ease the financial burden on Apache County and the Apache County Sheriff's Office, totaling approximately \$274,000 in State and Federal grant funding. The Apache County Sheriff's Office focused on recruiting and retaining employees, while enhancing employee satisfaction and performance, by encouraging professional and personal development by providing more training opportunities, as well as more detailed on-the-job training.
- Furthermore, the Apache County Division of Emergency Management purchased a mass notification public information system (Ready Apache County), with the help of grant funding. This system allows members of the public to be accurately and quickly notified of an emergency situation, by pushing out vital information in a timely fashion. This system has the potential to save lives and is vital to public safety.
- The Apache County Sheriff's Office continually strives to improve overall effectiveness and efficiency, while providing exemplary service to the public. However, during fiscal year 2016-2017, the Apache County Sheriff's Office will take measures to decrease equipment maintenance costs, reduce workplace injuries, reduce civil liability, and promote accountability.
- Again, as the supreme law enforcement organization in the county, the Apache County Sheriff's Office can incur unforeseen costs each year, making it difficult to specify quantitative performance measures. However, each year the Apache County Sheriff's Office has and will continue to attempt to decrease expenditures, while increasing alternate sources of income through grant funding.



DEPARTMENT PROFILES

APACHE COUNTY SHERIFF'S OFFICE (CONTINUED)

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 2,613,791	\$ 2,932,403	\$ 2,947,656
Sheriff's Grants	304,766	90,876	793,000
Jail Enhancement	69,379	61,559	200,000
ACCENT/Sheriff	450,000	433,913	500,000
Jail Services, Sheriff's Canteen	28,472	87,123	150,000
Jail District	2,558,808	2,315,634	2,200,000
Department Total	\$ 6,025,216	\$ 5,921,508	\$ 6,790,656





DEPARTMENT PROFILES

APACHE COUNTY SUPERINTENDENT OF SCHOOLS**MISSION STATEMENT:**

The mission of the Apache County Superintendent of Schools and staff is to provide fiscal management, business and payroll services; to promote educational excellence by building alliances with school districts, service organizations, communities, and others; and to foster innovations in education that will prepare students for college and careers.

VISION STATEMENT:

All students can find success, self-worth, and achieve individual college and career goals through quality education.

DEPARTMENT DESCRIPTION:

The Apache County Education Service Agency, office of the Superintendent of Schools (ACSS), is a constitutionally created office and the County Schools Superintendent is an elected official. By Arizona Revised Statute, the Superintendent of Schools office serves as the fiscal agent for the county school districts and is a proactive coordinator of educational opportunities for teachers and staff throughout the county.

Operating under the school superintendent's office is the Apache County Schools Business Consortium that provides broadband services, IT support, and a variety of technology related products that include email systems, school finance accounting systems and e-rate planning services.

ACCOMPLISHMENTS FOR FY 2015—2016:

The Office of the Superintendent has provided fiscal services and support to ten of the eleven public school districts in Apache County (Chinle Unified School District assumes accounting responsibility according to A.R.S. 15-914.01), educational support and services to all eleven school districts, Jail Education, and support for the Apache County Juvenile Detention Education program currently housed in Navajo County. Included among the many duties and services performed are:

- Coordinating with the Northeast Arizona Regional Center (Navajo, Coconino, and Apache Counties) to provide on-going professional development for teachers and staff in Apache County;
- Arranging and implementing a multi-school video conferencing system so districts may participate in face-to-face conferencing and professional development opportunities in an effort to cut down on travel times;
- Advertising, providing registration materials, and coordinating School Board Elections for the 2014 General Election;
- Coordinating and promoting School Board Elections for the 2016 General Election;
- Advertising, conducting an unbiased interview process, and selecting individuals to fill vacated school board seats;
- Sponsoring and coordinating the annual Apache County Spelling Bee;
- Participating and supporting the Northeast Arizona Regional STEM Fair;
- Participating and supporting Northeast Arizona Regional Center meetings and symposiums;
- Supporting the Building Communities that Support Children's Reading initiative;
- Developing an action plan in support of the Governor's grant from the National Governors Association to enable high-speed, affordable Internet in every classroom in Arizona;



DEPARTMENT PROFILES

APACHE COUNTY SUPERINTENDENT OF SCHOOLS (CONTINUED)**ACCOMPLISHMENTS FOR FY 2015—2016: (CONTINUED)**

- Supporting the Governor's Office of Youth, Faith and Family in a pilot project and education program on substance awareness;
- Providing opportunities for office staff to participate in Arizona Association of School Board Officials (AASBO) and other professional development activities;
- Collaborating with school district superintendents and administrators to investigate, discuss and solve common concerns and issues;
- Actively participating in the legislative process involving proposed bills that support or effect school districts across the State; serving as President of the Arizona Association of County School Superintendents;
- Processing expense and payroll vouchers and printing warrants for ten of the eleven school districts in Apache County;
- Processing and recording deposits for ten of the eleven school districts and coordinating with the County Treasurer's office;
- Reconciling fiscal records between school districts, the Apache County Schools Office and the County Treasurer's Office on a monthly basis;
- Registering all home-school students;
- Recording and verifying all Certified Teacher Certificates for teachers within Apache County;
- Processing federal grant applications and completion reports for all school districts and forwarding approved reports to the Arizona Department of Education Grants Management Division;
- Attending and participating in a multitude of state, regional and county meetings to facilitate common understanding of problems and issues facing all counties in Arizona;
- Supporting microwave data services provided by the Apache County Schools Business Consortium (ACSBC);
- Through the Apache County Schools Business Consortium, boosting, maintaining and monitoring bandwidth capabilities to school districts;
- Assisting schools in preparing for the next generation of statewide student assessments;





DEPARTMENT PROFILES

APACHE COUNTY SUPERINTENDENT OF SCHOOLS (CONTINUED)**GOALS AND OBJECTIVES FOR FY 2016-2017:**

The office of the Apache County Superintendent of Schools will continue to provide fiscal services and support to the ten school districts that fall under our purview (Chinle School District will continue to be a financially independent district), provide educational support and services to all eleven districts, Jail Education, and support the Navajo County Juvenile Detention Education program that serve Apache County juveniles.

- Continue to coordinate with the Northeast Arizona Regional Center (Apache, Coconino, and Navajo Counties) to provide on-going professional development for teachers, administrators, and staff of Apache County school districts;
- Continue to develop and implement a multi-school video conferencing system for districts within Apache County and beyond to encourage face-to-face communication without the travel;
- Advertise, provide registration materials, and coordinate School Board elections for the 2016 General Election;
- Assist qualified groups, according to statute and guidelines from the Secretary of State, with recall election information, forms, and processes as requested;
- Continue to provide opportunities for training to support newly elected school board members;
- Oversee, advertise, and conduct unbiased interviews to appoint individuals to fill vacant school board seats;
- Sponsor and coordinate the annual Apache County Spelling Bee;
- Sponsor and support the Northeast Regional Center STEM Fair;
- Participate in regional and state meetings and symposiums, as available;
- Continue support of the Building Communities that Support Children's Reading literacy program;
- Continue support of the substance awareness education pilot program offered by the Governor's Office of Youth, Faith and Family;
- Continue support of the National Governor's Association-Education Super Highway initiative to enable high-speed Internet access to every classroom;
- Provide opportunities for office staff to participate in AASBO and other professional development activities with the continuing improvement of services to districts in Apache County;
- Continue cross-training of current employees;
- Collaborate with school district superintendents and administrators to investigate, discuss and solve common concerns and issues;
- Continue to be active in researching and coordinating with other County Superintendents and organizations regarding proposed legislation;



DEPARTMENT PROFILES

APACHE COUNTY SUPERINTENDENT OF SCHOOLS (CONTINUED)**GOALS AND OBJECTIVES FOR FY 2016-2017: (CONTINUED)**

- Continue to effectively provide timely fiscal support to districts by:
 - ◇ Processing expense and payroll vouchers and printing warrants for ten of the eleven school districts in Apache County;
 - ◇ Processing and recording deposits for the ten districts we are responsible for and coordinate with the Treasurer's Office;
 - ◇ Reconciling fiscal records between the school districts, the School Superintendent's Office, and the County Treasurer's Office on a monthly basis;
 - ◇ Process federal grant applications and completion reports for the ten school districts we are responsible for, and forward approved reports to the Arizona Department of Grants Management Division.
- Provide ancillary duties as required by statute:
 - ◇ Register all home-school students and maintain an up-to-date accounting;
 - ◇ Record and verify all Certified Teacher Certificates for teachers within Apache County, and notify districts of any certificates that have expired or have not been recorded;
 - ◇ Search for opportunities to promote literacy and cultural awareness.
- Continue to provide administrative support for the Apache County Schools Business Consortium.

CHALLENGES AND ISSUES:

One of the greatest challenges facing the Apache County Superintendent's Office is having backup personnel to perform the specialized tasks required for school payroll, expense and account reconciliation. With only one Accounting Specialist and one Payroll Specialist, it becomes difficult to meet the responsibilities to the school districts we support and serve if an extended leave were to occur. Cross-training while maintaining appropriate separation of duties is a constant concern.

Obtaining a resolution that provides an appropriate and convenient educational solution for families and students who live along the Arizona border with New Mexico and Utah. This is an ongoing issue that involves leadership of the State Education Offices, State Legislators, school district administrators and Governing Boards. Work continues, but progress is slow in obtaining an agreeable solution.

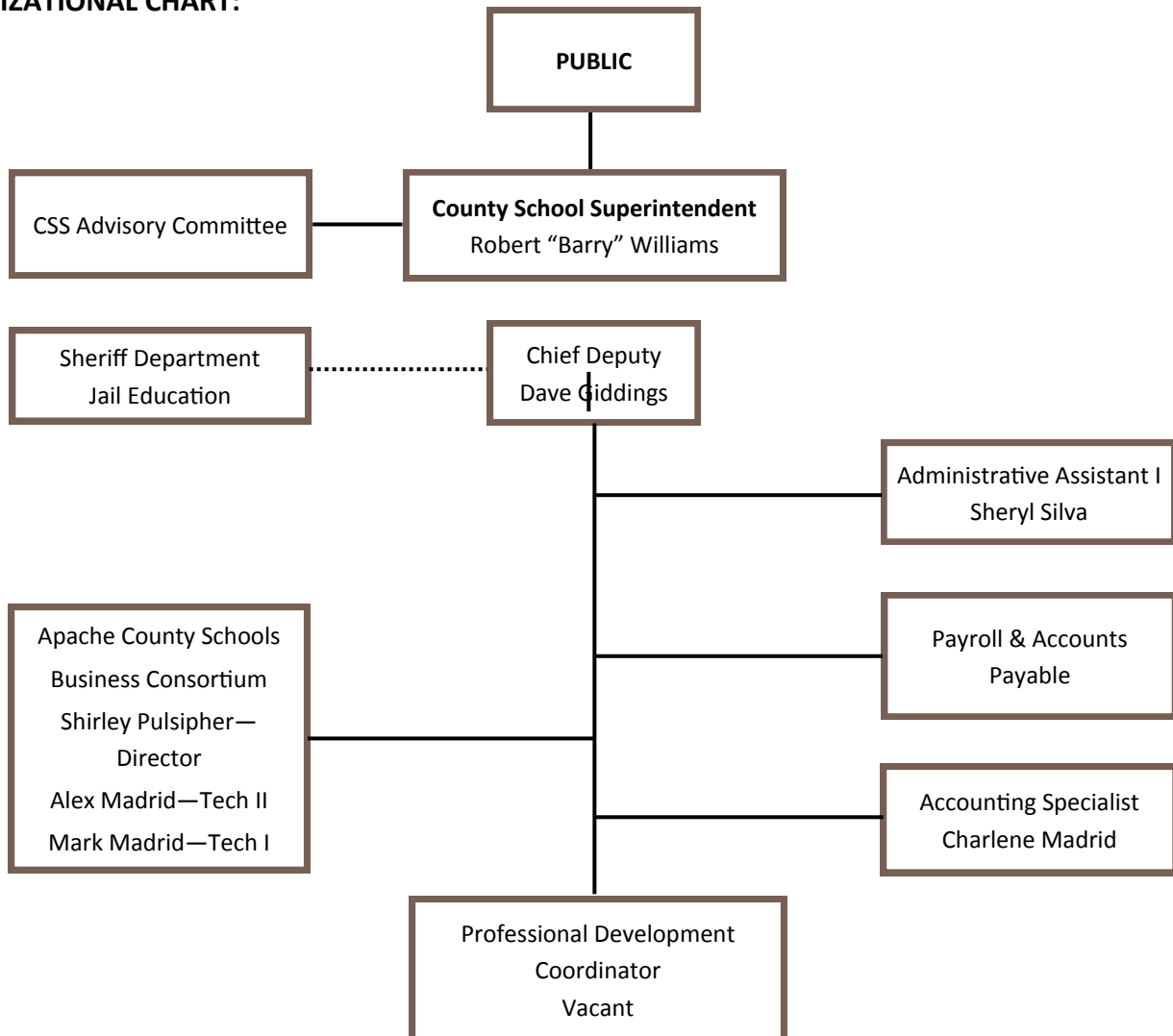
Another challenge/initiative of the County School Superintendent is working with the National Governor's Association and the Education Super Highway to provide improved affordable broadband service to the underserved rural schools and communities of Arizona. Serving on this task force may provide a solution to many of the schools in Apache County and other underserved areas of Arizona.



DEPARTMENT PROFILES

APACHE COUNTY SUPERINTENDENT OF SCHOOLS (CONTINUED)

ORGANIZATIONAL CHART:



BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 298,935	\$ 222,438	\$ 331,216
IDEA Secure Care	38,755	13,967	41,894
Department Total	\$ 337,690	\$ 236,405	\$ 373,110



DEPARTMENT PROFILES

APACHE COUNTY SUPERIOR COURT

MISSION STATEMENT

The mission of the Superior Court of Apache County is to ensure the prompt and fair adjudication of all cases and to foster public confidence and trust in the Courts through accessibility, communication and education.

DEPARTMENT DESCRIPTION

As part of the State's only general jurisdiction court, the Superior Court of Apache County hears two types of cases, criminal and civil. All non-criminal cases are defined as civil and include divorce, paternity, child support and parenting time, collectively designated as family court matters. Juvenile matters which include delinquency, dependency, adoption and severance cases are also heard in Superior Court. In addition, Superior Court is the forum for mental health, probate and limited jurisdiction court appeals.

The Superior Court of Apache County is the anchor of the Judicial Branch that includes the Clerk of the Superior Court, four Justice of the Peace Courts, the Consolidated Adult and Juvenile Probation Department, the Juvenile Detention Center and the Court Appointed Special Advocate (CASA) Program.

ACCOMPLISHMENTS FOR FY 2015-2016

- Appointment of a full-time Judge Pro Tem, C. Allan Perkins, in lieu of establishing a second Superior Court Division has saved the county tens of thousands of dollars, and has improved caseload management, allowing the court to more effectively clear/complete cases within the time standards set forth by the Supreme Court.
- A consolidated preliminary hearing schedule has been established, providing better judicial efficiency and economy for multiple departments within the county.
- The Court has begun to introduce several different community outreach programs within Apache County, including juror appreciation as well as mock trial competitions for high school level students. Programs such as these are important for providing the public with a better understanding of the courts and the judicial branch of government.
- Five (5) new CASA volunteers have been added to the program in fiscal year 2016, doubling the number of volunteers. Volunteers are vital in providing advocacy to children who are victims of abuse and/or neglect.
- Courthouse improvements have been made to both the exterior and interior of the building, reflecting a more professional, appropriate decorum throughout the courthouse. Additionally, in an effort to help keep cost to the county at a minimum, court employees have generously donated their time in helping with some of the cosmetic improvements (i.e. painting, etc.).

GOALS AND OBJECTIVES FOR FY 2016-2017

- Maintain performance on the timeliness of case processing in all case types and continue to meet the time standards established by the State. Although case filings continue to increase, some by more than 50%, the Superior Court endeavors to maintain/manage case flow with the current number of staff by shifting/adjusting work assignments and responsibilities.



DEPARTMENT PROFILES

APACHE COUNTY SUPERIOR COURT (CONTINUED)

GOALS AND OBJECTIVES FOR FY 2016-2017: (CONTINUED)

- Increase the resources available to self-represented litigants in obtaining appropriate services, including upgrades to system technology in order to allow access to court forms, court calendars, legal research, and court procedures from the court's website.
- Continue to expand/improve the work of the Court's Dependency Caseflow Workgroup, a multi-agency effort that works to ensure that parties to cases involving children who have been removed from the parents' home are assured prompt access to the courts and due process.
- Establish and maintain at least two (2) community outreach programs in FY17 to benefit the residents in our county. These programs provide residents a better understanding of the courts and the judicial branch of government.
- Provide a safe and secure environment for the public and court staff by upgrading/updating at least two of the many security breaches identified by the Arizona Department of Public Safety, Criminal Infrastructure Protection Unit in a recent investigation.
- Increase the number of volunteers to the Court Appointed Special Advocate (CASA) Program by five (5) by continuing recruitment methods that proved successful in FY16. CASA volunteers advocate for the best interests of the County's most vulnerable children who are victims of abuse or neglect. It is our goal to insure that each child has a volunteer appointed to speak on their behalf throughout the court process.
- Increase the court's case clearance rate by 10% utilizing video conferencing, a multi-agency effort that will provide parties better access to court proceedings and eliminate/reduce the number of hearings needing to be reset due to unavailability.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 858,498	\$ 974,662	\$ 974,936
Law Library	-	-	24,385
Juvenile High Risk Court	41,498	44,645	60,000
Norviel Decree	15,068	13,859	20,000
CASA	44,231	42,069	50,227
Field Trainer	23,030	24,002	1,834
Case Processing Assistance	11,642	10,009	11,000
Fill the Gap, Courts	164,187	166,533	218,027
Fill the Gap, Indigent Defense	-	-	10,000
Fill the Gap, Court Administration	6,375	-	33,500
Prosecution Recovery Sup Ct.	174	-	12,000
Department Total	\$ 1,164,703	\$ 1,275,779	\$ 1,415,909



DEPARTMENT PROFILES

APACHE COUNTY TREASURER'S OFFICE**MISSION STATEMENT**

Our team objective is to provide the highest level of exceptional public service, transparency, and integrity while using flexible methodologies to become more efficient. The department is focused on being innovative, cost-effective, and strives to exceed the expectations of the citizens. Our goal is to enforce collection of delinquent taxes through the annual tax lien sale, collect and disburse revenues with accuracy, and make investments with the highest yield while maintaining safety and liquidity.

DEPARTMENT DESCRIPTION

- Collection of Real and Personal/Commercial property taxes
- Distribution of tax money collected to all taxing entities
- Changes to the tax roll when authorized
- Submittal of monthly reports to various entities including the Board of Supervisors (State remittance, monthly statements, etc.)
- Conduct an annual tax lien sale
- Maintain tax lien records
- Account for over 300+ separate funds for the county

ACCOMPLISHMENTS FOR FISCAL YEAR 2015-2016

- Reconciled all quarterly interest distribution
- Revamped and streamlined the organizational structure to compliment the internal control and customer service.
- Improved Customer Service by outsourcing payment processing to a Lockbox for a real time revenue collection.
- Changed vendors with print services to compliment the Lock box.
- Completed a successful transition from ADT and Unix to the new Tyler Eagle software.
- Decreased return mail

GOALS AND OBJECTIVES FOR FY 2016-2017

- A smooth transition with the new Banking Services - National Bank of Arizona.
 - Investment
 - Line of Credits
 - Treasury Management
 - Lockbox/Tax bills
- Deeding State held liens and Expired Investor Lien to the State of Arizona.



