

BOARD OF SUPERVISORS MINUTES WITH SUPPLEMENTAL TRANSCRIPT  
(Where a supplemental transcript is available, it is printed in bold type)

OFFICE OF BOARD OF SUPERVISORS  
YAVAPAI COUNTY, ARIZONA

Prescott, Arizona

April 25 – 28, 2005

The Board of Supervisors met in special session from April 25 through 28, 2005, in Prescott, Arizona, meeting at 9:00 a.m. on April 25, 27 and 28, and at 1:00 p.m. on April 26.

Present: Carol Springer, Chairman; Thomas Thurman, Vice Chairman; Chip Davis, Member (participating via video conferencing on April 26 but present in person on all other days); Bev Staddon, Clerk (except for April 28).

Also present: Jim Holst, County Administrator; Mike Danowski, Finance Director; Julie Ayers, Human Resources Director; Carolyn Dicus, Administrative Aide (April 28 only).

Present from the public and participating in discussion: Paula Rhoden, reporter for the Daily Courier.

Clerk's note: A copy of these minutes with a supplemental transcript is available in the Office of the Clerk of the Board of Supervisors and is also available on the County website.

STUDY SESSIONS All meetings for the period April 25 – April 29, 2005, were study sessions for discussion only for the purpose of reviewing departmental budgets for the 2005-2006 fiscal year.

Monday – April 25, 2005

Finance – Finance Director Mike Danowski presented this budget.

Mr. Danowski said his budget showed an overall increase of about 5% and that this was due to the 2.5% increase that Mr. Holst had built into it because of the increase in state retirement. He said his budget was quite simple and that there were no personnel changes, adding that ten years ago he had ten employees and was now at 9.5 employees with no plans to increase that number. Mr. Danowski said this was largely due to automation and the fact that department heads could obtain most of the information they needed off the intranet. Chairman Springer asked if all of the audits listed were required by statute. Mr. Danowski said they were, with the exception of the cost plan that is done on an annual basis. Chairman Springer asked if all of the department budgets included a 2.5% increase for state retirement and a 1% increase for merit raises. Mr. Holst said they did, and that there was also an adjustment in employee salaries of 2.5% so that the increase in state retirement would be accurately reflected on both the employee and employer's side. Chairman Springer asked Mr. Danowski what he used overtime for. Mr. Danowski said it was for the person in his office who does payroll. He said the department was currently in the process of putting in a new release of software for payroll and that the payroll person would probably need to put in some overtime as a result of that. In response to a question from Chairman Springer, Mr. Danowski said the person who does payroll is on salary but is also eligible for overtime. Chairman Springer said she was wondering why any overtime was necessary. Mr. Danowski said that in this case he needed overtime in event there was a crunch because of the new software. He said there was a good chance that he would not need to spend the overtime and that the best thing to do was have people take compensatory time off. Discussion turned to revenues and expenditures for the County, generally. Mr. Holst said that the information regarding the budget that was provided to the Board had also been sent back to the departments and that it reflected what departments had asked for. He said that with regard to the MIS Department, MIS Director Stephen Welsh had subsequently reduced his budget request by about \$300,000 and that the information currently in the Board's budget books for that department was different. He said he had also met with the Public Defender and that some very large reductions in that department's proposed budget had resulted. Mr. Holst said he anticipated having a \$2.5 million balance in the General Fund and that using the 2004 tax rate would result in about \$31,939,000 in property tax revenue. He said that transfers into the General Fund were projected to be at pretty much the same levels as the current fiscal year. Mr. Holst told the Board that basic line item requests in the departmental budgets would cause about an 8% increase in the budget over the current fiscal year and that it could be covered with about \$1.4 million that would be available but that there was still \$2.5 million being requested in program changes that would affect the General Fund. He added that each 1% of range adjustment for the salary schedule would cost \$354,407. Supervisor Davis asked which employees were not in the State Retirement System. Mr. Holst responded that employees not in that system were mostly limited to Sheriff's Office personnel such as Deputies and Detention Officers. Supervisor Davis asked what the savings would be if those employees were excluded from the 2.5%