DEPARTMENT PROFILES

APACHE COUNTY TREASURER'S OFFICE (CONTINUED)

GOALS AND OBJECTIVES FOR FY 2016-2017: (CONTINUED)

- Implement process and procedures to compliment the Segregation of Duties/Internal Control. To be more accountable and transparent for the county.
 - Cash Management
 - Refunds
 - Reconciliation (To a daily Basis)
 - Interest Calculation , etc.
 - Creditron automated uploading to Tyler
 - Point and Pay search capability

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
General Fund	\$ 408,105	\$ 397,885	\$ 489,615
Department Total	\$ 408,105	\$ 397,885	\$ 489,615

A black and white photograph of a stone building, likely a traditional Irish cottage. The building features a rough-hewn stone wall, a wooden door with a sign that reads "Táinig Fáil Gach Lá" (Welcome Every Day), and a window with a white frame and multiple panes. A small stone bench sits in front of the door. To the left of the door, there are wooden barrels and a wheel. A decorative green border with a scalloped edge frames the central text.

BUDGET SUMMARY



DEPARTMENT PROFILES

APACHE COUNTY PURCHASING POLICY**INTRODUCTION**

The purchasing policy is to promote efficient use of financial resources and minimize administrative time, cost, and effort. An effective purchasing system allows the County to identify the goods and services required for County operations and acquire them as economically as possible within acceptable standards of quality.

The County has developed internal controls over purchasing that provide adequate authorization of and accountability for County expenditures and ensures that procurement policies are consistent with legal requirements and sound business practices.

The purchasing policies and procedures have been developed in sufficient detail to identify the responsibilities, duties, and tasks of employees.

LEGAL REQUIREMENTS

The legal requirements governing County purchasing policies and procedures are primarily derived from the Arizona Revised Statutes (A.R.S.).

1. The Board of Supervisors has the exclusive power to contract for the County. The County may cancel any contract within three years of execution without penalty or further obligation if any person involved in initiating, negotiating, securing, drafting, or creating the contract on the County's behalf is, or becomes, an employee, agent, or consultant of the other parties to the contract. The cancellation is effective when all other parties to the contract receive written notice, unless the notice specifies a later time. Notice of this legal provision must be included in every contract to which the County is a party. A.R.S. §§11-201 and 38-511
2. The County must use sealed, competitive bidding procedures for purchases of supplies, materials, equipment and contractual services, except professional services, with an estimated cost exceeding \$50,000. A.R.S. §11-254.01, 41-2535 and 41-2501(C)

The following are exceptions to the requirement:

- a. Sole source purchasing: A contract may be awarded for materials, goods, services or construction items without competition, if the department head determines in writing that there is only one source for the required submission of cost or pricing data in connection with an award under this section. Sole source purchasing shall be avoided except when no reasonable alternative sources exist. A written determination of the basis for the sole source purchasing shall be included in the contract file. A.R.S. §41-2536
- b. Emergency purchasing: Notwithstanding any other purchasing policy, the Board of Supervisors by a two-thirds vote may make or authorize others to make emergency procurements if there exists a threat to public health, welfare or safety or if a situation exists which makes compliance with section A.R.S. §41-2533, 41-2534, 41-2578, 41-2579 or 41-2581 impracticable, unnecessary or contrary to the public interest as defined in rules adopted by the Board, except that such emergency procurements shall be made with such competition as is practicable under the circumstances. A written determination of the basis for the emergency and for the selection of the particular contractor shall be included in the contract file.



c. Search & Rescue: Notwithstanding any other purchasing policy, the Sheriff may make or authorize others to make Search and Rescue procurements if there exists a threat to public health, welfare or safety, or if a situation exists which makes compliance with A.R.S. §41-2533, 41-2534, 41-2578, 41-2579 or 41-2581 impracticable, unnecessary or contrary to the public interest as defined in rules adopted by the Board of Supervisors, except that such Search and Rescue procurements shall be made with such competition as is practicable under the circumstances. A written determination of the basis for the Search and Rescue and for the selection of the particular contractor shall be included in the contract file.

d. Purchases of \$50,000 or less shall be made using the following procedures as recommended by the Auditor General A.R.S. §11-254.01, 41-2535 and 41-2501(c):

- Elected officials and department heads may approve purchases, within their board approved budget, costing less than \$5,000. Board pre-approved budget overrides shall be required for any purchases that exceed approved budgets. The elected official or department head must use reasonable efforts to obtain the lowest and best price.
- The finance department may approve purchases costing at least \$5,000 but less than \$35,000. Requesting department shall obtain at least three written price quotations, or retain documented evidence of reasonable attempts to obtain three price quotations prior to PO being issued.
- The County Manager may approve purchases costing at least \$35,000, but not more than \$50,000. Requesting department shall obtain at least three written price quotations, or retain documented evidence of reasonable attempts to obtain three price quotations prior to PO being issued.
- The Board of Supervisors shall approve all purchases for services \$50,000 and above. The purchase must have sealed competitive bids and department will provide the bid specifications to the Clerk of the Board of Supervisors.
- The vendors contacted and their price quotations should be indicated on, or attached to, the file copy of the purchase order. If three quotations cannot be obtained, the County should also document the vendors contacted who did not offer price quotations and the reason why they did not. If a vendor is selected because of reasons other than the lowest price, such as quality of the product or work to be performed, the reasons must be fully documented.
- The invitation for price quotes must be issued in sufficient time before the purchase is made and in sufficient detail to permit free competition. Normally, ten working days is sufficient time.
- For purchases of \$4999.00 or less, the department head must use reasonable efforts to obtain the lowest and best price. All purchases over \$500 shall be made by purchase order.



The only exceptions to this are:

1. Professional services
2. Jury and witness fees
3. Travel
4. Utilities and communications (telephone, gas, electricity)
5. Postage
6. Uniforms
7. Indigent medical expenses
8. Maintenance agreements
9. Library books
10. Subscription renewals

3. Professional Services A.R.S. §11-254.01

- Professional services shall not be purchased by sealed bids or proposals, but will be negotiated between the Elected Official or Department Head which requires the service and the professional or professionals.
- Persons or businesses engaged in providing the service(s) required, shall submit written statements of qualifications and expressions of interest in providing such service(s) to the Elected Official or Department Head.
- The Elected Official or Department Head will recommend to the County Manager the professional service provider to which a contract, equal to or less than \$20,000 per fiscal year, should be awarded, after considering the qualifications and making a determination that the compensation is fair and reasonable.
- The Elected Official or Department Head will recommend to the Board of Supervisors the professional service provider to which a contract, above \$20,000 per fiscal year, should be awarded, after considering the qualifications and making a determination that the compensation is fair and reasonable.
- The written statements of qualifications and expressions of interest shall be maintained with the contract file.

4. The County may enter into an annual cooperative procurement agreement with the State Procurement Office that allows them to purchase goods or services from any vendor on the state contract. The County may also enter into a written cooperative purchasing agreement with a federal agency. A.R.S. §§41-2632 and 41-2634. A list of these agreements is on file in the Finance Department.

5. The County may enter into agreements with one or more public agencies to make joint purchases. The County may also form separate legal entities, including nonprofit corporations, to contract or perform some or all of the services specified in the contract or agreement. If a separate legal entity is



formed, the contract or agreement must specify its precise organization, composition, title, and nature. Any agreement with another public entity must specify the following: duration; purpose; method of financing, establishing, and maintaining a budget; method of accomplishing the agreement's partial or complete termination; method for disposing of property on termination; and any other necessary matters. The County Attorney must review the agreement. A.R.S. §11-952

6. The County may enter into long-term agreements for the purchase of personal property, provided that the County includes a provision allowing it to cancel the agreement at the end of each fiscal year of the agreement. A.R.S. §11-251
7. For construction, the Board of Supervisors must award the contract to the lowest responsible bidder with a satisfactory proposal. However, preference must be given to contractors and bidders who have paid real or personal property taxes in accordance with A.R.S. §§34-241 and 34-243, over any competing contractor or bidder who has not paid such taxes, whenever the bid of the competing contractor or bidder is less than 5 percent lower. In addition, preference must be shown to bidders who furnish materials produced or manufactured in Arizona in accordance with A.R.S. §34-242 over any competing bidder who furnishes materials not produced or manufactured in Arizona whenever the bid of the competing bidder, quality and suitability considered, is less than 5 percent lower.
8. The County must use sealed, competitive bids for any building, structure, addition, or alteration if the total cost of the work, excluding materials and equipment previously acquired by bid, exceeds \$14,000 beginning in fiscal year 1994-95, adjusted each year thereafter for the annual percentage change in the GDP price deflator as defined in A.R.S. §41-563. A.R.S. §34-201.
9. The County Treasurer must disburse County monies either by a warrant issued by the Board of Supervisors or an electronic transfer authorized by the Board of Supervisors. A.R.S. §11-493
10. The County may pay claims exceeding \$500 only upon presentation of a demand, except for payment to jurors, witnesses, victims, and salaries. A.R.S. §11-621
11. At year-end, all outstanding encumbrances will be terminated after 60 days. Warrants may be issued to pay for these liabilities up to 60 days after fiscal year-end. After that, no further payments may be made for prior-year claims. A.R.S. §11-624.01 The County must pay in full for goods and services purchased on account from a nongovernmental entity within 30 days after the goods and services are received and properly billed. A.R.S. §35-342
12. The County must prepare and mail IRS 1099 Forms to vendors by January 31st. Vendors typically include independent contractors, attorneys, accountants, and other professionals to whom \$600 or more is paid in fees, commissions, and other forms of compensation. Vendors requiring 1099 forms may include individuals, partnerships, estates, and, on rare occasions, corporations. The County does



not need to prepare 1099 forms for most corporations and all tax-exempt organizations. The County must also file Form 1099 with the IRS by February 28th each year. The County must also obtain taxpayer ID numbers from vendors for 1099 reporting purposes. As such, all vendors must have a Form W-9 with their taxpayer ID number on record with the Finance Department prior to any purchase.

13. The Board of Supervisors must not consider a demand unless prepared as prescribed in A.R.S. §11-622 and filed by the clerk at least one day prior to the session at which it is to be considered. Demands so filed shall be considered and passed upon at the next regular session after they are presented, unless for good cause the Board postpones consideration of them to a future session. A.R.S. §11-625
14. The County shall not approve or pay a demand in which a County officer is personally interested, or arising out of a contract to which a County officer while in office has been a party of or otherwise personally interested in, and such contract, claim or demand is null and void, except for official compensation of the persons in whose name it is presented. A.R.S. §11-627
15. The Board of Supervisors shall not allow a demand in favor of a person indebted to the County without first deducting such indebtedness, or in favor of an officer whose accounts have not been rendered and approved, or who has neglected or refused to make his/her official returns or report in writing, as required by law, or in favor of any officer who willfully neglects or refuses to perform the duties of his office. The Board may examine the claimant, or any other person, on oath to determine the justness of the demand. A citizen or taxpayer of the County may appear before the Board and oppose the allowance of any demand. A.R.S. §11-628
16. The Board of Supervisors must reject any demand if the demand is not a proper County charge. If the demand is a proper County charge, but larger than is just, the Board may allow the claim in part and draw a warrant for the part allowed. A.R.S. §11-629

PROCEDURES

The purchasing cycle consists of five functions: requisitioning, budgetary control, purchasing, receiving, and accounts payable. Duties must be adequately segregated among employees so that no individual performs all steps of a transaction.

Requisitioning

Generally, County departments are responsible for planning purchase requirements and communicating them to the Finance Department far enough in advance that goods may be ordered in economical quantities. A designated employee within each department should prepare the requisition forms to help ensure that they are accurately completed. Requisitions should include the following information: requesting department, date, description of items, quantity, unit cost, estimated total cost, fund, function, object code, delivery site, and date required. The required services or materials should be described on the requisition in



enough detail to allow competitive purchasing. Brand or trade names and catalog numbers may be considered, but they should not be the sole determining factor in the final selection. The department head or a designated employee should review all requisitions for propriety and approve them. The requisition should be maintained on file in the Finance Department. Once the goods are ordered, the department should match its requisition against the purchase order to ensure the proper goods or services were ordered. If requisitions are prepared online, the County should have equivalent procedures to maintain evidence of applicable reviews and approvals.

Emergency Purchases

An emergency or Search and Rescue condition threatens the functioning of the County, the preservation or protection of property, or the health or safety of the County's citizens and creates an immediate and serious need for materials or services that cannot be met through normal purchasing methods. Emergency and Search and Rescue purchases should be limited to only the materials or services necessary to satisfy the emergency and Search and Rescue need.

For emergency and Search and Rescue purchases to be exempt from legal restrictions, or normal County purchasing requirements, the Board of Supervisors must determine, by at least a two-thirds vote, that an emergency exists, or existed, that requires immediate action to protect the public health or safety. A.R.S. §11-254.01

The department requesting the emergency purchase should prepare all demands attaching the minutes of the Board meeting that declared the emergency. They also must have in writing requests documenting the existence of an emergency or Search and Rescue condition and explaining the immediate purchase need. A copy of each request and amount processed under this procedure should be kept on file in the department requesting the emergency purchase and at the County Finance Department. If the nature of the emergency does not permit time to submit a written request, the department may verbally request approval for the purchase. The Finance Department may approve a written request subsequent to the purchase if:

- The emergency necessitated immediate response and it was impracticable to contact the Finance Department.
- The purchase was made with as much competition as was practicable under the circumstances.
- The price paid was reasonable given the circumstances of the emergency.

Budgetary Control

The budgetary control function is responsible for verifying that sufficient budget capacity exists before the Finance Department issues purchase orders to vendors. The budgetary control function is established within the Finance Department. The estimated cost recorded on completed requisition forms should be compared to budget capacity. If budget capacity is not sufficient for the proposed purchase, this should be noted on the requisition and the requisition should be returned to the Finance Department. If budget capacity is available, the requisition should be approved. Evidence of the budgetary check should be documented on the requisition. After receiving an approved requisition from the budgetary control function, the Finance Department should issue a purchase order to a vendor. If encumbrance accounting is used,



monies should be encumbered at that time. The County should maintain records that identify monies committed for expenditures so that an unencumbered and unexpended budget balance may be determined.

Purchasing

The individual departments negotiate purchases with vendors and follow up with vendors when goods are not received or are returned. The County may use several different purchasing methods. The most common method is an outright purchase through the formal purchasing process. Lease purchases and installment purchases may be used to acquire assets when feasible. Some expenditures are specifically exempted from the formal purchasing process. Exempt expenditures may include salaries and related costs, jury and witness fees, utilities, communications, and postage. Other purchases for small dollar amounts and orders that require immediate cash outlay may be paid from petty cash or by check from a revolving fund bank account. The department should select a qualified vendor based on the price quotations or bids received. The department should then complete the requisition by adding the price quotation or bid amount submitted by the selected vendor and a total cost, including tax, delivery, insurance, and other ancillary costs. If the total cost exceeds the estimate recorded on the requisition, budget capacity should again be verified.

Competitive Purchasing - The County must use sealed, competitive bidding procedures for purchases of supplies, materials, equipment, and contractual services, except professional services, with an estimated cost exceeding \$50,000.

Purchases of \$50,000 or less shall be made using the following procedures as recommended by the Auditor General:

1. For purchases costing less than \$5,000, the County should use procedures providing for adequate and reasonable competition.
2. For purchases costing at least \$5,000 but less than \$35,000, the County shall obtain at least three written price quotations or retain documented evidence of reasonable attempts to obtain three price quotations.
3. For purchases costing at least \$35,000 but not more than \$50,000, the County shall obtain at least three written price quotations or retain documented evidence of reasonable attempts to obtain three price quotations.

Whether to request an oral or written price quotation is determined by analyzing the known requirements for an item or a collection of items that, in the aggregate, may result in the purchase of the item(s), above the applicable threshold, from one vendor. The vendors contacted and their price quotations should be written on or attached to the file copy of the purchase order. If three price quotations cannot be obtained, the County should also document the vendors contacted who did not offer price quotations and, if known, the reasons they did not do so. If a vendor is selected because of reasons other than the lowest price, such as quality of the product or work to be performed, the reasons should be fully documented. The invitation for price quotations should be issued in sufficient time before the purchase is made and in sufficient detail to allow vendors to respond. An exception to the above guidelines for price competition may be made in the event of an emergency.



When the County determines that a purchase meets the criteria requiring that it be bid, the County must issue the invitation for bids and specifications in sufficient time before the purchase is made and in sufficient detail to permit free competition.

Notice of the invitation for bids must be published in a newspaper and should be published in the notice in the official newspaper of the County. The official newspaper of the County is that to which the County annually awards the contract for advertising publications and printing required by the County pursuant to the requirements in A.R.S. §11-255.

Note that unless otherwise specified in law, written notice must be published in a daily paper four consecutive times or a weekly paper once each week for two consecutive weeks. A.R.S. §39-204 The County must retain an affidavit attached to a copy of the published notice from the newspaper as proof of the publication. A.R.S. §39-205

Copies of the invitation and specifications must be supplied to and bids must be solicited from qualified sources consistent with the item to be purchased as determined by the County purchasing agent. Those sources include all qualified suppliers who, before the invitation is issued, notify the Finance Department in writing that they desire to bid on materials, supplies, equipment, or contractual services. A.R.S. §11-254.01

Bids must be opened publicly at the time and place stated in the invitation. On Board approval, the County purchasing agent must make awards with reasonable promptness by giving written notice to the qualified bidder whose bid conforms to the invitation and whose bid is the most advantageous to the County concerning price, conformity to the specifications, and other factors. The Board may reject all bids if rejection is in the public interest. A.R.S. §11-254.01

Construction

The County must use sealed, competitive bids for any building, structure, addition, or alteration if the total cost of the work, excluding materials and equipment previously acquired by bid, exceeds \$14,000 beginning in fiscal year 1994-95, adjusted each year for inflation. A.R.S. §34 201(C)

The County must, upon acceptance and approval of the working drawings and specifications, publish a notice to contractors of intention to receive bids and contract for the proposed work. A.R.S. §34-201

The notice must state:

- The nature of the work required, the type, purpose, and location of the proposed building, and where the plans, specifications, and full information as to the proposed work may be obtained.
- That those contractors desiring to submit proposals may obtain copies of full or partial sets of plans and specifications for estimate on request or by appointment. The return of the plans and specifications must be guaranteed by a deposit, which must be refunded on return of the plans and specifications in good condition.
- That a certified check, cashier's check, or surety bond must accompany every proposal for ten percent of the amount of the proposed bid as a guarantee that the contractor will enter into a contract to perform the proposal in accordance with the plans and specifications. The certified



check, cashier's check, or surety bond must be returned to the contractors whose proposals are not accepted and to the successful contractor on the execution of a satisfactory bond and contract. However, A.R.S. §34-201 discusses in detail the following exceptions to soliciting bids for construction contracts:

- Construction of public buildings or additions or alterations to public buildings by inmates of the institution and County employees. A.R.S. §34-201(B)
- Construction of recreational projects including trails, playgrounds, ballparks, and other similar facilities, excluding buildings, structures, and building additions using volunteer workers or workers provided by a nonprofit organization, subject to limitations on the project's cost. A.R.S. §34-201(F)

Construction contracts must be awarded to preferred bidders, as defined in A.R.S. §§34-241 through 243, whenever the bid is within five percent of the lowest bid. The amount of any applicable sales or use tax must not be a factor in determining the lowest bidder if a competing bidder is not subject to sales or use tax. A.R.S. §34-243.01. The Board of Supervisors may reject any or all construction proposals. It may also withhold the award for any reason it determines. A.R.S. §34-201. However, before any contract is executed for construction of a public building, the contractor must furnish the Board of Supervisors with the following bonds made payable to the County. The County should review A.R.S. §34-222 for specifics.

- A performance bond equal to the full contract amount to ensure performance in accordance with the contract's plans, specifications, and conditions.
- A payment bond equal to the full contract amount for the protection of claimants supplying labor or materials to the contractor or his subcontractors in the performance of the work provided for in the contract.

When the Board of Supervisors enters into a construction contract with the selected bidder, the terms of payment must include the following:

- The Board must retain ten percent of all estimates as a guarantee for complete performance of the contract. The monies retained must be paid to the contractor within 60 days after completion or filing notice of completion of the contract. A.R.S. §34-221(B)(2) and (B)(5)
- Instead of the retention explained above, the Board may accept certain securities described in A.R.S. §34-221 in an amount equal to ten percent of all estimates that will be retained by the Board as a guarantee for complete performance of the contract. A.R.S. §34-221(B)(5)
- The County may make progress payments on contracts of less than 90 days and must make monthly progress payments on all other contracts. The progress payments, less any applicable monies retained, must be made within 14 days after the work estimate is certified and approved. A.R.S. §34-221(B)(2)
- When the contract is 50 percent completed, the County may pay one-half of the amount retained, including any securities substituted, on the contractor's request, if the contractor is making satisfactory progress on the contract and there is no specific cause or claim requiring a



greater amount to be retained. After the contract is 50 percent completed and if the contractor is making satisfactory progress, no more than 5 percent of any subsequent progress payments may be retained. However, if at any time the County determines that satisfactory progress is not being made, ten percent retention must be reinstated for all progress payments made under the contract after that determination. A.R.S. §34-221(B)(3)

- On completion and acceptance, payment may be made in full, including retained percentages, less authorized deductions. A.R.S. §34-221(B)(4) In addition, the County should refer to A.R.S. Title 34, Chapter 6 for specific requirements relating to services from architects, assayers, engineers, geologists, and landscape architects, and for construction and land surveying.

Professional Services

The Board of Supervisors must adopt written procedures for the procurement of professional services other than those specified in A.R.S. Title 34. A.R.S. §11-254.01 (See A.R.S. Title 34 for exceptions to these following procedures):

1. Professional services shall not be purchased by sealed bids or proposals, but will be negotiated between the head of the department which requires the service(s) and the professional(s).
2. Persons or businesses engaged in providing the service(s) required, shall submit written statements of qualifications and expressions of interest in providing such service(s) to the department head.
3. The Elected Official or Department Head will recommend to the County Manager the professional service provider to which a contract, equal to or less than \$20,000 per fiscal year, should be awarded, after considering the qualifications and making a determination that the compensation is fair and reasonable.
3. The department head will recommend to the Board of Supervisors the professional services provider to which a contract, greater than \$20,000 per fiscal year, should be awarded after considering the qualifications and making a determination that the compensation is fair and reasonable.
4. The written statements of qualifications and expressions of interest shall be maintained with the contract file.

Vendor Selection

The County should establish criteria for selecting vendors to ensure that each vendor is a legitimate, established business; is financially responsible; and is able to meet the County's requirements, including but not limited to, proper permits. When a new vendor is being considered, the County may wish to contact the Better Business Bureau, local Chamber of Commerce, or former customers for references. Prices paid to vendors should be periodically reviewed to evaluate the competitiveness of the purchasing function. All County governing board members, officers, and employees are required to complete or update conflict-of-interest statements annually, if any changes exist. A.R.S. §38-503. The County may purchase limited supplies,



materials, and equipment from a member of the Board of Supervisors without using public competitive bidding procedures. These purchases are limited to \$300 in any single transaction and no more than \$1,000 annually from any Board of Supervisors member. The policy to allow such purchases must be approved annually. A.R.S. §38-503(C)(2)

Purchase Orders

Purchase orders should be pre-numbered. These procedures provide control over copy distribution and facilitate purchase order filing. Purchase orders should include the County name, pre-numbered purchase order number, account code, date prepared, vendor, County department, expected delivery date, destination, quantity, description, unit, unit price, total cost, and an authorizing signature and date. An authorized employee should prepare and sign the purchase order. Open purchase orders should be closed at the end of the fiscal year. The accounts payable personnel should maintain an open purchase order file for all outstanding purchase orders. This file should be reviewed periodically to investigate all unmatched or outstanding purchase orders.

Blanket Purchase Orders - The County may use blanket purchase orders for items, such as auto parts, office supplies, and gasoline that are purchased on a recurring basis from the same vendor within a specified time frame. Procedures for preparing, approving, and processing blanket purchase orders are subject to the same internal controls as standard purchase orders. A blanket purchase order should also state a specific time period that the purchase order is in effect and a maximum dollar limit. Invoice amounts paid against a blanket purchase order should be deducted from the total limit to determine the unexpended balance remaining. The County should periodically review open blanket purchase orders and investigate and cancel purchase orders outstanding for more than the specified time period. All blanket purchase orders must be closed with the vendor at year-end and new blanket purchase orders should be issued.

Lease Agreements - Lease agreements are classified as either operating or capital leases (also known as lease purchase agreements). An operating lease is an agreement between a lessee and a lessor for the use of an asset. Title of ownership does not pass to the lessee in an operating lease. Under the provisions of a capital lease, title to the asset passes to the lessee at the end of the lease term. All lease agreements are subject to competitive purchasing requirements. The County may require a requisition and purchase order to be prepared at the inception of the lease agreement and at the beginning of each subsequent fiscal year. The accounts payable personnel should process payments in the same manner as invoices for purchases of goods and services. However, the current portion of a capital lease payable should be encumbered in its entirety at the start of the fiscal year.

Lease-Purchase Agreements - A lease-purchase agreement must be executed for a period of one fiscal year only and allow the County to continue the agreement for succeeding one-year periods until the purchase is completed. The Board of Supervisors may cancel any lease-purchase agreement by giving written notice to the seller. Title to the equipment remains with the seller until full payment has been made. A.R.S. §§11-651, 11-652, and 11-653. The County may also enter into lease-purchase agreements for real property and improvements to real property. The agreement may not extend beyond 25 years. In addition to lease-purchases, the County may enter into other long-term agreements for the purchase of personal property,



provided that a provision is included allowing the County to cancel the agreement at the end of each fiscal year of the agreement. A.R.S. §11-251

Installment Purchase Contracts - Installment purchase contracts are similar to capital leases in that the contract requires a specified number of periodic payments. Title may pass at the time the property is transferred, after a specified number of payments, or following the final payment. A requisition and purchase order should be prepared at the initiation of the installment purchase contract to check for sufficient budgetary capacity to make the current year's payments. For budgetary control purposes, a new requisition and purchase order should be prepared in each subsequent year of the installment purchase contract. The current portion of the contract should be encumbered at the beginning of each fiscal year. Vendor invoices for installment purchase contracts should be processed by the accounts payable personnel in the same manner as invoices for other purchases of goods and services.

Receiving

Each department should designate employees within certain departments to perform the receiving function. Receiving personnel should inspect goods to verify that they meet County specifications and note any damaged goods. The goods should be counted, weighed, or measured, and the quantities received should be recorded on the receiving report. The employee receiving the goods is responsible for signing and dating the receiving report. After delivery, the receiving personnel submit the receiving report to the Finance Department with applicable shipping documents, such as a bill of lading or packing slip. The receiving personnel retain a copy of the receiving report. If goods received are damaged, of substandard quality, or otherwise unsatisfactory, the Finance Department should initiate a request for a credit memo from the vendor. Return shipments are documented by recording the date, vendor name, quantity, description, purchase order number, and other pertinent information. A receipt should be obtained from the vendor or independent carrier for all return shipments. Additionally, all documents relating to the return shipment should be submitted to the Finance Department. The employee responsible for procuring the services or planning the project prepares such receiving reports. Receiving reports are to be signed, dated, and submitted to the Finance Department.

Accounts Payable

All demands or purchase orders must be submitted to the Finance Department by Monday at 12:00pm in order to be included in the current week's run. The Finance Department verifies that all supporting documents are attached, mathematically accurate and that fund distribution is appropriate. All out-of-state vendors are identified for Use Tax Reporting purposes. In addition, all capital assets are identified for proper recording within the capital asset records.

Demands and purchase orders are input into the computer system and a report of all inputs is printed. The Finance Department reconciles what was input into the system with the demand or purchase order to confirm accuracy. An outstanding invoice report is printed and signed by the Finance Department. An open invoice report is printed and given to the Clerk of the Board for the Board's signatures. The checks are printed and disbursed by separate individuals.

The Finance Department maintains and continually updates accounts payable records. Monthly statements from vendors are periodically reconciled to the accounts payable records. The Finance Department



should periodically review accounts payables in the accounting records for debit balances, and investigate and resolve such balances.

The County must issue warrants in a timely manner to comply with statute and ensure that vendor discounts may be taken. A.R.S. §35-342 requires that the County pay in full for goods and services received from a nongovernmental entity within 30 days after receipt of the goods and services and written notice of the amount due. If the County fails to do so, it must pay interest on the outstanding balance at the rate prescribed in A.R.S. §44-1201 until the account is paid in full, unless a good faith dispute exists as to the obligation to pay all or a portion of the account. After warrants are issued to the vendor, invoices are canceled to prevent duplicate payment. This may be accomplished by stamping the invoice with the date of payment and recording the warrant number on it. The canceled invoice, with its attached supporting documentation, is filed in a paid invoice file by vendor. Signature Authorization Sheets must contain a list of employees that are authorized to approve purchase orders and demands for each department and should be submitted to the Finance Department.

Payments on Demand

The County may make payments exceeding \$500 on presentation of a demand. A “demand,” as used within the statute, refers primarily to a claim. Claims for goods or services must be submitted in writing. A.R.S. §§11-621 and 11-622 A County may not pay a demand unless it is received within 6 months after the goods have been received or the services have been performed. Payments due to jurors and witnesses, official salaries, and amounts not exceeding \$500 may be paid without presentation of a demand. The required supporting documentation consists of a purchase order, receiving report, and an itemized invoice. A.R.S. §§11-621 and 11-622

The Board’s minutes must contain the following demand payment information: the demand number, presenter, amount, and paying fund. The minutes must also contain the following warrant information: warrant number, payee, amount, and purpose of payment. A.R.S. §11-623. The Board’s published minutes must report all approved demands and warrants in excess of \$1,000. Published minutes must also report multiple demands and warrants under \$1,000 that were for a single supplier or individual whose cumulative total exceeded \$1,000 in a single reporting period, which must not exceed 30 days. A.R.S. §11-217

The full minutes of each Board meeting must be published in the County’s official newspaper no later than two months after the meeting. Each newspaper that publishes the Board’s minutes must supply a copy of the published minutes to County public libraries. In addition, the newspaper must make the minutes for the prior three-month period available for use by the public on an online computer information service at no expense to the County. A.R.S. §11-217

Credit Memos

Goods that are returned and the resulting credit memos should be accounted for properly. Documents verifying return shipments from the Finance Department, and credit memos that include reference to the information on the original invoices from vendors should be obtained. The credit memo should include all pertinent information relating to goods returned to vendors, and all other claims, such as short deliveries, freight claims, and claims for damaged goods not returned. If credit memos are not resolved within a specified time period, the accounts payable personnel should contact the vendor to initiate a refund. Credits applicable to current year unpaid invoices should be netted against those invoices prior to payment.



Credits applicable to current year invoices that have already been paid should be accounted for as reductions of expenditures. If the credit memo is to be received after the fiscal year in which the goods were purchased, the County should request a cash refund, which is generally recorded as miscellaneous revenue. However, if the credit memo is for a material amount, the County should adjust the beginning fund balance. When the credit memo is issued after the invoice has been paid, a journal entry should be recorded to reflect the receivable due from the vendor.

Year-End Cutoff

At fiscal year-end, the County should prepare a listing of Encumbrances by fund for goods received or services rendered on or before June 30th that will not be paid by June 30th. The list of Encumbrances should include the vendor name, receiving report date, purchase order number, and estimated cost as recorded on the purchase order, or actual cost if the County has received the invoice. The Board may draw warrants on these amounts for up to 60 days after the close of the fiscal year. Any encumbrances outstanding at the end of 60 days lapse.



APACHE COUNTY INVESTMENT POLICY

PURPOSE

It is the investment policy of Apache County to invest public funds to maintain the safety of principal, maintain liquidity to meet cash flow needs, and provide competitive investment returns while conforming to all federal and state statutes governing the investment of public funds.

SCOPE

This investment policy applies to all financial assets of Apache County under the authority and control of the Apache County Treasurer. These funds are accounted for in Apache County's Annual Financial Report.

Investments shall be made with judgment and care, under circumstances existing at the time the investment is made, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The standard of prudence to be used by investment officials shall be the "prudent person rule" standard and shall be applied in the context of managing an overall portfolio. Treasurer officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal liability for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments

AUTHORITY

The Apache County Treasurer follows A.R.S. Title 35, Chapter 2, Article 2.0, and other investment guidelines mandated by statute. The Treasurer, however, does not determine the legal capacity or statutory investment restrictions that will apply to specific depositors (such as investment restrictions set by statute, regulation or local charter). Any participant in the County's investment pool depositing monies with the Treasurer must assure itself the investments contained in the Treasurer's pool comply with the subdivision's specific investment authority. In addition, the Treasurer does not limit or restrict yield on pools unless specifically mentioned herein. Depositors wishing to restrict yield for purposes of the Internal Revenue Service's Arbitrage Bond Regulations must make their own determinations as to whether the investment pool deposit meets any restricted yield obligation pertaining to the funds deposited.

OBJECTIVES

The primary objectives, in priority order, of Apache County's investment activities shall be:

Safety – Safety of principal is the foremost objective of the investment program. Investments of Apache County shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. Acceptable levels of risk are as follows:



APACHE COUNTY INVESTMENT POLICY (CONTINUED)

1. Credit Risk – The County limits its portfolio to investments with the top rating issued by nationally recognized statistical rating organizations.
 - a. Investments in Government Sponsored Enterprise (GSE) agency paper must be senior debt of the GSE and of investment grade with a rating by one or more of the three major rating agencies (Standard & Poor's, Moody's Investor Service or Fitch, Inc.) at the time of purchase.
 - b. Commercial Paper must be rated "A1", or better, by Standard & Poor's or rated "P1", or better, by Moody's Investors Service at the time of purchase.
 - c. Corporate Bonds must be rated "A" or better by Standard & Poor's or Moody's Investor Service at the time of purchase.
 - d. Repurchase Agreement securities used as collateral must meet the same credit ratings as if the security was to be purchased and included in the portfolio.
2. Custodial Credit Risk – County securities that are held in custody of safekeeping account must be held under the name of Apache County or Apache County Treasurer.
3. Concentration Risk – The County will diversify the investment portfolio by limiting investments to avoid over-concentration in securities from a specific issues, excluding obligations issued or guaranteed by the United States of any of the senior debt of its agencies or sponsored agencies.
4. Interest Rate Risk – The County will purchase a combination of short, medium, and long term investments such that maturities occur evenly over time as necessary to provide the cash flow needed for operations.

Liquidity – Apache County's investment portfolio will remain sufficiently liquid to enable Apache County to meet all operating requirements that might be reasonably anticipated.

Return on Investments – Apache County's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles commensurate with the County's investment risk, always secondary to safety and liquidity.

ETHICS AND CONFLICTS OF INTEREST

Officers and employees involved in the investment process shall refrain from conducting personal business activity that could conflict with proper execution and management of the investment program, or that could impair their ability to make impartial decisions.



APACHE COUNTY INVESTMENT POLICY (CONTINUED)

AUTHORIZED FINANCIAL INSTITUTIONS

No Apache County deposit shall be made except in a qualified public depository as established by state laws.

AUTHORIZED INVESTMENTS AND COLLATERALIZATION REQUIREMENTS

Eligible investments and collateralization requirements are set forth in Arizona Revised Statutes §35-323.

SAFEKEEPING AND CUSTODY

All security transactions, including collateral for repurchase agreements, entered into by Apache County shall be conducted on a delivery-versus-payment (DVP) basis. Securities will be held by a third party custodian designated by the Treasurer and evidenced by safekeeping receipts.

INVESTMENT POLICY ADOPTION

Apache County's investment policy and any modifications thereto shall be approved by the Apache County Board of Supervisors.



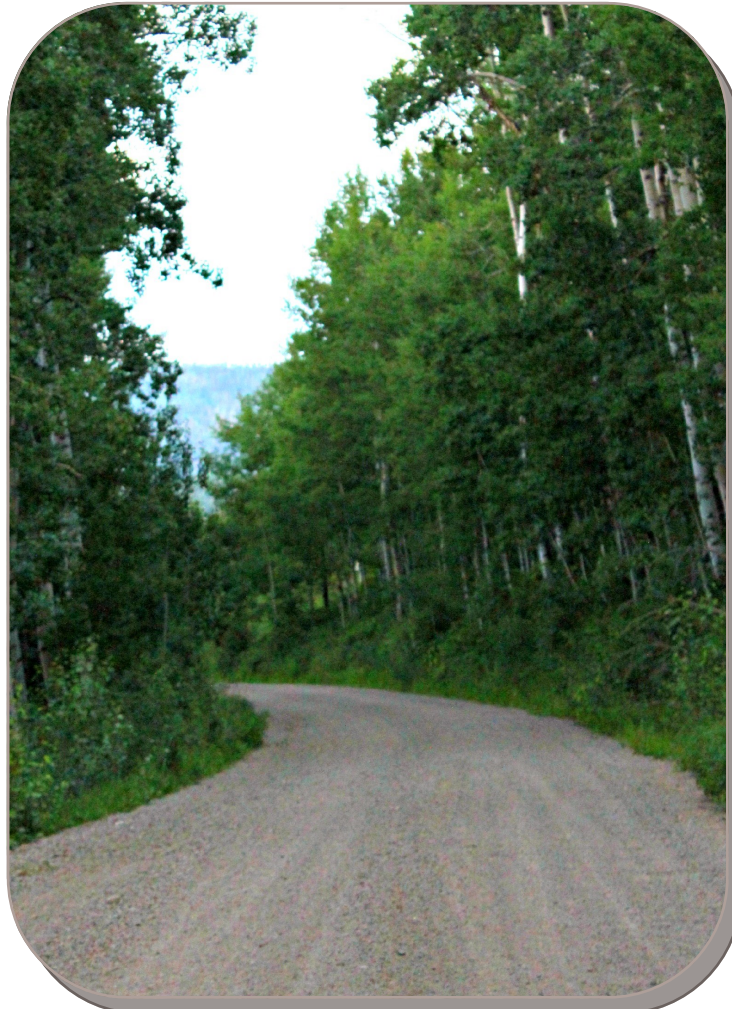


APACHE COUNTY DEBT POLICY

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.

The legal debt limit of the County is equal to 15% of the County's net secondary assessed valuation. For FY17 this would total \$72,395,176.





POLICY REQUIREMENTS OF THE BUDGET

The Board of Supervisors adopted 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 compilation of the budget documents. 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 for the budget process.

STATE LEGAL REQUIREMENTS OF THE BUDGET

Apache County's budget process is developed each year to meet the requirements of both Arizona State Statutes and the County's management and policy needs. The State Statutes that govern the process are ARS §§11-705, and 42-17101 through 42-17110. These statutes 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 policies.



BASIS OF BUDGETING

Apache County's basis for budgeting is the same as their basis for accounting. The County prepares its budget on a modified accrual basis of accounting. This governmental basis of accounting means that revenues are recognized when they become both measurable and available. The County considers all revenues reported in the governmental funds to be available if the revenues are collected within 60 days after year-end. Principal and interest on long-term debt are budgeted as expenditures when due, whereas other expenditures are budgeted for as liabilities expected to be incurred during the current period.