increase that would be necessary to offset increased contributions to State Retirement. Mr. Holst said that making that change would make the range 2.5% different for personnel in patrol and detention, but that he could put some information together about it. Moving on, Mr. Holst said there was \$1.8 in the current fiscal year's Contingency account because money had been reserved for a second pro tem court and that he anticipated having \$1.5 million in Contingency for the 2005-2006 fiscal year. He said there was also approximately \$70,000 set aside for the Board to consider salary changes for people who are not on the salary schedule. Mr. Holst said the current tax rate was \$1.7008 and that as the proposed budget appeared now, it would be possible to keep the same tax rate for the County, the Library District, Flood Control District and Jail District. He added that each one cent on the tax rate was worth \$187,785. He said the General Fund would generate approximately \$32 million with the same tax rate, compared to \$28.5 million for the current fiscal year. Mr. Holst noted that he anticipated putting 50% of the County's sales tax into the General Fund to have it available for capital improvements, compared with taking 35% of the sales tax in the 2004-2005 fiscal year. He told the Board that the vehicle license tax had been running below expectations in both HURF and in the General Fund and that he had asked Mr. Danowski to work with the Department of Motor Vehicles to ensure that it had made corrections for both the Sedona and Wickenburg areas. He said that with regard to state shared sales tax, he believed the County would collect about \$1 million more than anticipated. Mr. Holst said revenues had increased greatly in areas such as permits related to Development Services and that he anticipated that cable television franchise fees would generate about \$330,000. He said that historically the Board had transferred about \$2 million per year into the building account but that the Board may want to look at moving \$6 million into Capital Improvements for the 2005-2006 fiscal year.

Human Resources – Human Resources Director Julie Ayers presented this budget. Community Health Services Director Marcia Jacobson and Finance Director Mike Danowski participated in discussion.

Ms. Ayers began by saying that she would not be using about \$43,000 of her current budget but had placed on the May 2, 2005, agenda a request to purchase a copy machine. She said her proposed 2005-2006 budget represented an increase of about 5% over the current budget due to increases in State Retirement and health insurance. Ms. Ayers said she had done some shifting between line items but that her overall budget was not much different from the current fiscal year. Supervisor Thurman asked Ms. Ayers about the increase in her Travel account. Ms. Ayers responded that in past years she had found it necessary to come to the Board mid-year to ask for more money and that what was being requested in the Travel account was what she believed would be necessary for her department for the coming year. Ms. Ayers reviewed her program change requests, saying the first request was to implement a new award program for employees. She said that currently employees receive service pins that are very simple and that most employees do not wear them. She said she believed that years of service, especially when an employee has been with the County for 20 or more years, was very significant. She said she had looked at what other counties do with regard to service awards, and that the program she was proposing would offer a selection of gifts for employees. Ms. Ayers said the program would cost the County about \$15,000 per year and that this request was a priority for her. In response to a question from Supervisor Thurman, Ms. Ayers said there had been a County picnic for a couple of years, but that attendance by employees was fairly low. She said her department had helped other departments set up their own award ceremonies, which she said was mostly things like potlucks. She handed out a brochure containing different gift ideas, saying that the gifts depicted were an example of what an employee with 10 years of service might choose from and that there would be a different selection of gifts for 20 years and so on. Supervisor Davis asked Ms. Ayers if she thought implementing a new award program would help with the County's 19.8% turnover rate. Ms. Ayers said she did believe there was an association between employee recognition and turnover rates, and that she thought it would mean something to show employees that their service to the County is valued. Supervisor Davis noted that the average rate of service for County employees was 5.6 years and he reiterated that the turnover rate was nearly 20%. Ms. Ayers said she believed that the high turnover rate last year had a great deal to do with the large number of Detention Officers that were hired as a result of opening a new pod at the jail. She said that when turnover numbers related to the Sheriff's Office were taken out the County's turnover rate was 17%, which she was more in line with what other counties in the state experience. Supervisor Davis asked if it would be possible to offer incentives for people who work in detention. Ms. Ayers said she could look into that. Chairman Springer said that Detention Officers are members of the Correctional Officers Retirement System and that she believed one of the things the Board could discuss at some point would be requesting a legislative change that would allow Detention Officers to be moved into the Public Safety Retirement System, which she said would allow them to retire after 20 years of service. She said she believed there was good argument to be made that Detention Officers face the same hazards as patrol officers. Ms. Ayers said she did not have any initial thoughts on that idea but

that she would be glad to look into it. Supervisor Thurman said he agreed with Chairman Springer's comments. Ms. Ayers said the second program change request she was making was for \$8,000 for a command Spanish program. She said that in the fall of 2004 the County had partnered with Yavapai College to send 40 employees through this program, which she said teaches employees how to ask questions in Spanish that can be answered with a "yes" or a "no." She said the cost per employee was about \$100 and that the training was 15 hours long. She said she did not know whether the Board would consider this type of training to be a priority in light of the changing demographics in the County. Ms. Jacobson said this particular program was a targeted program and that people could use what they learn more quickly than with other types of language programs. Supervisor Thurman asked if Sheriff's Deputies were using this training program. Ms. Ayers said that former Sheriff Buck Buchanan had declined to participate last fall. She said there were language programs designed specifically for law enforcement and that she would like to review those possibilities with Sheriff Waugh. Supervisor Davis said he agreed that it was a good program. Supervisor Thurman concurred. Ms. Ayers said her third program change request had to do with the online employment application program. She said that she currently had one computer on loan from MIS that could be used for this but that MIS needed the computer back, and that she would like to replace that computer and also add one for the lobby in the administrative services building in Cottonwood. There was brief discussion regarding this request, during which Mr. Danowski said the County would be having an auction of surplus computer equipment in about a week and that he could pull the two best computers out of the auction inventory for Ms. Ayers to use. In closing, Ms. Ayers said she was going through the program change requests for all departments to review requests that involved personnel changes and that over the next few weeks she would be working on preparing a summary of those changes.

**Health – Community Health Services Director Marcia Jacobson presented this budget.**

Ms. Jacobson said that before she moved into the actual budget proposal she wanted to spend a few minutes to point out some significant things about her department. She said that approximately 50% of the funding for her department came from state and federal grants, and that the County provided only about 11% of her budget, or about \$2 million. She said that last year her department did not participate in the employee merit program because she felt that grants received by her department could not support the additional costs associated with the merit program. Ms. Jacobson said that meant that even employees whose salaries were wholly funded by the County did not receive merit increases. She said that this year, she felt the grants could handle both the increase in State Retirement and the merit program. She told the Board that her department was probably more aggressive in developing and charging fees for service than any other County health department in the state, and that the department was bringing in nearly \$3 million a year in fees. Ms. Jacobson said she had set up reserve accounts within her department, in both clinic services and public health, so that when little things came up she was able to handle them without having to come to the Board to ask for additional funds. She said she also recognized the costs to the County of supporting the grants received by her department and that she was working on increasing the amounts received in grants for direct costs. In response to a question from Supervisor Thurman, Ms. Jacobson said that County employees in her department were separate from employees paid wholly from grant funds but that she also had employees who were paid 50% by the County and 50% by grant funds, and that in some cases the funding for an employee might come from several sources. She added that in the case of grant-funded employees, the grant also had to pay for the benefits package. Chairman Springer said that in looking at the grant funding in Ms. Jacobson's budget, it appeared that some of it came from a previous year. Ms. Jacobson said she had many different fiscal years to deal with because of grants and that she was currently working with 13 different fiscal years. She said it was very complicated, adding that most of the grants her department received appeared as though they would receive level funding next year. Turning her attention to the proposed budget, Ms. Jacobson said she did not believe there were any significant changes in the line items, adding that the budget showed an approximate 4% increase largely due to State Retirement. Chairman Springer noted that there were a number of part-time employees in Community Health Services, and she asked Ms. Jacobson if this was due to grant funding or whether there were some employees who were just part-time employees. Ms. Jacobson said she did have some employees who were just part-time. She said that with regard to federal grants there had to be a time study to verify that the employee being funded by the grant was actually spending a certain percentage of time on grant-related items. She said this was a very difficult thing to do and that by putting part of the funding for an employee in the Health Fund it was not necessary to track hour by hour what the employee is doing. Chairman Springer said she was curious about the dental services and mental health services, noting that it appeared that people using the dental services averaged about seven visits. Ms. Jacobson replied that the dental services program was new and that what she was finding was that the people who use the program have not been to a dentist for many, many years. She said that with regard to mental health services, she had