BUDGET PROCESS

The County's Final (or Adopted) Budget authorizes and limits any and all expenditures by County departments, functions and Elected Officials. The Board of Supervisors (BOS) has designated the County Manager to monitor and administer the budget, working through the Finance Department. The Final Budget adopted by the BOS cannot be increased during the fiscal year, except for certain grant-related funds. This requires that budgets be developed at 100% of total estimated sources. Any budget modifications to increase expenditures require BOS approval. Staff or budget increases in personnel services also require BOS approval.

Apache County adopts its budget on a fiscal year basis beginning on July 1 and ending on June 30 of the following year. The County Manager has the responsibility to develop and present a balanced proposed budget annually to the BOS for all County functions and agencies. A balanced budget is defined as a budget where total expenditures do not exceed total revenues. This is accomplished in a two step process consisting of a preliminary budget submitted for approval in July and a final budget submitted in August, after final property assessed values are available from the Arizona Department of Revenue and the Apache County Assessor's Office. By statute, it should be noted the final budget cannot exceed the preliminary budget in total.



BUDGET CALENDAR FISCAL YEAR 2016-2017		
DATE	DEADLINE	Action
April 01-24		Complete compilation of the forthcoming fiscal year's revenue estimates, debt service requirements, etc., expenditure trends by fund and department
May 2		Letter from County Manager regarding FY 16-17 Budget and Budget Calendar
May 2		Departments begin entering budgets into the system
May 16 & 24		May 16 - Departments and May 24 - Elected Officials - Final Day for each department to submit budget to Finance
May 16-23		Finance reviews submitted budgets
May 17-18 & May 23		Individual department (17th & 18th) elected official (May 23rd) meetings (Finance, Human Resources and County Manager)
June 02		Deliver draft of proposed budget to Supervisors for review
June 13		Send notice to newspaper of tentative budget hearing (once a week for 2 weeks - Publish dates: June 22 and July 1)
July 05	On or before 3rd Monday in July.	Tentative Budget Hearing (ARS § 42-17101 and ARS § 42-17102)
July 11	Depends on newspaper publishing dates	Notify Publisher. Publish budget once a week for two consecutive weeks. Also, include time and place of budget hearing and a statement indicating where the proposed budget may be examined (County Libraries, County Managers Office or County Web site) ARS§42-17103. Publish dates: July 22 and July 29 Notify Publisher. Publish Truth in Taxation notice (if applicable) ARS§42-17107
August 01	14 days prior to the day on which Tax levy will be adopted.	Hold public hearing for proposed expenditure or tax levy and truth in taxation pursuant to ARS § 42-17104 and ARS § 42-17107. Adopt final proposed budget ARS § 42-17105
August 15	On or before 3rd Monday in August.	Adopt property tax levy ARS § 42-17151
August 18	No more than 30 days after adoption of final budget	Publish notice that a summary of the Adopted Budget is available for inspection at specified locations. Publish date: August 19



MAJOR FUNDS

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

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

The following funds are considered major funds by Apache County in FY16:

General Fund

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

Road Fund

The Road Fund accounts for monies from specific revenue sources that are restricted for road maintenance and operations and for pavement preservation.

Junior College Fund

The college fund accounts for monies from property taxes that the County pays the state for out of County tuition.

NON-MAJOR FUNDS

The total of all other Governmental Funds not considered major funds.



Governmental Funds

Governmental Funds focus on near-term inflows and outflows of spendable resources and the balances of spendable resources available at year-end. These funds are reported using the modified accrual accounting method. This method measures cash and all other financial assets that can readily be converted to cash.

The County reports the following major governmental funds:

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

The *Road Fund* accounts for monies from specific revenue sources that are restricted for road maintenance and operations and for pavement preservation.

The *Junior College Fund* accounts for monies from property taxes that the County pays the State for out of County tuition.

Fiduciary Funds

Fiduciary Funds account for assets held in a trustee or agency capacity for others and therefore cannot be used to support the County's own programs. Fiduciary Funds include the following fund types:

The County reports the following fund types:

The *investment trust funds* account for pooled assets held and invested by the County Treasurer on behalf of other governmental entities.

The *agency funds* account for assets held by the County as an agent for the State and various local governments, and for property taxes collected and distributed to the State, local school districts, community college districts, and special districts.

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 doing so is contractually stipulated.

Apache County's reserve policy for the General Fund and Special Revenue Funds is 25%. If the balance falls below 25%, budgets will be cut until the 25% reserve policy is met.



2017 Budgeted Sources and Uses of Funds by Fund Type	Major Funds			Non-major Funds		Total All Funds
	General Fund	Road Fund	Junior College Fund	Special Revenue Funds	Debt Service Funds	
Sources of Funds						
Property taxes	2,560,475		1,354,567	\$4,773,971	\$559,416	\$9,248,429
Other taxes	858,000	2,200,000	30,000	121,000		3,209,000
Department generated	1,899,508	537,000	630,978	3,691,857	260,584	7,019,927
Intergovernmental	9,061,119	6,700,000	699,300	8,832,178		25,292,597
Interfund transfers	2,254,474			1,683,780	1,150,000	5,088,254
Total Financing Sources	\$16,633,576	9,437,000	2,714,845	\$19,102,786	\$1,970,000	\$49,858,207
Uses of Funds						
Personnel services	\$10,400,175	\$4,048,609		\$6,159,229		\$20,608,013
Controllable expenditures	8,618,669	6,694,881		10,474,296	4,023,100	29,810,946
Non-controllable expenditures	1,098,700		1,900,000			
Transfers to other funds	1,516,032	1,018,902	798,570	1,754,750		5,088,254
Total Financing Uses	\$21,633,576	11,762,392	2,698,570	\$18,388,275	\$4,023,100	\$55,507,213
Net Increase in Fund Balance	(5,000,000)	(2,325,392)	16,275	714,511	(2,053,100)	(8,647,706)
Beginning Unreserved Fund Balance	5,000,000	2,325,392	(16,275)	(714,511)	2,053,100	8,647,706
Ending Unreserved Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0

The Apache County Board of Supervisors is required to budget beginning balances within the budgeted expenditures for the year. However, these funds are budgeted as contingency and are not expected to be expended. In fiscal year 2017, Apache County does not anticipate any causes or consequences to fund balances that are anticipated to exceed 10 percent, whether by increase or decrease. The General Fund is expected to have an ending unreserved fund balance within 10 percent of \$5,000,000. The Road Fund is expected to have an ending unreserved fund balance within 10 percent of \$2,500,000. The non-major funds are expected to have an ending unreserved fund balance within 10 percent of \$3,200,000.



The following table shows which funds each department is a part of:

Fund	Department	GOVERNMENTAL		
		General Fund	Special Revenue Funds	Special District Funds
100	Assessor	100%		
100	Attorney	54%	46%	
100	Board of Supervisors	100%		
100	County Manager	35%	65%	
100	Human Resources	100%		
100	District I	100%		
100	District II	100%		
100	District III	100%		
100	Clerk of the Court	80%	20%	
100	Constables	100%		
100	Data Processing	77%	23%	
100	Elections	89%	11%	
100	Finance	89%	11%	
100	Ground & Maintenance	100%		
100	Justice of the Peace	100%		
100	Communication Specialist	100%		
100	Community Development	53%	47%	
100	Recorder	97%	3%	
100	Superior Court	69%	31%	
100	Treasurer	100%		
100	Probation Adult/Juvenile	21%	55%	24%
100	Sheriff	39%	28%	34%
100	School Superintendent	89%	11%	
205	Engineering		99%	1%
226	Emergency Management		100%	
202	County Library District			100%
212	Public Health District			100%

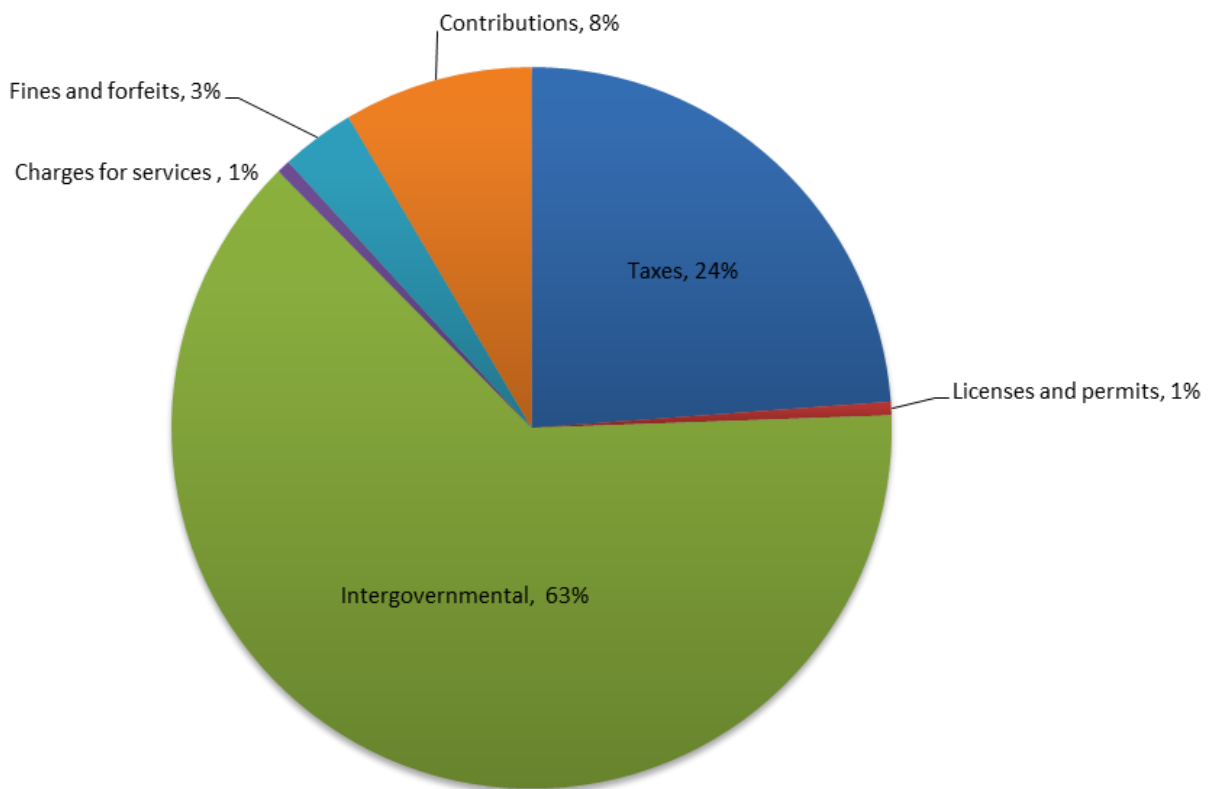
■ = Major Fund

Major funds are defined by the following criteria: 10% or more of the associated total revenues, expenditures/expenses, assets, or liabilities of all governmental funds and 5% or more of revenues, expenditures/expenses, assets, or liabilities of all governmental funds.

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects and exclusive or resources held in trust for individuals, private organizations, or other governments.



Apache County uses a trend analysis to project both revenues and expenditures for the budget. The economic forecast updates are also used to help prepare the budget. Apache County is aware that there are times when unexpected events happen and revenues fall short or expenditures are greater than expected. In order to counter this, the County budgets revenues slightly lower than the projected amount and expenditures are slightly increased over what they are expected to be.

REVENUE ANALYSIS:**FY 2017 Budgeted Revenues****REVENUES:**

	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY 17 Budgeted
Taxes	\$3,171,862	\$3,280,037	\$3,314,684	\$3,437,884	\$3,418,475
Licenses and permits	130,514	98,952	90,350	86,558	87,200
Intergovernmental	7,357,663	8,212,754	8,415,529	8,559,571	9,061,119
Charges for services	128,618	82,008	148,893	59,481	86,000
Fines and forfeits	435,534	480,852	528,042	496,921	475,000
Contributions	744,295	895,193	978,705	1,094,380	1,216,508
Total Revenues	\$11,996,714	\$13,085,126	\$13,517,005	\$13,734,795	\$14,344,302



Taxes

The majority of Apache County's taxes are comprised of property tax. The amount of revenues projected for fiscal year 2017 is based on the tax rate that is levied. In FY2016, Apache County's maximum allowable primary property tax levy increased by \$64,025. Apache County increased the primary tax rate by .0440.

Other Taxes

Apache County assesses secondary taxes to fund the Library District, Library Construction Bond, Public Health District, Jail District, Juvenile Jail District, Flood Control District, Fire District Assistance Tax, Jr. College Tuition, and the Post Secondary Education. In FY 2017, Apache County continued taxing for the Flood Control District.

Licenses and Permits

Apache County's licenses and permits consist of Business Licenses, Variance Permits, Building Permits, Flood Plain Review, Subdivision Fees, and Minor Division Fees. The revenues for licenses and permits fluctuate depending on the local economy.

Intergovernmental

Intergovernmental revenues include Payment in Lieu of Taxes (PILT), State Shared Revenue, County Excise Tax, Charges for Magistrate, Lottery, and State Reimbursement of JP Salaries. State Shared Revenue, County Excise Tax, and PILT are significant sources of revenue to Apache County. PILT is federally funded through the Department of Interior. The PILT program provides payments to counties and other local governments to offset losses in tax revenues due to the presence of tax-exempt federal land in their jurisdictions.

Charges for Services

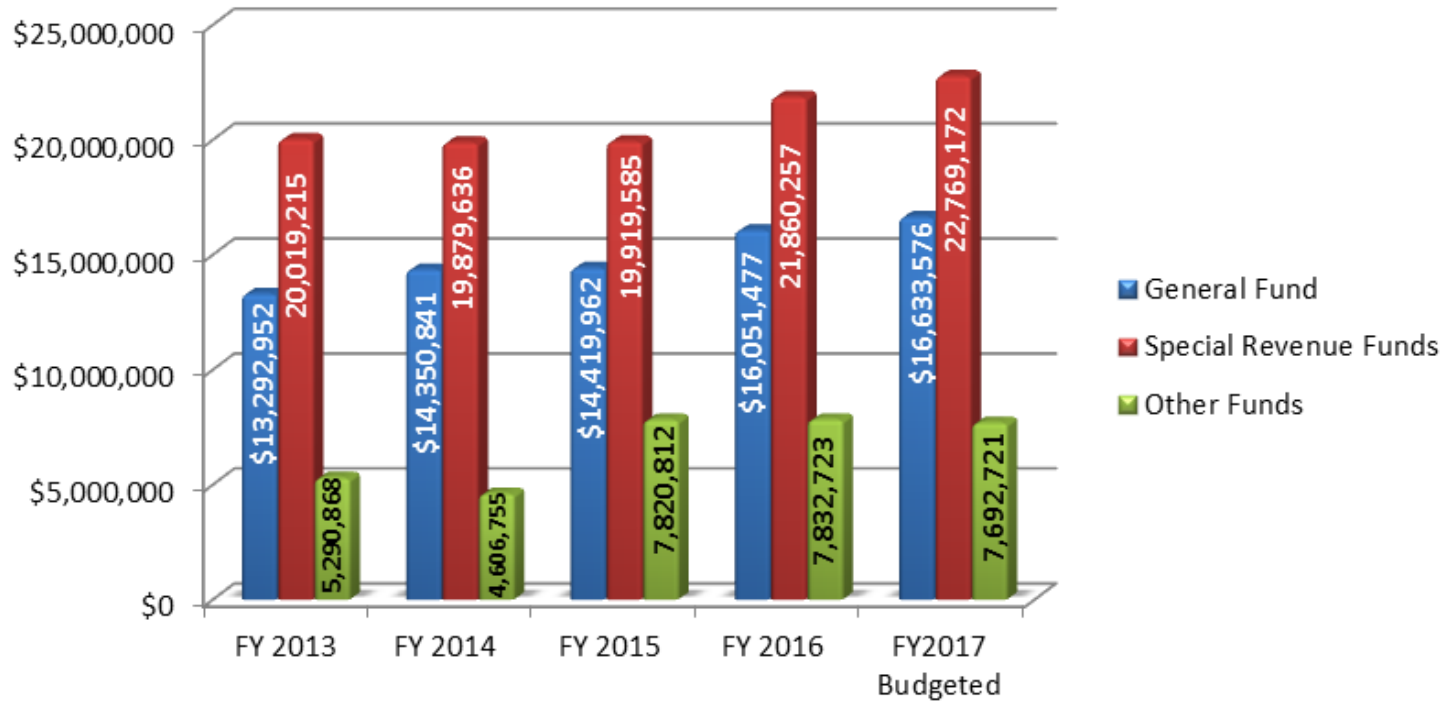
The budgeted charges for services include Recorder fees, Election Charges and charges for other miscellaneous services. Apache County expects these revenues to be consistent with the prior fiscal year.

Fines and Forfeits

These revenues are generated from the Justice and Superior Courts collection of fines. Apache County expects little fluctuation in its collection of fines and forfeits.



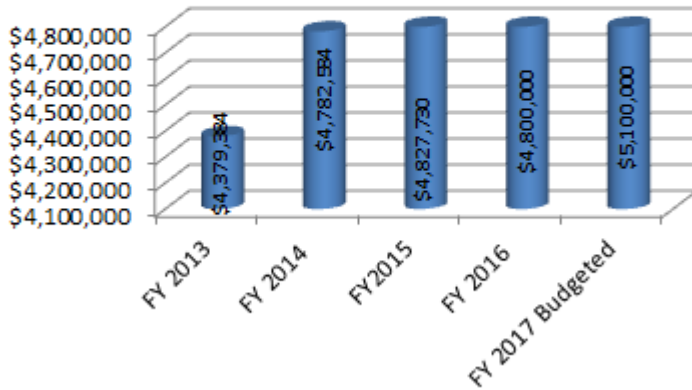
Apache County FY2013 – FY2017 Revenues



REVENUES:	FY 2013	FY 2014	FY 2015	FY 2016	FY2017
General Fund	\$13,292,952	\$14,350,841	\$14,419,962	\$16,051,477	\$16,633,576
Special Revenue Funds	20,019,215	19,879,636	19,919,585	21,860,257	22,769,172
Other Funds	5,290,868	4,606,755	7,820,812	7,832,723	7,692,721
	\$38,603,035	\$38,837,231	\$42,160,359	\$45,744,457	\$47,095,469



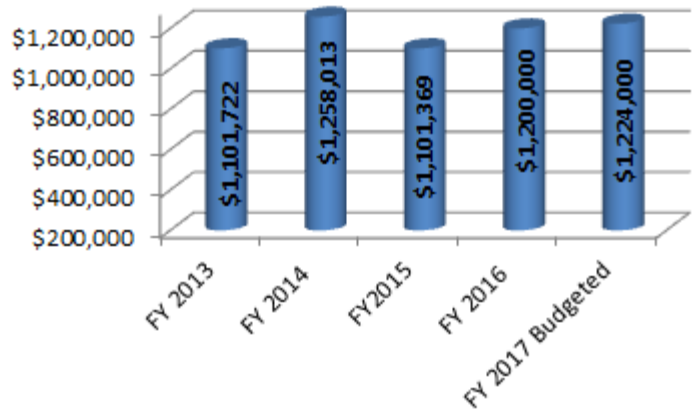
Apache County FY 2013 - FY 2017 State Shared Revenue



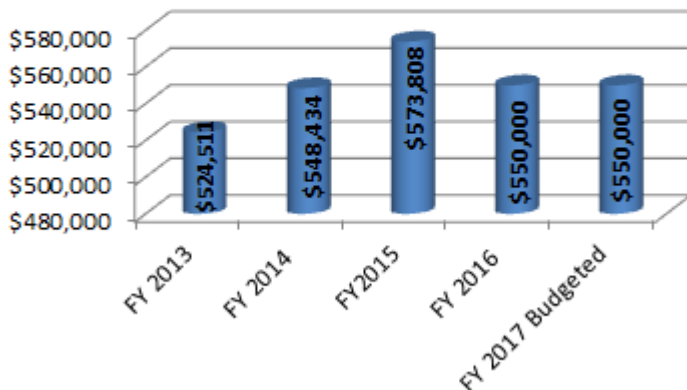
State Shared Revenue is a transaction privilege tax collected at the state level. The State legislature develops a formula in which the money is distributed to cities, towns, and counties. After the downturn of the economy, Apache County is now seeing an upward trend and continues to budget accordingly.

County Excise Tax is a half-cent sales tax charged on most goods sold in Apache County. The revenues produced from this tax are a good indicator of the overall economic condition of the County. Apache County has budgeted this revenue level with last fiscal year.

Apache County FY 2013 - FY 2017 County Excise Tax



Apache County FY 2013 - FY 2017 Vehicle License Tax

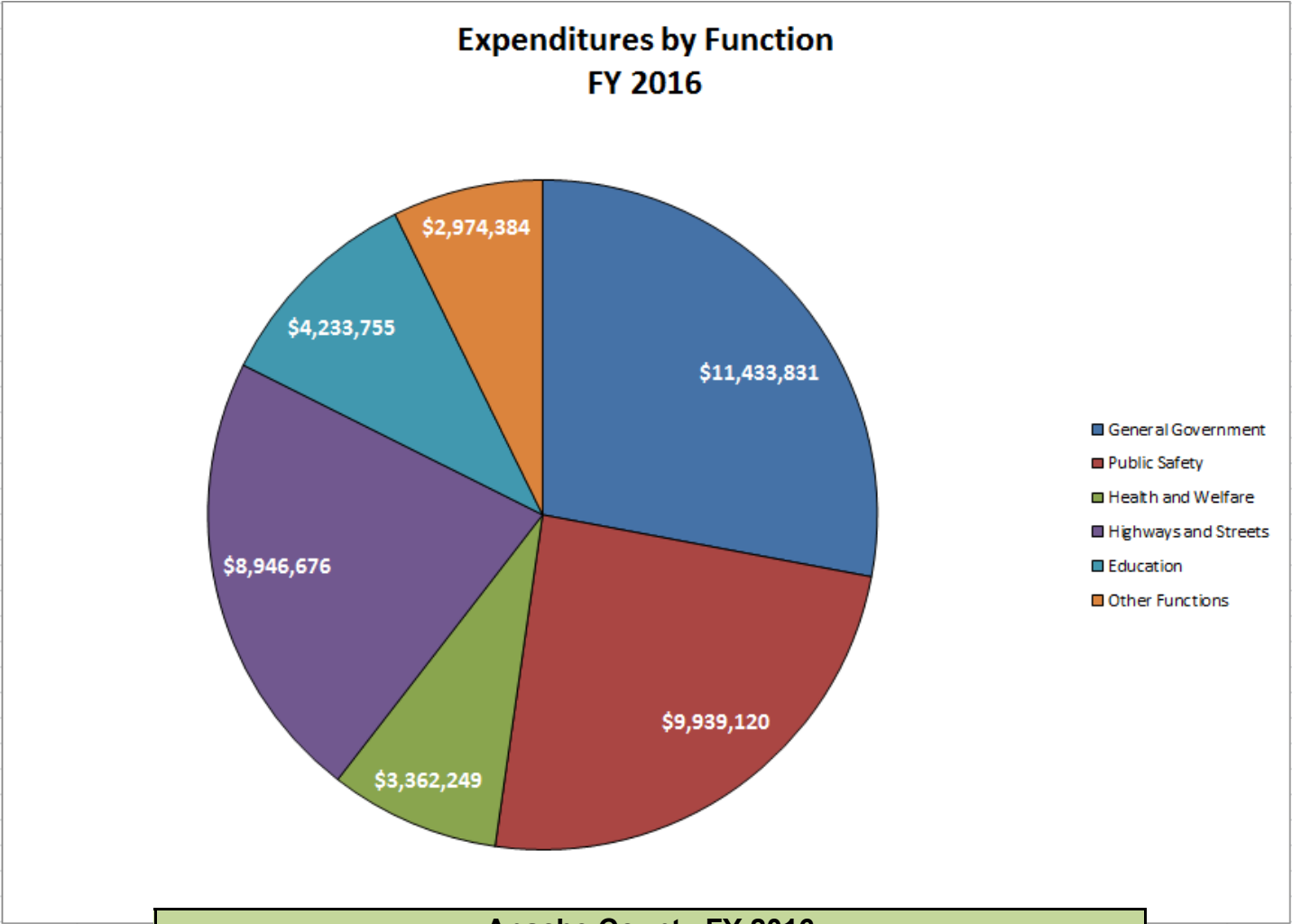


Vehicle owners in Arizona pay a Vehicle License Tax, assessed in place of a personal property tax charged by other states. Revenues from the Vehicle License Tax are distributed as follows: State Highways 22.72%, County Roads 14.38%, City Roads 13.72%, County General Fund 24.59% and City/Town General Fund 24.59%. Apache County has budgeted this revenue level with last fiscal year.



EXPENDITURE ANALYSIS:

Apache County categorizes its expenditures in the following functions: General Government, Public Safety, Health and Welfare, Highways and Streets, Education, Debt Service, Culture and Recreation, and Sanitation. The County’s total budgeted expenditures increased from \$51,762,560 in FY 2016 to \$53,417,659 in FY 2017, a difference of \$1,655,099.



Apache County FY 2016 Expenditures by Function		
Function	Expenditures	Percentage of Total Expenditures
General Government	\$11,433,831	28%
Public Safety	\$9,939,120	24%
Health and Welfare	\$3,362,249	8%
Highways and Streets	\$8,946,676	22%
Education	\$4,233,755	10%
Other Functions	\$2,974,384	7%

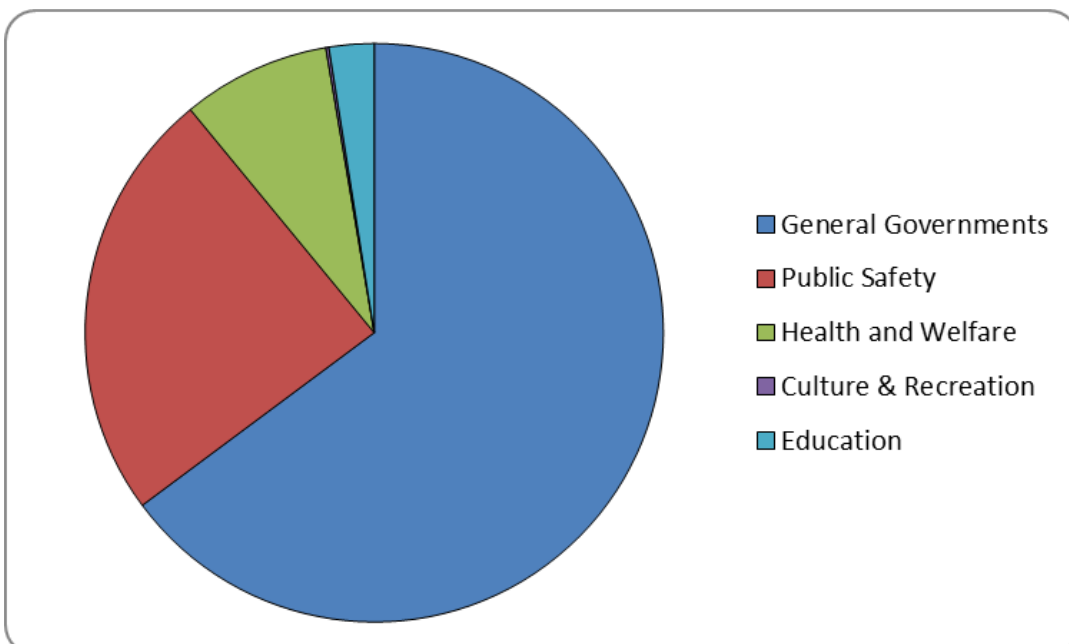


Apache County Expenditures by Function			
General Fund - FY 2016			
Function	Organization	Organization Description	Transactions
General Government			
	100-0100	General Fund, Assessor	535,858.42
	100-0200	General Fund, Attorney	936,097.99
	100-0400	General Fund, Board of Supervisors - Gen	516,450.46
	100-0404	General Fund, Board of Supervisors - MGR	300,040.83
	100-0405	General Fund, Human Resources	239,189.68
	100-0407	General Fund, Wellness	4,283.03
	100-0408	General Fund, Records Management	13,584.25
	100-0461	General Fund, BOS - District I	241,836.82
	100-0462	General Fund, BOS - District II	169,017.81
	100-0463	General Fund, BOS - District III	146,831.89
	100-0700	General Fund, Clerk of Superior Court	493,414.38
	100-0918	General Fund, Constable, Puerco	74,412.00
	100-0919	General Fund, Constable, St Johns	27,696.68
	100-0920	General Fund, Constable, Round Valley	28,028.49
	100-1000	General Fund, Contingency	297,617.56
	100-1100	General Fund, Information Technology Service	493,348.93
	100-1101	General Fund, IT Capital Improvements	239,156.03
	100-1200	General Fund, Elections	397,217.12
	100-1400	General Fund, Finance	468,567.31
	100-1410	General Fund, Grant Management	42,137.66
	100-1500	General Fund, Grounds and Maintenance	755,791.72
	100-1600	General Fund, J.P. - Chinle	156,292.89
	100-1800	General Fund, J.P. - Puerco	292,779.96
	100-1900	General Fund, JP St. Johns	188,278.98
	100-1910	General Fund, SJ Magistrate	28,837.22
	100-2000	General Fund, JP Round Valley	261,311.76
	100-2020	General Fund, Springerville Magistrate	13,232.09
	100-2021	General Fund, Eagar Magistrate	11,876.62
	100-2200	General Fund, Communications	97,358.55
	100-2800	General Fund, Recorder	554,598.62
	100-2900	General Fund, Superior Court	417,602.43
	100-3000	General Fund, Public Defender	494,694.82
	100-3050	General Fund, Jury Fees and Expenses	108,449.57
	100-3100	General Fund, Treasurer	473,002.63
	100-8800	General Fund, Insurance	221,069.00
	100-2441	General Fund, County Fair	15,000.00
	100-9970	General Fund, Fleet Management	230,522.10
		General Government Totals	\$9,985,486.30



Apache County Expenditures by Function General Fund - FY 2016			
Function	Organization	Organization Description	Transactions
Public Safety	100-3500	General Fund.Adult Probation	281,468.62
	100-3700	General Fund.Juvenile Probation	214,113.07
	100-3900	General Fund.Sheriff	3,118,393.48
	100-3974	General Fund.Search and Rescue	1,810.69
	100-3983	General Fund.Dispatch Services	549,356.52
	100-2400	General Fund.Community Development	374,399.10
		Public Safety Totals	\$4,539,541.48
Health and Welfare	100-5140	General Fund.Public Fiduciary	71,194.40
	100-5400	General Fund.AHCCCS/ALTCS	959,577.66
		Health and Welfare Totals	\$1,030,772.06
Culture and Recreation	100-8500	General Fund.Agriculture Extension	25,000.00
		Culture and Recreation Totals	\$25,000.00
Education	100-9100	General Fund.School Superintendent	295,122.86
	100-9120	General Fund.School SIT Grant	76.64
	100-9122	General Fund.IDEA Secure Care. Special	13,967.09
		Education Totals	\$309,166.59
		General Fund Totals	\$15,889,966.43

General Fund Expenditures by Function FY2016:



**CAPITAL ASSETS**

Capital assets are reported at actual cost. Donated assets are reported at estimated fair value at the time received.

Capitalization thresholds (the dollar values above which asset acquisitions are added to the capital asset accounts), depreciation methods, and estimated useful lives of capital assets reported in the government-wide statements are as follows:

	Capitalization Threshold		
Land	All		
Improvements other than buildings	\$5,000		
Construction in progress	\$5,000		
		Depreciation Method	Estimated Useful Life
Buildings	\$5,000	Straight Line	25-40 years
Machinery and equipment	\$5,000	Straight Line	5-8 years
Infrastructure	\$5,000	Straight Line	40-45 years

Due to the unstable position of the economy, Apache County has no significant nonrecurring capital expenditures budgeted for FY 2017.

When funding becomes available, the County hopes to purchase two additional motor graders, a stacker belt, and about five additional work trucks for the road yards.



The following schedule details the County's long-term liability and obligation activity for the year ended June 30, 2016.

Governmental Activities:	Balance <u>July 1, 2015</u>	<u>Additions</u>	<u>Reductions</u>	Balance <u>June 30, 2016</u>	Due within <u>1 Year</u>
Bonds Payable					
Library Bond	\$ 3,725,000	\$ -	\$ 545,000	\$ 3,180,000	\$ 575,000
GADA Loan	3,370,000	-	220,000	3,150,000	230,000
Total Bonds Payable	<u>7,095,000</u>	<u>-</u>	<u>765,000</u>	<u>6,330,000</u>	<u>805,000</u>
Capital Leases Payable	899,193	607,480.	638,126	868,547	307,955
Compensated Absences Payable	1,967,300	1,352,899	1,262,228	2,057,971	964,776
Governmental Activities Long-term Liabilities	<u>\$ 9,961,493</u>	<u>\$ 1,960,379</u>	<u>\$ 2,665,354</u>	<u>\$ 9,256,518</u>	<u>\$ 2,077,731</u>

Bonds- The County's bonded debt consists of various issues of general obligation and special assessment bonds that are noncallable with interest payable semiannually. Bond proceeds primarily pay for acquiring or constructing capital facilities. The County repays general obligation bonds from voter-approved property taxes and County savings.

Bonds outstanding at June 30, 2016, were as follows:

<u>Description</u>	<u>Original Amount</u>	<u>Maturity Ranges</u>	<u>Interest Rates</u>	<u>Outstanding Principal</u>
Library Bond	\$7,190,000	4/18/07-7/1/21	4.5 - 5.0%	\$3,180,000
GADA Loan	3,980,000	8/2008 - 8/2027	4.0 - 5.0%	<u>3,150,000</u>
				\$6,330,000



The following schedule details debt service requirements to maturity for the County's bonds payable at June 30, 2016:

Year Ending June 30,	Library Bonds		Year Ending June 30,	GADA Loan	
	Principal	Interest		Principal	Interest
2017	575,000	143,100	2017	230,000	143,313
2018	605,000	117,225	2018	235,000	134,112
2019	635,000	90,000	2019	250,000	122,363
2020	665,000	61,425	2020	260,000	109,862
2021+	700,000	31,500	2021+	2,175,000	425,231
Total	3,180,000	443,250	Total	3,150,000	934,881

The following schedule details debt service requirements to maturity for the County's capital leases payable at June 30, 2016:

Lease Purchase	Year Ending <u>June 30,</u>	MOTOR GRADER
	2017	23,382
	2018	23,382
	2019	138,382
	2020+	
Total minimum lease payments		185,146
Less amount representing interest		14,630
Present value of net minimum lease		\$ 170,516



The following schedule details debt service requirements to maturity for the County's capital leases payable at June 30, 2014: (Continued)

Lease Purchase	Year Ending June 30,	SHERIFF FLEET VEHICLES
	2017	102,030
	2018	102,030
Total minimum lease payments		204,060
Less amount representing interest		16,710
Present value of net minimum lease		<u>\$ 187,350</u>

Lease Purchase	Year Ending June 30,	TYLER SOFTWARE
	2017	107,781
	2018	104,690
	2019+	-
Total minimum lease payments		212,471
Less amount representing interest		9,271
Present value of net minimum lease		<u>\$ 203,200</u>

Lease Purchase	Year Ending June 30,	ELECTION EQUIPMENT
	2017	112,888
	2018	112,888
	2019	112,888
Total minimum lease payments		338,665
Less amount representing interest		\$ 31,184.42
Present value of net minimum lease		<u>\$ 307,480.30</u>

The background of the page is a faded, grayscale photograph of ancient stone ruins. The ruins consist of several rectangular stone structures, some with arched openings, built into a hillside. The overall tone is historical and archaeological.

COUNTY PERSONNEL

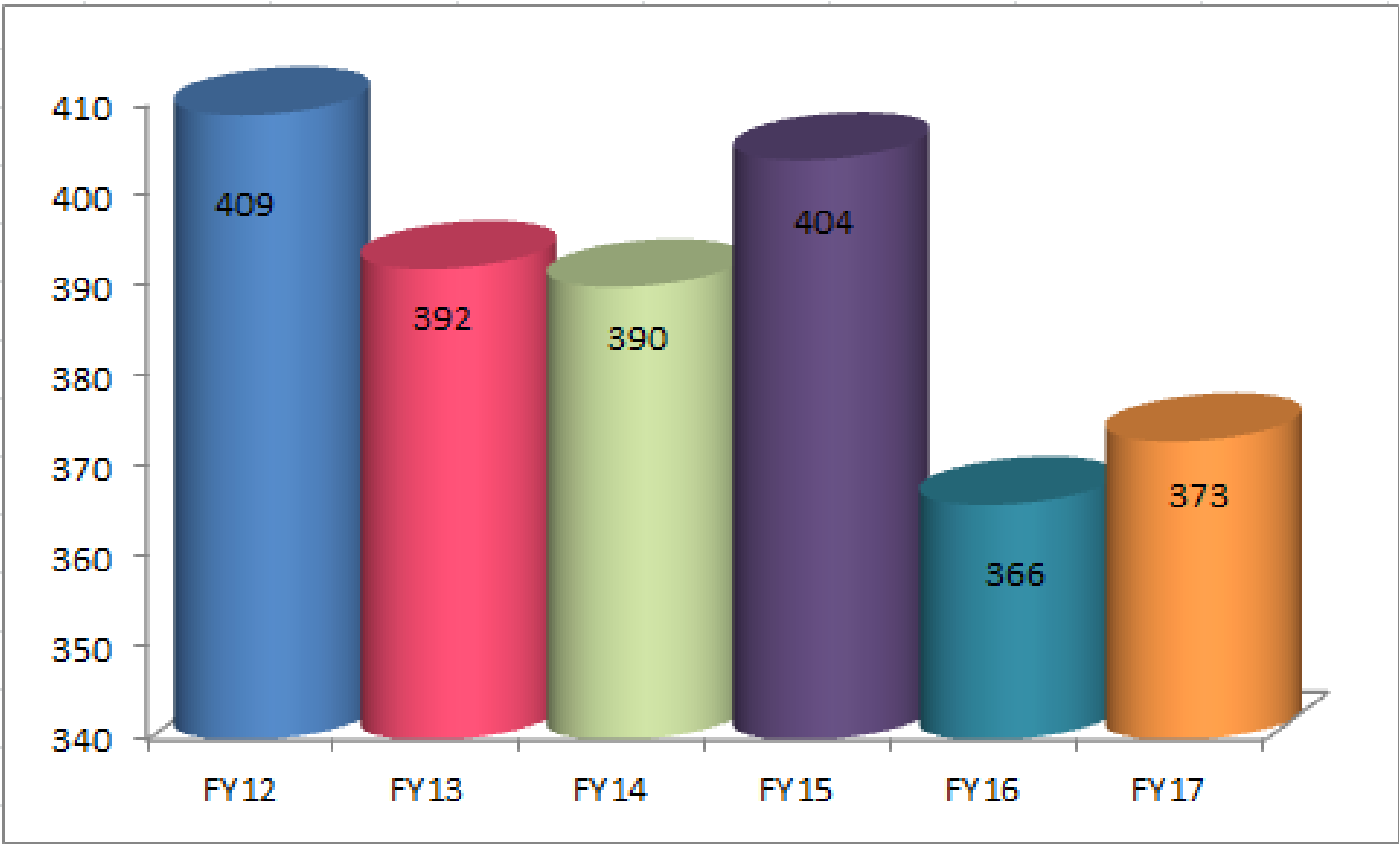


Apache County staffing levels decreased steadily from FY 2010 – FY 2013. Budget reductions, due to the economic downturn, are primarily responsible for this decrease.