the same question as Chairman Springer about the high number of visits. She said these were all people who had mild to moderate mental conditions. Chairman Springer said she was concerned as to whether evaluation and assessment of these clients was being done by the same organization that was providing treatment. She said if that was not the case, she would like to know that because it appeared as though there was no competition in this area. Ms. Jacobson said that a patient will come in to see the doctor for a physical reason and that the doctor might diagnose the patient with depression or some other kind of mental condition. She said her department did have a contract with a psychiatrist from a community guidance center and that the psychiatrist made a monthly visit to review complicated cases. She said the mental health program through her department was really geared for people who would not normally receive mental health services through the mental health clinic route. Supervisor Thurman asked about mosquito control and whether fogging, should the Board decide to do that, would be County-wide or whether municipalities would be responsible for it within their incorporated limits. Ms. Jacobson said that municipalities would be responsible for mosquito control only on properties that they own. She said she was planning to bring this issue to the Board at a study session in the near future. Chairman Springer asked Ms. Jacobson to meet with the municipalities prior to that study session, saying she believed there should be a joint effort with regard to mosquito control and that she would like to know whether the Board could count on cooperation from the municipalities. She suggested that Ms. Jacobson establish groups in both the tri-city area and in the Verde Valley to look at this issue. Supervisor Davis asked Ms. Jacobson if she could anticipate the reaction from chemically sensitive people if fogging occurs. Ms. Jacobson said she could and that she had been working with the County Attorney's Office on that issue. She said it appeared that the Board would have immunity with regard to the decision it makes on fogging and that there were people on both sides of the issue. There was brief discussion regarding ways to control mosquitoes, including the use of larvacides and special breeds of mosquito-eating fish. Ms. Jacobson turned her attention to three program change requests, saying the first one had to do with the flu vaccine program. She said that last year there was excess revenue from that program and that she wanted to move the program back into the Health Fund in order to receive the benefit of those excess revenues rather than leaving in clinic services. She said there was also a \$10,000 increase in salaries in order to have an appointment line for the program. Supervisor Thurman asked Ms. Jacobson if she anticipated a short of the flu vaccine next year. Ms. Jacobson responded that there very likely could be, adding that there had been problems with it for the last few years. Ms. Jacobson said the second program change she was requesting would not cost additional money but would classify downward a Health Services Manager position to Business Manager so that the hours of the Computer Assist Specialist II could be increased from .1 to .2 and paid out of the Health Fund. She said the third program change request had to do with transferring \$20,000 from the County General Fund into Environmental Health in order to support certain County responsibilities that could not be supported by fees. Ms. Jacobson told the Board that she had also prepared a summary of other revenues that go to support the Health Fund. She said that even though her total budget was increasing by a small percentage, the County's share of her budget was increasing by 13% and that the reason for this was that the anticipated fund balance in the Health Fund this year would be lower than the previous year. She said that when money is left over in the Health Fund it is rolled into that fund for the following year, and that when she has a good fund balance the County's contribution to her budget was less. She said that last year she had a good fund balance but that it was not so good this year. Chairman Springer asked why the fund balance for this department was treated differently than other departments. Mr. Holst replied that it was handled like other special fund operations such as the Jail District, Library District and Flood Control District.