An additional reason for a reduction of county personnel, is that FY 2012 was the final year of the county’s seven-year secondary property tax override. The county went to voters during the 2010 and 2011 elections to request an extension to the override, but the question was rejected. The loss of this override created an additional reduction in positions for Fiscal Year 2013.

In FY 2017, Apache County has seven additional positions than in FY 2016.

Position Count History
FY 2012 – FY 2017





APACHE COUNTY
Full-Time Employees and Personnel Compensation
Fiscal Year 2016

FUND	Full-Time Equivalent (FTE) 2016	Employee Salaries and Hourly Costs 2016	Employee Related Expenses 2016	Total Estimated Personnel Compensation 2016
GENERAL FUND	160.25	\$ 6,876,667	\$ 3,523,348	\$ 10,400,175
SPECIAL REVENUE FUNDS	213	\$ 6,972,629	\$ 3,278,266	\$ 3,234,996
TOTAL ALL FUNDS	373.25	\$ 13,849,296	\$ 6,758,343	\$ 20,608,013



TAX RATES



APACHE COUNTY
RESOLUTION SETTING FY2016-2017 TAX LEVIES AND RATES

RESOLUTION NO. 2016-12

<u>TAX AUTHORITY NUMBER</u>		<u>RATE</u>	<u>PRIMARY ASSESSED VALUE</u>	<u>EXPECTED AMOUNT PRODUCED</u>
APACHE COUNTY				
	Primary:			
02000	County	0.5642	453,791,208	2,560,290
02001	State School Equalization (State Mandated)	0.5010	453,791,208	2,273,494
	Total Primary Rate	<u>1.0652</u>		
Secondary:				
52000	General Fund Override	-	453,791,208	-
14900	Library District	0.3101	453,791,208	1,407,207
29999	Public Health District	0.1961	453,791,208	889,885
28000	Jail District	0.2000	453,791,208	907,582
28002	Juvenile Jail District	0.0899	453,791,208	407,958
58000	Jr. College Tuition	0.2985	453,791,208	1,354,567
56000	Post Secondary Education	0.1400	453,791,208	635,308
15000	Flood Control	0.0845	184,917,947	156,256
14901	Library Construction Bond	0.1233	453,791,208	559,525
11900	Fire Dist. Assistance	0.0815	453,791,208	369,840
	Total Secondary Rate	<u>1.5239</u>		6,688,126
TOWN OF EAGAR				
04106	Primary	-	18,596,323	-
54106	Secondary	-	18,596,323	-
TOWN OF SPRINGVILLE				
04103	Primary	-	8,584,051	-
54103	Secondary	-	8,584,051	-
CITY OF ST. JOHNS				
04150	Primary	-	8,526,766	-
54150	Secondary	-	8,526,766	-
ST. JOHNS SCHOOL #1				
07001	Primary	3.6025	31,289,454	1,127,203
57001	Secondary	0.2907	31,289,454	90,958
67001	Class A Bonds	-	31,289,454	-
77001	Class B Bonds	-	31,289,454	-
87001	Adjacent Ways	-	31,289,454	-
CONCHO SCHOOL #6				
05006	Primary	6.7289	20,365,307	1,370,361
55006	Secondary	-	20,365,307	-
65006	Class A Bonds	-	20,365,307	-
75006	Class B Bonds	0.5613	20,365,307	114,310
85006	Adjacent Ways	-	20,365,307	-
ALPINE SCHOOL #7				
05007	Primary	1.6774	16,617,633	278,744
55007	Secondary	-	16,617,633	-
65007	Class A Bonds	-	16,617,633	-
75007	Class B Bonds	-	16,617,633	-
85007	Adjacent Ways	-	16,617,633	-
WINDOW ROCK SCHOOL #8				
07008	Primary	-	11,983,654	-
57008	Secondary	-	11,983,654	-
67008	Class A Bonds	-	11,983,654	-
77008	Class B Bonds	2.4248	11,983,654	290,580
87008	Adjacent Ways	-	11,983,654	-
VERNON SCHOOL #9				
05009	Primary	5.9589	16,974,655	1,011,503
55009	Secondary	-	10,974,655	-



APACHE COUNTY
RESOLUTION SETTING FY2016-2017 TAX LEVIES AND RATES

RESOLUTION NO. 2016-12


TAX AUTHORITY NUMBER		RATE	PRIMARY ASSESSED VALUE	EXPECTED AMOUNT PRODUCED
65009	Class A Bonds	-	16,974,655	-
75009	Class B Bonds	-	16,974,655	-
85009	Adjacent Ways	-	16,974,655	-
ROUND VALLEY SCHOOL #10				
07010	Primary	1.3078	314,183,247	4,108,889
57010	Secondary	0.2599	314,183,247	816,562
67010	Class A Bonds	-	314,183,247	-
77010	Class B Bonds	0.1593	314,183,247	500,494
87010	Adjacent Ways	-	314,183,247	-
07999	Minimum School Tax	0.4074	314,183,247	1,279,983
SANDERS SCHOOL #18				
07018	Primary	-	18,825,707	-
57018	Secondary	-	18,825,707	-
67018	Class A Bonds	-	18,825,707	-
77018	Class B Bonds	-	18,825,707	-
87018	Adjacent Ways	-	18,825,707	-
GANADO SCHOOL #20				
07019	Primary	-	18,887,896	-
57019	Secondary	-	18,887,896	-
67019	Class A Bonds	-	18,887,896	-
77019	Class B Bonds	-	18,887,896	-
87019	Adjacent Ways	-	18,887,896	-
McNARY SCHOOL #23				
05023	Primary	-	733,807	-
55023	Secondary	-	733,807	-
65023	Class A Bonds	-	733,807	-
75023	Class B Bonds	-	733,807	-
85023	Adjacent Ways	-	733,807	-
CHINLE SCHOOL #24				
07024	Primary	-	2,610,702	-
57024	Secondary	-	2,610,702	-
67024	Class A Bonds	-	2,610,702	-
77024	Class B Bonds	-	2,610,702	-
87024	Adjacent Ways	-	2,610,702	-
RED MESA SCHOOL #27				
07027	Primary	-	1,319,146	-
57027	Secondary	-	1,319,146	-
67027	Class A Bonds	-	1,319,146	-
77027	Class B Bonds	-	1,319,146	-
87027	Adjacent Ways	-	1,319,146	-
11603	CONCHO FIRE DISTRICT	3.1400	3,622,604	113,750
11604	GREER FIRE DISTRICT	2.6400	18,089,773	477,570
11618	PUERCO VALLEY FIRE DISTRICT	3.2500	14,738,237	478,993
11619	GANADO FIRE DISTRICT	3.2472	18,887,896	613,328
11605	ALPINE FIRE DISTRICT	1.9000	15,624,615	296,868
11620	VERNON FIRE DISTRICT	3.2500	14,770,148	480,030
11621	NUTRIOSO FIRE DISTRICT	1.4775	7,784,053	115,009
21701	ALPINE SANITARY DISTRICT	2.2268	5,630,559	125,381
16002	ALPINE DOMESTIC WID	-	2,748,643	-
10251	NAVAPACHE HOSPITAL DISTRICT	-	773,069	-
16000	OJO BONITO WATER DISTRICT	-	436,673	-
16001	VERNON WATER DISTRICT	-	192,370	-
21710	LITTLE COLO. SANITARY	0.2985	16,749,979	50,000
10260	WHITE MOUNTAIN HCD	0.4550	110,165,351	501,252
10270	NO. APACHE COUNTY HCD	3.7769	53,627,105	2,025,442
30000	NO. ARIZONA VIT	0.0500	345,472,701	172,736




APACHE COUNTY
RESOLUTION SETTING FY2016-2017 TAX LEVIES AND RATES

RESOLUTION NO. 2016-12

TAX AUTHORITY NUMBER		RATE	PRIMARY	EXPECTED
			ASSESSED VALUE	AMOUNT PRODUCED
30001	NATIVE	0.0500	53,627,105	26,814
28003	CONCHO COUNTY IMPROVEMENT	RATE	NUMBER OF	EXPECTED
			PARCELS	AMOUNT PRODUCED
		\$80	681	54,480

APPROVED: 
Chairman, Board of Supervisors

ATTEST: 
Clerk, Board of Supervisors



BUDGET SCHEDULES A-G

APACHE COUNTY
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2017

Fiscal Year	S c h	FUNDS						
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Total All Funds
2016 Adopted/Adjusted Budgeted Expenditures/Expenses*	E	19,054,415	30,967,825	1,740,320				51,762,560
2016 Actual Expenditures/Expenses**	E	15,072,449	23,449,692	715,625				39,237,766
2017 Fund Balance/Net Position at July 1***		5,000,000	2,112,929	2,053,100				9,166,029
2017 Primary Property Tax Levy	B	2,560,475						2,560,475
2017 Secondary Property Tax Levy	B		6,128,538	559,416				6,687,954
2017 Estimated Revenues Other than Property Taxes	C	11,818,627	22,923,990	260,584				35,003,201
2017 Other Financing Sources	D							
2017 Other Financing (Uses)	D							
2017 Interfund Transfers In	D	2,254,474	1,683,780	1,150,000				5,088,254
2017 Interfund Transfers (Out)	D	1,516,032	3,572,222					5,088,254
2017 Reduction for Amounts Not Available:								
LESS: Amounts for Future Debt Retirement								
2017 Total Financial Resources Available		20,117,544	29,277,015	4,023,100				53,417,659
2017 Budgeted Expenditures/Expenses	E	20,117,544	29,277,015	4,023,100				53,417,659

EXPENDITURE LIMITATION COMPARISON

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC expenditure limitation

	2016	2017
1. Budgeted expenditures/expenses	\$ 51,762,560	\$ 53,417,659
2. Add/subtract: estimated net reconciling items	(15,322,755)	(15,522,755)
3. Budgeted expenditures/expenses adjusted for reconciling items	36,439,805	37,894,904
4. Less: estimated exclusions	21,565,645	21,565,645
5. Amount subject to the expenditure limitation	\$ 14,874,160	\$ 16,329,259
6. EEC expenditure limitation	\$ 16,116,284	\$ 16,471,560

* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

APACHE COUNTY
Tax Levy and Tax Rate Information
Fiscal Year 2017

	<u>2015</u>	<u>2016</u>	<u>2017</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 2,470,684	\$ 2,547,543	\$ 2,611,568
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$	\$	\$
3. Property tax levy amounts			
A. Primary property taxes	\$ 2,470,684	\$ 2,547,543	\$ 2,560,475
B. Secondary property taxes			
County Library	\$ 1,488,031	\$ 1,402,775	\$ 1,407,227
Public Health District	652,156	887,157	889,915
Jail District	1,035,398	980,861	907,582
Juvenile Jail District	474,015	406,726	408,042
Junior College Tuition	1,458,268	1,464,618	1,354,567
Post Secondary Education	517,699	573,293	635,308
Flood Control District	93,432	167,405	156,259
Libraries Construction Bond	511,846	516,103	559,416
Fire District Assistance	434,101	391,067	369,638
Total secondary property taxes	\$ 6,664,946	\$ 6,790,005	\$ 6,687,954
C. Total property tax levy amounts	\$ 9,135,630	\$ 9,337,548	\$ 9,248,429
4. Property taxes collected*			
A. Primary property taxes			
(1) Current year's levy	\$	\$	\$
(2) Prior years' levies			
(3) Total primary property taxes	\$	\$	\$
B. Secondary property taxes			
(1) Current year's levy	\$	\$	\$
(2) Prior years' levies			
(3) Total secondary property taxes	\$	\$	\$
C. Total property taxes collected	\$	\$	\$
5. Property tax rates			
A. County tax rate			
(1) Primary property tax rate	0.4810	0.5202	0.5642
(2) Secondary property tax rate			
County Library	0.2874	0.2859	0.3101
Public Health District	0.1260	0.1808	0.1961
Jail District	0.2000	0.2000	0.2000
Juvenile Jail District	0.0916	0.0829	0.0899
Junior College Tuition	0.2817	0.2985	0.2985
Post Secondary Education	0.1000	0.1168	0.1400
Flood Control District	0.0442	0.0845	0.0845
Libraires Construction Bond	0.0989	0.1052	0.1233
Fire District Assistance	0.0839	0.0797	0.0815
(3) Total county tax rate	1.7947	1.9545	2.0881
B. Special assessment district tax rates			
Secondary property tax rates			

* Includes actual property taxes collected as of the date the proposed budget was prepared,
plus estimated property tax collections for the remainder of the fiscal year.

APACHE COUNTY
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES □	ACTUAL REVENUES*	ESTIMATED REVENUES □
	2015	2016	2016	2017
GENERAL FUND				
Taxes				
Delinquent Taxes Interest	\$ 242,000	\$ 240,000	\$ 267,373	\$ 250,000
Vehicle License Tax	554,000	550,000		
SRP Auto Lieu	12,000	12,000	7,448	8,000
Prior Year's Taxes	36,000	36,000	68,269	50,000
Licenses and permits				
Business Licenses	-	500	-	500
Variance Permits	3,000	300	5,800	1,000
Building Permits	81,800	80,000	75,758	80,000
Flood Plain Review	550	200	-	200
Subdivision Fees	-	500	-	500
Minor Division Fees	5,000	5,000	5,000	5,000
Intergovernmental				
Federal PILT	1,600,000	1,600,000	1,616,327	1,804,079
State Reimb. JP Salaries	42,400	42,400	42,400	42,400
VLT Auto Lieu			550,000	550,000
State Shared Revenue	4,804,000	4,800,000	4,800,000	5,100,000
County Excise Tax	1,200,000	1,200,000	1,219,000	1,224,000
Lottery	550,038	550,038	550,050	550,050
Liquor License	500	1,500	1,519	1,500
Charges for Magistrate	114,918	114,918	71,433	78,192
Charges for Services	101,842	258,842	258,842	258,842
St. in Lieu of Tax	1,831	2,056	-	2,056
Charges for services				
Recorder	56,000	56,000	35,000	56,000
Election Charges	79,093	20,000	20,000	20,000
Other Service Fees	13,800	10,000	4,481	10,000
Fines and forfeits				
Defensive Driving	56,000	30,000	78,195	40,000
JP Surcharge	38,000	34,000	34,000	34,000
JP Puerco	208,314	220,000	220,000	220,000
JP Round Valley	127,128	100,000	80,000	80,000
JP St. Johns	18,000	18,000	16,097	18,000
JP Chinle	25,000	25,000	20,159	25,000
Clerk of the Court	52,000	55,000	48,470	55,000
Fines	-	1,000	-	1,000
Unclaimed/Forfeited Bonds	3,600	2,000	-	2,000
Investments				
Interest Earnings	6,000	6,000	4,242	6,000
Rents, royalties, and commissions				
Rents	13,419	10,000	16,873	12,000
Contributions				
Salt River Project - Primary	978,705	1,107,451	1,094,380	1,216,508
Miscellaneous				
Vending Machine Fees	100	300	-	300
Puerco Constable Fees	301	600	420	600
St. Johns Constable Fees	200	300	587	300
RV Constable Fees	500	600	-	600
Fiduciary Fees	10,000	3,000	1,760	3,000
Chinle Constable Fees	300	400	-	-
Auction Proceeds	5,000	5,000	18,407	5,000
Other	12,000	7,000	15,974	7,000
Total General Fund	\$ 11,053,339	\$ 11,205,905	\$ 11,248,264	\$ 11,818,627

*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.

APACHE COUNTY
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES □	ACTUAL REVENUES*	ESTIMATED REVENUES □
	2015	2016	2016	2017
SPECIAL REVENUE FUNDS				
Road Fund				
Highway User Revenue Funds	\$ 5,750,000	\$ 6,300,000	\$	\$ 6,700,000
Auto Lieu Tax	2,000,000	2,100,000		2,200,000
Other Road Fund Revenues	733,000	437,000		537,000
Total	\$ 8,483,000	\$ 8,837,000	\$	\$ 9,437,000
Library District Fund				
Preceding Year's R.E. Taxes	\$ -	\$ 40,000	\$ 41,747	\$ 40,000
E-Rate	37,221	36,459	36,458	43,601
State Grant	25,000	25,000	25,000	29,170
Federal Grant	-	12,000	-	-
SRP Contribution	590,606	609,426	601,466	655,498
Other Service Fees	10,000	10,000	11,347	11,350
Fees/Fines	4,398	4,000	4,210	4,500
Donations	5,971	7,000	9,133	8,230
Other Miscellaneous	-	10,800	600	600
Interest Earning	-	3,000	1,119	2,000
Total	\$ 673,196	\$ 757,685	\$ 731,080	\$ 794,949
Jail District				
Preceding Year's R.E. Taxes	\$ 35,000	\$ 34,000	\$ 34,000	\$ 35,000
Inmate Housing	14,000	12,000	467,551	500,000
Federal Inmate Housing	-	500,000	-	-
Salt River Project	410,954	425,779	420,754	422,766
Total	\$ 459,954	\$ 971,779	\$ 922,305	\$ 957,766
Juvenile Jail District				
Preceding Year's R.E. Taxes	16,000	12,000	12,000	12,000
Salt River Project	121,199	176,699	170,000	190,033
Juvenile Jail District Housing	-	500	-	500
Interest Earnings	-	800	500	800
Total	\$ 137,199	\$ 189,999	\$ 182,500	\$ 203,333
Junior College				
Preceding Year's R.E. Taxes	\$ -	\$ 30,000	\$ 41,171	\$ 30,000
State Tuition Assistance	\$ 699,300	\$ 699,300	\$ 699,300	\$ 699,300
Salt River Project	578,793	636,293	630,978	630,978
Total	\$ 1,278,093	\$ 1,365,593	\$ 1,371,449	\$ 1,360,278
Post Secondary Education				
Preceding Year's R.E. Taxes	\$ -	\$ 30,000	\$ 14,897	\$ 30,000
Salt River Project	\$ 194,164	\$ 249,063	\$ 245,720	\$ 295,936
Total	\$ 194,164	\$ 279,063	\$ 260,617	\$ 325,936
Flood Control				
SRP	\$ -	\$ 12,556	\$ 12,790	\$ 17,978
Preceding Year's R.E. Taxes	-	3,100	5,875	4,000
Total	\$	\$ 15,656	\$ 18,665	\$ 21,978
Fire District Assistance				
SRP	\$ 172,313	\$ 180,000	\$	\$ 172,182
Total	\$ 172,313	\$ 180,000	\$	\$ 172,182
Health District				
SRP	258,844	385,419	380,361	384,904
Tuberculosis	12,000	12,000	12,000	12,500
CHIPP	90,000	90,000	90,000	73,860
State Mini Grant (GOHS)	11,420	11,109	11,109	-
Vital Records	50,000	50,000	50,000	55,000
STD Prevention	6,036	6,036	6,036	6,036
Teen Pregnancy Prevention	187,420	187,420	187,420	187,420
AZ Nutrition Network	58,470	80,698	80,696	70,000
Immunizations	95,000	50,000	50,000	50,000
Immunization Fees	-	55,000	55,000	60,000
Tobacco Prevention	185,000	185,000	185,000	185,000
Smoke-Free AZ	74,588	74,588	74,588	74,588
WIC	168,387	102,996	102,996	102,996
CDMSP	-	3,500	-	-
Family Planning	24,200	24,000	24,000	22,000
Health Start	120,000	135,250	135,250	135,250
Volunteer Recruitment	-	3,500	-	-
Bioterrorism (PHEP)	208,920	208,920	208,920	193,293
Environmental Fees - ADHS	25,000	25,000	25,000	25,000
Septic Certification ADEQ	15,000	20,000	20,000	20,000
Future Grants	300,000	300,000		300,000
Total	\$ 1,890,285	\$ 2,010,436	\$ 1,698,376	\$ 1,957,847

APACHE COUNTY
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES □	ACTUAL REVENUES*	ESTIMATED REVENUES □
	2015	2016	2016	2017
Other Funds				
203 Law Library	\$ -	\$ 24,385	\$ 11,980	\$ 24,385
204 HAVA	-	-	-	50,000
214 Forest Thinning EECO	-	350,000	-	350,000
219 Transit Funds	-	100,000	-	100,000
220 Misc. Revenue	-	1,100,000	-	1,100,000
223 Attorney Grants	-	1,000	-	1,000
224 Sheriff's Grants	-	1,000,000	117,667	793,000
225 Forest Fees	28,044	950,000	749,268	950,000
226 Emergency Services	116,000	400,000	138,637	301,761
227 Juvenile High Risk Court	117,000	60,000	55,245	60,000
229 Extra Juvenile Diversion Fees	-	100	12	100
230 Criminal Justice, Attorney	177,000	101,432	109,804	65,324
231 RICO, State & Other	47,165	40,000	6,229	20,000
235 Norviel Decree	17,000	20,000	13,924	20,000
236 DP Services, Schools	387,368	373,330	373,330	376,487
239 Local Court Automation	18,661	40,000	23,567	20,091
240 Jail Enhancement	70,000	200,000	128,396	200,000
241 State Aid to Probation	183,000	177,014	168,437	124,925
242 Family Counseling	7,566	16,826	8,301	14,192
243 Accent/Attorney	98,000	90,469	71,222	91,315
244 Adult Probation Services	93,000	90,469	100,470	132,000
245 CASA	44,231	49,679	53,707	50,227
246 Adult IPS	294,432	273,538	299,523	293,418
249 Juvenile Treatment Services	91,401	89,770	83,444	81,552
250 Juvenile Probation Services	7,742	5,800	1,354	5,000
251 JIPS	67,792	64,187	69,739	69,935
252 Recorder's Surcharge	10,735	15,000	6,526	8,955
253 Diversion Fees	-	-	-	550
254 Adult Probation Enhancement	238,000	265,594	236,730	268,888
256 Accent/Sheriff	450,000	500,000	327,574	500,000
257 Victim's Compensation	65,778	64,160	23,996	64,160
258 Superior CT. Docket Storage	-	8,000	4,913	8,000
260 Victim's Assistance/Rights	45,309	51,839	49,386	52,762
262 Fair & Legal Employment	-	6,920	8	45,000
263 Bad Check Prosecution	8,625	26,500	564	-
264 Detention Equalization	26,934	33,000	194	30,000
265 Victim's Comp - Restitution	9,000	65,000	3,285	52,535
266 Jail Services	28,472	250,000	96,910	150,000
267 Victim's Comp - Subrogation	-	25,000	-	25,000
268 Field Trainer	23,030	27,000	25,000	1,834
273 Extra Adult Probation Fees	-	100	205	500
274 Extra Juvenile Probation Fees	-	50	30	100
276 Drug Treatment & Ed	11,094	13,710	13,255	9,481
280 Diversion Intake	29,308	40,234	36,150	29,443
281 Diversion Consequence	35,072	34,751	37,619	38,615
282 Drug Testing	29,551	71,017	15,697	45,710
285 Case Processing Assistance	11,642	9,313	9,917	9,313
286 JCEF	-	50,000	34	50,000
289 Community Punishment	67,957	62,523	63,596	41,791
294 Prosecution Recovery	91,525	150,000	43,990	47,406
296 Fill the Gap, Attorney	-	4,900	4,085	7,000
297 Fill The Gap, Courts	165,000	198,295	71,377	218,027
298 Fill The Gap, Indigent Defense	-	10,000	1	10,000
299 Fill The Gap, Court Administration	6,375	33,500	20,575	33,500
308 Title 1	21,758	22,000	3	22,000
317 Prosecution Recovery Sup Ct.	174	12,000	9,225	12,000
321 Prosecution Recovery COC	6,917	34,083	13,746	47,406
334 Attorney Diversion	87,946	100,000	138,027	13,033
701 Cinder Pit	-	30,000	77	30,000
CDBG	-	-	-	400,000
702 Waste Tire Disposal	125,000	125,000	-	125,000
Total	\$ 3,460,604	\$ 7,957,488	\$ 3,836,951	\$ 7,692,721
Total Special Revenue Funds	\$ 16,748,808	\$ 22,564,699	\$ 9,021,943	\$ 22,923,990

APACHE COUNTY
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES □	ACTUAL REVENUES*	ESTIMATED REVENUES □
	2015	2016	2016	2017
DEBT SERVICE FUNDS				
Library District GOB				
SRP	\$ 203,154	\$ 224,217	\$ 221,316	\$ 260,584
Total Debt Service Funds	\$ 203,154	\$ 224,217	\$ 221,316	\$ 260,584
CAPITAL PROJECTS FUNDS	\$	\$	\$	\$
Total Capital Projects Funds	\$	\$	\$	\$
PERMANENT FUNDS	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS	\$	\$	\$	\$
Total Enterprise Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 28,005,301	\$ 33,994,821	\$ 20,491,523	\$ 35,003,201

Includes actual revenues recognized on the modified accrual or accrual basis as of the date the

APACHE COUNTY
Other Financing Sources/Uses and Interfund Transfers
Fiscal Year 2017

FUND	OTHER FINANCING 2017		INTERFUND TRANSFERS 2017	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
County Library District	\$	\$	\$ 228,889	\$
Road Fund			951,154	
Public Health District			428,559	105,688
Post Secondary Education			245,128	
Junior College			198,570	
Emergency Management Match				40,420
Flood District			75,173	
Accent/Sheriff - Match				49,202
Victim's Assistance/Rights Match				4,583
Family Counseling				3,271
Drug Testing				3,503
Debt Service				500,000
Jail District				475,680
Juvenile Jail District			127,001	333,685
Total General Fund	\$	\$	\$ 2,254,474	\$ 1,516,032
SPECIAL REVENUE FUNDS				
County Library District	\$	\$	\$	\$ 542,600
Road Fund				1,018,902
Public Health District			105,688	428,559
GIS			67,748	
Post Secondary Education				245,128
Junior College				798,570
Flood District				75,173
Emergency Management Match			40,420	
Accent/Sheriff - Match			49,202	
Victim's Assistance/Rights Match			4,583	
Family Counseling			3,271	
Drug Testing			3,503	
Jail District			1,075,680	
Juvenile Jail District			333,685	463,290
Total Special Revenue Funds	\$	\$	\$ 1,683,780	\$ 3,572,222
DEBT SERVICE FUNDS				
Loans	\$	\$	\$ 1,150,000	\$
Total Debt Service Funds	\$	\$	\$ 1,150,000	\$
CAPITAL PROJECTS FUNDS				
	\$	\$	\$	\$
Total Capital Projects Funds	\$	\$	\$	\$
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
	\$	\$	\$	\$
Total Enterprise Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$	\$	\$ 5,088,254	\$ 5,088,254

APACHE COUNTY
Expenditures/Expenses by Fund
Fiscal Year 2017

FUND/DEPARTMENT	ACTUAL EXPENDITURES 2015	BUDGETED EXPENDITURES 2016	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
GENERAL FUND				
Assessor	\$ 570,931	\$ 611,942	528,973	\$ 623,722
Attorney	921,385	936,603	878,489	936,603
Board of Supervisors, Gn'l	400,000	429,400	446,719	467,600
BOS Manager	310,660	296,605	291,432	296,605
Vehicle Replacement	200,000	300,000	180,984	300,000
Dispatch	-	439,000	439,000	480,000
Human Resources	237,745	252,213	231,531	252,213
Records Management	12,205	12,205	13,023	12,205
District #1	184,239	234,139	225,215	234,139
District #2	209,262	234,139	157,842	234,139
District #3	104,728	162,921	133,518	159,714
Clerk of the Court	489,383	542,506	485,868	542,506
Constable Chinle	6,551	13,521	-	13,521
Constable Puerco	65,879	73,746	69,705	74,517
Constable St. Johns	21,987	25,339	22,860	30,118
Constable Round Valley	23,693	25,950	25,123	30,118
Contingencies	101,726	3,000,000	324,813	3,000,000
Data Processing	395,869	477,526	442,508	480,519
IT Capital Imp. & Software Maintenance	154,579	756,719	223,218	1,512,277
Grant Administration	46,807	60,000	60,000	60,000
Elections	409,803	409,803	449,902	412,744
Finance	455,613	464,108	433,640	470,186
Ground & Maintenance	743,605	820,056	713,255	820,056
J.P. Chinle	139,639	164,080	152,319	164,080
J.P. Puerco	257,958	284,569	266,974	284,638
J.P. St. Johns	159,104	182,137	177,651	183,531
SJ Magistrate	37,265	39,309	25,099	37,917
J.P. Round Valley	217,322	236,406	245,156	236,406
Springerville Magistrate	38,850	40,008	15,612	40,275
Eagar Magistrate	37,492	40,008	15,051	-
Communication Specialist	92,967	100,293	90,207	100,543
Community Development	363,299	397,998	348,870	397,990
Recorder	489,758	492,230	509,206	492,230
Superior Court	399,654	436,261	394,532	436,261
Public Defenders	385,987	400,000	471,542	400,000
Jury Fees & Expenses	72,856	112,203	108,589	112,031
Jury Trial Costs	-	20,915	-	20,915
Support & Care of Persons	-	5,729	-	5,729
Treasurer	408,105	487,117	397,885	489,615
Probation/Adult	275,804	279,606	287,471	281,716
Probation/Juvenile	218,987	218,597	189,972	219,295
Sheriff	2,613,791	2,730,539	2,932,403	2,947,656
Public Fiduciary	64,198	71,306	64,990	71,306
AHCCCS/ALTCS	1,084,500	1,089,800	1,089,800	1,098,700
Agriculture Extension	25,000	25,000	20,000	25,000
Legal Svcs./Judgments	-	25,098	25,098	25,098
Insurance	208,116	210,000	210,000	210,000
School Superintendent	298,935	329,871	222,438	331,216
IDEA Secure Care	38,755	41,894	13,967	41,894
County Fair	15,000	15,000	20,000	20,000
Total General Fund	\$ 14,009,993	\$ 19,054,415	15,072,449	\$ 20,117,544

SPECIAL REVENUE FUNDS

Law Library	\$	-	\$	24,385	-	\$	24,385
HAVA		-		50,000	-		50,000
Roads							
Engineer		520,000		620,000	574,643		620,000
District #1		1,288,733		1,962,500	1,473,129		2,029,146
Carryover Reserve, District #1		245,565		715,000	715,000		489,371
District #2		1,453,697		1,962,500	1,703,453		2,029,146
Carryover Reserve, District #2		68,445		300,000	300,000		259,047
District #3		2,377,216		3,102,492	2,462,857		3,061,518
Carryover Reserve, District #3		105,051		750,000	677,738		711,897
Liability Insurance		285,000		260,000	270,195		273,000
Limestone Pit		350,000		250,000	268,081		350,000
Contingency		299,965		200,000	40,595		254,039
RAC Grant		-		150,000	-		150,000
Forest Thinning - EECO		51,463		350,000	-		350,000
GIS		64,000		66,326	66,326		66,326
Transit Funds		-		100,000	-		100,000
Misc Revenue		-		1,100,000	-		1,100,000
Victim's Interest Fund		-		1,000	326		1,000
Sheriff's Grants		304,766		1,000,000	90,876		793,000
Forest Fees		28,044		950,000	749,268		950,000
Emergency Management		116,999		400,000	178,400		301,761
Juvenile High Risk Court		41,498		60,000	44,645		60,000
Extra Juvenile Diversion		-		100	-		100
Criminal Justice, Attorney		176,970		159,204	121,182		65,324
RICO, State & Other		47,135		40,000	11,000		20,000
Norviel Degree		15,068		20,000	13,859		20,000
DP Services, Schools		387,368		373,330	373,330		376,487
Local Court Automation		18,661		40,000	21,193		20,091
Jail Enhancement		69,379		200,000	61,559		200,000
State Aid To Probation		150,316		177,014	154,751		170,016
Family Counseling		7,566		16,826	9,227		11,904
Accent/Attorney		98,013		90,469	86,384		91,315
Adult Probation Fees		93,394		117,900	109,338		86,230
CASA		44,231		49,679	42,069		50,227
Adult Intens. Supervision		273,706		273,538	274,170		293,418
Juvenile Treatment Services		79,427		89,770	75,751		81,552
Juv. Probation Fees		1,641		15,000	9,269		5,000
J.I.P.S.		58,817		64,187	62,436		69,935
Recorder's Sur-Charge		10,735		15,000	21,674		8,955
Adult Prob. Enhancement		237,891		265,594	236,730		268,888
Accent/Sheriff		450,000		500,000	433,913		500,000
Victim's Compensation		62,960		64,160	33,934		64,160
S. Court Docket Storage		-		8,000	-		8,000
Victim's Assist./Rights		45,309		51,839	47,308		52,535
Fair & Legal Employment		-		15,000	41,732		45,000
Bad Check Prosecution		8,625		26,500	-		-
Detention Equalization		26,934		33,000	69		30,000
Victim's Comp - Restitution		9,000		65,000	-		52,535
Jail Services		28,472		250,000	87,123		150,000
Victim's Comp - Subrogation		-		25,000	-		25,000
Field Trainer		23,030		27,000	24,002		1,834
Extra Adult Probation Fees		-		100	-		500
Extra Juvenile Probation Fees		-		50	-		100
Drug Treatment & Education		11,094		13,710	12,439		9,481
Diversion Intake - Probation		29,308		40,234	34,490		29,443
Diversion Consequence		35,072		34,751	32,182		38,615
Drug Testing		29,551		71,017	20,744		45,710

Case Processing Assistance	11,642	9,313	10,009	11,000
JCEF	-	50,000	-	50,000
Community Punishment	57,164	62,523	62,635	41,791
Prosecution Recovery	91,525	150,000	57,018	41,407
Fill the Gap, Attorney	-	6,126	1,000	7,000
Fill The Gap, Courts	164,187	198,295	166,533	218,027
Fill The Gap, Indigent Defense	-	10,000	-	10,000
Fill The Gap, Court Administration	6,375	33,500	-	33,500
Title 1	21,758	22,000	-	22,000
Prosecution Recovery Sup Ct.	174	12,000	-	12,000
Prosecution Recovery COC	6,917	34,083	-	47,406
Attorney Diversion	87,946	100,000	101,126	13,033
Cinder Pit	-	30,000	-	30,000
Waste Tire Disposal	125,000	125,000	27,993	125,000
Special Road Projects	-	126,000	-	126,000
CDBG			-	400,000
County Library				
Contingency	-	100,000		100,000
Operating	1,429,706	1,605,380	1,397,228	1,687,165
Building Project	37,217	390,800	70,807	220,800
State Grant	25,000	25,000	25,000	29,170
Federal E-Rate	44,665	59,518	47,631	59,448
Federal LSTA	-	12,000		-
Donations	5,971	38,100	11,719	37,630
Public Health District				
Contingency	-	300,000	-	300,000
Health Services	554,494	597,962	597,962	594,483
Tuberculosis	12,000	12,000	12,000	12,500
Injury Prevention (CHIPP)	90,000	90,000	90,000	73,860
GOHS-Health	11,420	11,109	11,109	-
Vital Records	48,906	50,000	50,000	55,000
STD Prevention	6,036	6,036	6,036	6,036
Teen Pregnancy Prevention	187,420	187,420	187,420	187,420
AZNN	58,470	80,698	80,698	70,000
CDMSP	-	3,500	3,500	-
Immunization	140,264	148,143	148,143	151,000
Tobacco Prevention	185,000	185,000	185,000	185,000
Smoke Free AZ	74,588	74,588	74,588	74,588
WIC	168,387	102,996	102,996	102,996
Family Planning	24,200	24,000	24,000	22,000
Health Start	135,500	135,250	135,250	150,250
Volunteer Recruitment	2,600	3,500	3,500	-
PHEP	248,709	208,920	208,920	218,293
Environmental Health, ADHS	47,924	67,343	67,343	71,410
Environmental Health, ADEQ	43,776	63,243	63,243	67,660
Medical Examiner	145,052	151,340	151,340	151,340
Future Grants	-	300,000	300,000	300,000
Jail District	2,558,808	2,366,785	2,315,634	2,200,000
Juvenile Jail District	781,357	578,529	570,457	637,714
Junior College Tuition	2,600,650	2,600,650	2,600,650	1,900,000
Post Secondary Education	765,626	1,012,000	819,696	819,793
Flood Control	127,418	100,000	60,000	145,484
Fire District Assistance	606,414	700,000	534,118	541,820
Total Special Revenue Funds	\$ 21,870,381	\$ 30,967,825	23,449,692	\$ 29,277,015

DEBT SERVICE FUNDS				
GADA Loan	\$	800,783	\$	1,025,000
Library District GOB		715,000		715,320
				715,625
Total Debt Service Funds	\$	1,515,783	\$	1,740,320
				715,625
				\$ 4,023,100
CAPITAL PROJECTS FUNDS				
	\$		\$	
Total Capital Projects Funds	\$		\$	
PERMANENT FUNDS				
	\$		\$	
Total Permanent Funds	\$		\$	
ENTERPRISE FUNDS				
	\$		\$	
Total Enterprise Funds	\$		\$	
TOTAL ALL FUNDS	\$	37,396,157	\$	51,762,560
				39,237,766
				\$ 53,417,659

*

Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

APACHE COUNTY
Expenditures/Expenses by Department
Fiscal Year 2017

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2015	ACTUAL EXPENDITURES 2016	BUDGETED EXPENDITURES 2017
ASSESSOR:			
General Fund	\$ 570,931	\$ 528,973	\$ 623,722
Department Total	\$ 570,931	\$ 528,973	\$ 623,722
ATTORNEY:			
General Fund	\$ 921,385	\$ 878,489	\$ 936,603
Attorney Grants	-	326	1,000
Criminal Justice, Attorney	176,970	121,182	65,324
RICO, State & Other	47,135	11,000	20,000
ACCENT/Attorney	98,013	86,384	91,315
Victim's Compensation	62,960	33,934	64,160
Victim's Assistance / Rights	45,309	47,308	52,535
Fair & Legal Employment	-	41,732	45,000
Bad Check Prosecution	8,625	-	-
Victim's Compensation - Restitution	9,000	-	52,535
Victim's Comp - Subrogation	-	-	25,000
Prosecution Recovery	91,525	57,018	41,407
Fill the Gap, Attorney	-	1,000	7,000
Attorney Diversion	87,946	101,126	13,033
Department Total	\$ 1,548,868	\$ 1,379,499	\$ 1,414,912
BOARD OF SUPERVISORS:			
General Fund	\$ 1,146,345	\$ 1,238,391	\$ 1,375,690
Department Total	\$ 1,146,345	\$ 1,238,391	\$ 1,375,690
COUNTY MANAGER:			
General Fund	\$ 587,064	\$ 989,429	\$ 1,160,116
General Fund - Contingencies	101,726	324,813	3,000,000
Misc Revenue	-	-	1,100,000
Forest Fees	28,044	749,268	950,000
Junior College Tuition Reimbursement	2,600,650	2,600,650	1,900,000
Post Secondary Education	765,626	819,696	819,793
Debt Service, GADA Loan	800,783	-	3,300,000
CDBG	-	27,993	125,000
Waste Tire Disposal	125,000	-	400,000
Fire District Assistance	606,414	534,118	541,820
Department Total	\$ 5,615,307	\$ 6,045,967	\$ 13,296,729