**Board of Supervisors – Clerk of the Board Bev Staddon presented this budget.**

Ms. Staddon told the Board that the proposed increase in the budget for the Board of Supervisors was 2%, due primarily to the elimination of the Receptionist position on her staff, which she said had been possible to eliminate as the result of automation and placing so much information on the County's website. She told the Board that the major increase in line items was in Travel and Office Supplies, noting that these line items covered costs not only for staff in the Board of Supervisors' Office but also for General Services staff (County Administrator's office). Ms. Staddon told the Board that the main change in the budget was a program change request to allow for preservation of minute books. She said that two years ago a survey was done of the minute books and that 29 books were identified as needing preservation work. Ms. Staddon said that because of the cost and because some of the identified books were fairly recent, she had asked Records Management Director Lorri Carlson to offer a second opinion of needs and that Ms. Carlson had identified 17 books that needed immediate attention. Ms. Staddon handed to the Board members the 1865 minute book, the minute book covering the period from 1866 to 1876, and a volume of Recorder's documents that had been preserved. She said although her program change request identified 9 books to

be preserved, she wanted to revise that to 8 books at a cost of \$8,618 in order to have the oldest books preserved first. She noted that the process to preserve the books would include stripping the acid from the pages, repairing the pages, washing them and encasing them in plastic, as well rebinding the books. Supervisor Thurman asked Ms. Staddon if Sharlot Hall Museum would have a grant to help with this work. Ms. Staddon said she did not know but would look into that possibility. She added that the minutes of the Board of Supervisors were the single permanent record of the operations of Yavapai County government. She said she did not believe that preservation work had ever been done on the Board's minute books and that when the books were moved into the Recorder's vault in the basement of the Mackin Building last year it was the first time the books had been stored in a temperature-controlled, humidity-controlled and fire-proof environment. Ms. Staddon added that since 1987 minutes had been prepared on acid-free paper. In response to a question about microfilm, Ms. Staddon said that the minutes had been microfilmed. Mr. Holst said the state recognized microfilm as a permanent storage medium. Ms. Staddon said that the quality of the microfilm of the older minute books was questionable and that without preservation work on the books it might be impossible to re-film them at some point. She added that microfilm has a life of approximately 50 to 200 years, while paper will last for 300 to 500 years.

County Attorney – County Attorney Sheila Polk, Deputy County Attorney Dennis McGrane and Office Manager Carol Landis presented this budget.