HUMAN RESOURCES:

General Fund	\$	237,745	\$	231,531	\$	252,213
Department Total	\$	<u>237,745</u>	\$	<u>231,531</u>	\$	<u>252,213</u>

CLERK OF THE COURT:

General Fund	\$	489,383	\$	485,868	\$	542,506
Local Court Automation		18,661		21,193		20,091
* S. Court Docket Storage		-		-		8,000
JCEF		-		-		50,000
Prosecution Recovery COC		6,917		-		47,406
Department Total	\$	<u>514,961</u>	\$	<u>507,061</u>	\$	<u>668,003</u>

CONSTABLES:

General Fund	\$	118,110	\$	117,689	\$	148,274
Department Total	\$	<u>118,110</u>	\$	<u>117,689</u>	\$	<u>148,274</u>

DATA PROCESSING:

General Fund	\$	550,448	\$	665,726	\$	1,992,796
DP Services, Schools		387,368		373,330		376,487
Department Total	\$	<u>937,816</u>	\$	<u>1,039,056</u>	\$	<u>2,369,283</u>

ELECTIONS:

General Fund	\$	409,803.00	\$	449,902	\$	412,744
HAVA		-		-		50,000
Department Total	\$	<u>409,803</u>	\$	<u>449,902</u>	\$	<u>462,744</u>

EMERGENCY SERVICES:

Emergency Services	\$	116,999	\$	178,400	\$	301,761
Department Total	\$	<u>116,999</u>	\$	<u>178,400</u>	\$	<u>301,761</u>

FINANCE:

General Fund	\$	455,613.04	\$	433,640	\$	470,186
Grant Administration		46,807		60,000		60,000
Department Total	\$	<u>502,420</u>	\$	<u>493,640</u>	\$	<u>530,186</u>

GROUNDS AND MAINTENANCE:

General Fund	\$	743,605	\$	713,255	\$	820,056
Department Total	\$	<u>743,605</u>	\$	<u>713,255</u>	\$	<u>820,056</u>

JUSTICES OF THE PEACE:

General Fund	\$	887,630	\$	897,862	\$	946,847
Department Total	\$	<u>887,630</u>	\$	<u>897,862</u>	\$	<u>946,847</u>

COMMUNICATIONS:

Communications Specialist	\$	92,967	\$	90,207	\$	100,543
Department Total	\$	<u>92,967</u>	\$	<u>90,207</u>	\$	<u>100,543</u>

COMMUNITY DEVELOPMENT:

General Fund	\$	363,299	\$	348,870	\$	397,990
Forest Thinning		51,463		-		350,000
Department Total	\$	<u>414,762</u>	\$	<u>348,870</u>	\$	<u>747,990</u>

RECORDER:

General Fund	\$	489,758	\$	509,206	\$	492,230
Recorder's Surcharge		10,735		21,674		8,955
Department Total	\$	<u>500,493</u>	\$	<u>530,880</u>	\$	<u>501,185</u>

SUPERIOR COURT:

General Fund	\$	858,498	\$	974,662	\$	974,936
Law Library		-		-		24,385
Juvenile High Risk Court		41,498		44,645		60,000
Norviel Decree		15,068		13,859		20,000
CASA		44,231		42,069		50,227
Field Trainer		23,030		24,002		1,834
Case Processing Assistance		11,642		10,009		11,000
Fill the Gap, Courts		164,187		166,533		218,027
Fill the Gap, Indigent Defense		-		-		10,000
Fill the Gap, Court Administration		6,375		-		33,500
Prosecution Recovery Sup Ct.		174		-		12,000
Department Total	\$	<u>1,164,703</u>	\$	<u>1,275,779</u>	\$	<u>1,415,909</u>

TREASURER:

General Fund	\$	408,105	\$	397,885	\$	489,615
Department Total	\$	<u>408,105</u>	\$	<u>397,885</u>	\$	<u>489,615</u>

PROBATION:

General Fund	\$	494,791	\$	477,444	\$	501,011
Extra Juvenile Diversion		-		-		100
State Aid to Probation		150,316		154,751		170,016
Family Counseling		7,566		9,227		11,904
Adult Probation Fees		93,394		109,338		86,230
Adult Intensive Supervision		273,706		274,170		293,418
Juvenile Crime Reduction		-		-		-
Juvenile Treatment Services		79,427		75,751		81,552
Juvenile Probation Fees		1,641		9,269		5,000
J.I.P.S.		58,817		62,436		69,935
Adult Probation Enhancement		237,891		236,730		268,888
Detention Equalization		26,934		69		30,000
Extra Adult Probation Fees		-		-		500
Extra Juvenile Probation Fees		-		-		100
Drug Treatment & Education		11,094		12,439		9,481
Diversion Intake		29,308		34,490		29,443
Diversion Consequence		35,072		32,182		38,615
Drug Testing		29,551		20,744		45,710
Community Punishment		57,164		62,635		41,791
Title 1		21,758		-		22,000
Juvenile Jail District		781,357		570,457		637,714
Department Total	\$	2,389,787	\$	2,142,132	\$	2,343,408

SHERIFF:

General Fund	\$	2,613,791	\$	2,932,403	\$	2,947,656
Sheriff's Grants		304,766		90,876		793,000
Jail Enhancement		69,379		61,559		200,000
ACCENT/Sheriff		450,000		433,913		500,000
Jail Services, Sheriff's Canteen		28,472		87,123		150,000
Jail District		2,558,808		2,315,634		2,200,000
Department Total	\$	6,025,216	\$	5,921,508	\$	6,790,656

ENGINEER

Roads	\$	6,993,672	\$	8,485,691	\$	10,077,164
RAC Grant		-		-		150,000
GIS		64,000		66,326		66,326
Transit Fund		-		-		100,000
Cinder pit		-		-		30,000
Flood Control		127,418		60,000		145,484
Special Roads		-		-		126,000
Department Total	\$	7,185,090	\$	8,612,017	\$	10,694,974

HEALTH SERVICES:

Public Health District	\$	2,184,746	\$	2,503,048	\$	2,793,836
Department Total	\$	<u>2,184,746</u>	\$	<u>2,503,048</u>	\$	<u>2,793,836</u>

INDIGENT HEALTH

General Fund	\$	1,084,500	\$	1,089,800	\$	1,098,700
Department Total	\$	<u>1,084,500</u>	\$	<u>1,089,800</u>	\$	<u>1,098,700</u>

COUNTY LIBRARY:

Library District	\$	1,542,559	\$	1,552,385	\$	2,134,213
Debt Service, Library Bond		715,000		715,625		723,100
Department Total	\$	<u>2,257,559</u>	\$	<u>2,268,010</u>	\$	<u>2,857,313</u>

SCHOOL SUPERINTENDENT:

General Fund	\$	298,935	\$	222,438	\$	331,216
IDEA Secure Care		38,755		13,967		41,894
Department Total	\$	<u>337,690</u>	\$	<u>236,405</u>	\$	<u>373,110</u>

\$	<u>37,396,157</u>	\$	<u>39,237,766</u>	\$	<u>53,417,659</u>
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Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

APACHE COUNTY
Full-Time Employees and Personnel Compensation
Fiscal Year 2017

FUND	Full-Time Equivalent (FTE) 2017	Employee Salaries and Hourly Costs 2017	Retirement Costs 2017	Healthcare Costs 2017	Other Benefit Costs 2017	Total Estimated Personnel Compensation 2017
GENERAL FUND	160.25	\$ 6,876,667	\$ 1,451,008	\$ 1,476,044	\$ 596,296	\$ 10,400,175
SPECIAL REVENUE FUNDS						
County Library	25	\$ 682,489	\$ 72,849	\$ 247,388	\$ 55,362	\$ 1,058,113
Roads	85	2,752,092	310,086	658,482	327,864	4,048,609
Health Services	39.25	962,284	97,242	218,040	77,876	1,355,482
GIS	1	46,018	5,218	12,504	4,008	67,750
Sheriff's Grants						
Emergency Services	1	34,552	3,918	6,360	2,750	47,582
Juvenile High Risk Court	0.75	92,228	2,072	6,360	7,173	107,834
Criminal Justice, Attorney	0.9	50,498	5,727	4,606	4,014	64,845
D.P. Services Schools	4	265,725	30,133	50,016	21,152	367,030
Local Court Automation	0.5	14,179	1,608	3,180	1,124	20,091
State Aid to Probation	3	113,244	21,147	25,200	10,426	170,019
Accent/Attorney	0.8	70,532	7,998	6,601	5,607	90,739
Probation Services	2	55,642	8,138	12,612	5,387	81,781
CASA	0.5	19,746	2,239	6360	1,566	29,912
Adult Intensive Supervision	4.5	172,139	30,962	40,884	16,581	260,571
Juvenile Treatment Services	1	57,189	6,485	6,360	4,535	74,570
J.I.P.S	1.5	46,288	7,051	12,612	3,984	69,936
State Adult Enhancement Fund	3.5	127,412	26,604	31,428	12,219	197,666
Accent/Sheriff	2	90,594	35,943	18,864	9,503	154,907
Victim's Assistance	0.7	36,872	4,181	8,249	2,931	52,234
Detention Equalization						
Field Trainer						
Drug Treatment and Education	0.3	6,616	750.36	1,590	524.94	9,482
Diversion Intake	1	19,847	2,251	4,770	1,573	28,441
Diversion Consequence	0.8	21,429	2,430	4,770	2,085	30,714
Drug Testing	1	31,213	5,368	6,336	2,793	45,711
Case Processing Assistance	0.3	3,310		1,500	256.62	5,067
Community Punishment	0.3	9,672	1,097	1,590	941	13,300
Prosecution Recovery Attorney	0.4	31,252	3,544	3,730	2,484	41,011
Fill the Gap, Courts	2.5	95,525	8080.28	32411.52	7,806	143,826
Attorney Diversion	0.2	10,050	1,140	1043.04	799.17	13,032
Jail District	28	894,794	123,713	245,086	90,102	1,353,724
Juvenile Jail District	1.3	159,197	18,053	15,684	10,923	203,858
Total Special Revenue Funds	213	\$ 6,972,629	\$ 846,027	\$ 1,694,617	\$ 694,352	\$ 10,207,838
DEBT SERVICE FUNDS						
		\$	\$	\$	\$	\$
Total Debt Service Funds		\$	\$	\$	\$	\$
CAPITAL PROJECTS FUNDS						
		\$	\$	\$	\$	\$
Total Capital Projects Funds		\$	\$	\$	\$	\$

APACHE COUNTY
Full-Time Employees and Personnel Compensation
Fiscal Year 2017

FUND	Full-Time Equivalent (FTE) 2017	Employee Salaries and Hourly Costs 2017	Retirement Costs 2017	Healthcare Costs 2017	Other Benefit Costs 2017	Total Estimated Personnel Compensation 2017
PERMANENT FUNDS						
		\$	\$	\$	\$	\$
Total Permanent Funds		\$	\$	\$	\$	\$
ENTERPRISE FUNDS						
		\$	\$	\$	\$	\$
Total Enterprise Funds		\$	\$	\$	\$	\$
INTERNAL SERVICE FUND						
		\$	\$	\$	\$	\$
Total Internal Service Fund		\$	\$	\$	\$	\$
TOTAL ALL FUNDS	373.25	\$ 13,849,296	\$ 2,297,035	\$ 3,170,661	\$ 1,290,647	\$ 20,608,013



GLOSSARY



AACo (Arizona Association of Counties) - Founded in 1968, AACo is the only state organization that represents all of the county officials and the governments they serve in the State of Arizona.

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.

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. Apache County is audited by the State Auditor General.

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.

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.

Balanced Budget - A budget in which the sum of estimated net revenues and appropriated fund balances are equal to appropriated expenditures.



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.

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.

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 basis.

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 Apache County) which generally have an assigned useful life of several years; also called fixed assets.

Capital Outlay - An expenditure used from a department's operating budget for the acquisition of a capital asset. A capital asset is an item that costs \$5,000 or more and has an assigned useful life of at least one year. Capital assets should be budgeted and itemized in the capital outlay object codes.

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.



Capitalization Threshold - The dollar values above which asset acquisitions are added to the capital asset accounts.

Carry Forward - Cash available at the end of the fiscal year.

Cash Basis - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

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.

Compensated Absences - Compensated absences are absences for which employees will be paid, such as vacation, sick leave, or other leave.

Consumer Price Index - A statistical description of price levels provided by the U.S. Department of Labor and used as a measure of the increase in the cost of living to reflect economic inflation.

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services - Services rendered to a government by private firms, individuals or other governmental agencies, e.g. rents, maintenance agreements and professional consulting services.

County Sales Tax - A general excise tax levied on all applicable categories of sales expressed as a percentage of the State Sales Tax.

Debt Service Fund - A fund used to account for the accumulation of resources and payments of general long-term debt principal and interest; such as that associated with general obligation and special assessment.

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 - An organizational unit directed by a director or elected official. In terms of financial structure, departments can have multiple funding sources (i.e. general fund, special revenues etc.) and are approved for specified uses.

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).

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.

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 Apache County include FICA (Social Security), Medicare, employee and dependent health insurance, dental, vision, unemployment, life insurance, retirement and workers compensation.

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.)

Election Officials Association (EOA) - is an alert service which informs and updates state, city, and other elections and voter registration officials regarding legislation, regulations, court decisions, and Justice Department rulings which affect the conduct of voter registration or elections administration.

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 for operations, maintenance, interest or other charges.



Fees - Charges for direct receipt of a public service on the party receiving the service.

Fiduciary Fund - Fund held by a governmental unit in a fiduciary capacity for an external party.

Financial Accounting Standards Board (FASB) - Financial Accounting Standards Board. This private, non-profit organization is responsible for determining standards of accounting principles. These principles are commonly referred to as the Generally Accepted Accounting Principles (GAAP).

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).

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 Apache 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 2011" refers to the fiscal year that begins July 1, 2010 and ends June 30, 2011.

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 value equivalent to the number of employees paid full time (forty hours per week, or from 2,080 to 2,096 hours per year – depending on the calendar). A half-time position that is paid 20 hours per week equates to a .5 FTE.

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.

Fund Transfers - Transferring monies between funds is a tool for maintaining a structurally balanced budget.



Greater Arizona Development Authority (GADA) - Created by the Arizona Legislature in 1997 to assist local and tribal governments and special districts with the development of public infrastructure.

GASB 34 - Refers to Statement 34 issued by the Government Accounting Standards Board which establishes new requirements for the annual financial reports of State and local governments. The statement was developed to make annual reports easier to understand and more useful to the people who use governmental financial information to make their decisions (or who may do so in the future): legislators, their staff and members of oversight bodies; investors, creditors and others who provide resources to governments; and citizen groups and the public in general.

Generally Accepted Accounting Principles (GAAP) - These are the uniform minimum standards for financial accounting and reporting, reflecting the rules and procedures that define accepted accounting principles.

General Fund - A fund accounting for all financial resources of the County that serves as the County's primary operating fund.

General Obligation (GO) Bond - General Obligation Bonds must be approved by a majority of Apache County residents. They are sold to raise funding for capital expenditures. Funding for repayment would be provided by the County's secondary debt service property tax levy.

Geographic Information System (GIS) - A geographic information system (GIS) is a system designed to capture, store, manipulate, analyze, manage, and present all types of geographical data.

Goal - A goal is the purpose towards which an endeavor is directed. A goal supports a department's Mission Statement and a County-wide 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 Accounting Standards Board (GASB) - An independent not-for-profit organization that is responsible for issuing accounting standards for state and local governments.

Governmental Finance Officers Association (GFOA) - The Government Finance Officers Association (GFOA), founded in 1906, represents public finance officials throughout the United States and Canada. The association's nearly 18,000 members are federal, state/provincial, and local finance officials deeply involved in planning, financing, and implementing of thousands of governmental operations in each of their jurisdictions.



Governmental Fund - A generic classification used by GASB to refer to all funds other than proprietary and fiduciary funds. The General Fund, Special Revenue Funds, Capital Projects Funds, and Debt Service funds are the types of funds referred to as governmental funds. Governmental funds are said to be expendable; that is, resources are received and expended, with no expectation that they will be returned through user or departmental charges. Revenues and expenditures (not expenses) of governmental funds are recognized on the modified accrual basis of accounting.

Grant - A contribution made by one governmental unit or other organization to another to support a specific function. Grants may be classified as either operational or capital, depending upon the grantee.

Grant Revertment - When a government entity in receipt of a grant reverts any unexpended funds from the grant award to the granting agency.

Help America Vote Act (HAVA) - The Help America Vote Act of 2002 (HAVA) is civil rights legislation to ensure voters are treated equally across the United States of America. The significant changes brought about by HAVA improve the elections process significantly.

Highway User Revenue Fund (HURF) - This revenue is derived from the gas tax, a portion of which is returned to counties by the State.

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.

Indirect Cost - A fixed or overhead cost that cannot be attributed directly to the production of a particular item and is incurred even when there is no output. Indirect costs may include the cost center functions of finance and accounting, information technology, administration and personnel.

Infrastructure - The physical assets of a government (for example streets or bridges).

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.

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.

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.

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.

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.

Mission Statement - A clear, concise statement of purpose for the entire County or department. The mission's focal point is broad, yet distinctly describes the County or department goals.



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).

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 Code - Identifies the expenditure type (e.g., cash, accounts payable, salaries and wages etc.).

Obligations - Amounts which a government may be legally required to meet out of its resources, including both actual liabilities and encumbrances not yet paid.

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.

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.

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.



Personnel Services - A category of expenditures within the budget that includes salaries, benefits, temporaries, and overtime etc.

Personal Property - For property tax purposes in Arizona, personal property is designated as all types of property except land, buildings or other real property improvements. Taxable personal property includes movable items used for agricultural, commercial, industrial or rental residential purposes. Personal property is not attached permanently to real property and may be removed by its owner without damage to the real property. Mobile homes are also personal property unless the owners file an affidavit affixing the mobile home to their real property.

Pledged Revenues - These are moneys obligated for the payment of debt service and the making of other deposits required by the bond contract.

Gross pledge or gross revenue pledge - A pledge that all revenues received will be used for debt service prior to deductions for any costs or expenses.

Net pledge or net revenue pledge - A pledge that net revenues will be used for payment of debt service.

Northern Arizona Council of Governments (NACOG) - Northern Arizona Council Of Governments is a nonprofit membership corporation representing local governments to provide a wide variety of services within the four Arizona counties of Apache, Coconino, Navajo, and Yavapai.

Position - A single specific instance of a job class, whether occupied or vacant, involving duties entailing the services of one person. A position may be full or part-time as reflected in the FTE value.

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 set of activities that have a common purpose that produces results for customers. Programs are described in the Department Description and are aligned with the department's Mission and Goals.

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.

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.



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.

Real Property - Real estate, including land and improvements (buildings, fencing, paving) classified for purposes of assessment.

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 onetime expenditures.

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.

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.

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.

Services - A service is the productive outcome that the customer receives from a department.

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 Revenue Fund - A fund that accounts for the proceeds of specific revenue sources (other than major capital projects) that is legally restricted to specific-purpose expenditures.

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 Goal - A strategic goal translates resources into significant results to be achieved over the next two-five years providing the basis for evaluating the department as a whole.

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.

Title III - These are a portion of National Forest Fee revenue allocated by the board.

Trend - A documented recurrence of a measurable events or circumstances over time that is increasing, decreasing or even staying the same. The size of the number of occurrences often determines whether the recurrences constitute a trend.

Unencumbered Fund Balance - Amount of an appropriation neither expended nor encumbered; generally available for future purposes.

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.