Ms. Polk said she wanted to say how painful it is year after year to come to the Board to ask for resources. She said she was a fiscal conservative and that it had been a real struggle to try to keep her department small and still keep up with the mandates of the office. She provided some statistic to the Board, saying that the inmate population in the jail in October of 2003 was 583 and that in October of 2004, following the implementation of the Early Disposition Court program, it was 450. She said there were more cases, more arrests and more cases in the system but that because of the EDC program it was possible to maintain a lower inmate count. She said that other counties were looking at Yavapai County's EDC program, adding that the program in Yavapai County had happened only with the cooperation of her office and that if she was not inclined to go along with the program she would be able to cut her budget. Ms. Polk told the Board that her proposed budget showed a 17% increase overall, but that that figure was deceptive. She said that most of the budget was permanent salaries and included the four positions added earlier this year in order to make the EDC program successful. She turned her attention to a program change request for restructuring of her office, which she said would result in an approximately 2.2% increase in her budget. Ms. Polk said she had two goals in mind with regard to the restructure proposal, one of which was to keep pace with the office growth and make sure there was adequate supervision in the office, and the other which was to add an incentive for employees, particularly Attorneys, to stay. She passed out a chart showing the proposed restructuring, saying it included a new position for a Business Manager. She told the Board that Ms. Landis was responsible for the supervision of 33 support staff employees spread out over four different locations and that it was very difficult for one person to keep an eye on that many people. She said that the office restructuring would identify three Secretaries to be reclassified from Range 59 to Range 60 to serve in a supervisory capacity. Chairman Springer asked Ms. Polk if she had reviewed this plan with the Human Resources Department. Ms. Polk said she had, and that the plan had been in the works for a long time. She said she knew that Human Resources Director Julie Ayers supported a level of supervision for the Secretaries and that she also supported creation of the Business Manager position. She said the currently Ms. Landis runs the business side of the office and also the personnel side and that her current position was Office Manager. She said Ms. Landis also handled extraditions as well as other items, and that Ms. Ayers' recommendation was to create a Business Manager position with the old Office Manager position to become an Assistant Business Manager position. Ms. Polk said that with regard to Attorneys, many of the came to her office without experience and that at some point they would merit a promotion but that there was no way to provide a promotion unless there were open Attorney Journey positions. She said she would like to change the classification of Attorneys to Attorney I through Attorney IV in order to address this problem, and that the other goal in re-titling the Attorney positions was to recognize that career Attorneys did not necessarily have to become supervisors. She said she wanted to create recognition of the fact that good career trial Attorneys had a place in the office without having to become supervisors. Supervisor Thurman asked if an Attorney III would be able to make what an Attorney IV would make by virtue of longevity. Ms. Polk said that an Attorney IV could be a supervisor or a trial Attorney, and that she was requesting that movement between the first three levels be at her discretion with concurrence from Human Resources, but that she would come to the Board for approval to classify an employee as an Attorney IV. She said that this part of her budget would cost about \$2,000. Supervisor Thurman asked if the Lead Secretaries would receive a pay increase. Mr. McGrane said it was anticipated

but would depend upon who is hired. He said Ms. Ayers felt there should be a financial adjustment. Ms. Polk said that with regard to the Attorney incentive program, one of the things that helped to keep staff numbers down was having experienced Attorneys on board, especially on the front end of the process and that some kind of program that would encourage Attorneys to stay would be helpful. Supervisor Thurman asked Ms. Polk what percentage of Attorneys was leaving her office. Ms. Polk said she did not know, and that a lot of it had to do with hiring new people to keep pace with the EDC program. She said she had lost some Attorneys because they were appointed as Judges, and that others had retired. She said that she was also requesting two new Legal Clerk positions, one for Prescott and one for the Verde Valley. Ms. Polk said she appreciate the Board asking for input on growth and allowing those who worked in the criminal justice system to sit down together to look at that issue. In response to a question from Supervisor Davis regarding video conferencing equipment, Mr. Holst said that the Board had recently approved the purchase of six units and that one unit was in the County Attorney's conference room but that he was not sure if there was one in the County Attorney's facilities in the Verde Valley. Chairman Springer asked what kinds of services were paid for from the Outside Services account. Mr. McGrane said the largest expense in that line item was for Westlaw and that it covered everyone in the County Attorney's Office as well as Board Attorney/Assistant County Administrative Dave Hunt. He said the County Attorney was also required to provide certain services related to sexual assault cases and that that accounted for other expenses in that line item. Chairman Springer said she was not sure how funds related to transport of prisoners were allocated between the County Attorney and the Sheriff. Mr. McGrane said that funds in the County Attorney's budget were for out-of-state transports and that such prisoners were transported by various means. In response to a question from Chairman Springer about a large increase in the Contributions line item, Mr. McGrane said it was the line item for the Victim Witness Program and that it represented grant matches. Supervisor Thurman noted that more money was being requested in Temporary Salaries than in the current fiscal year. Mr. McGrane said this line item paid for the salaries of former County Attorney Chick Hastings and former Deputy County Attorneys Jim Landis and Steve Jaynes, all of whom were experienced Attorneys who had retired. He said the office paid them on an hourly basis and that there were also three interns who were paid close to minimum wage. Supervisor Davis referred to the new positions recently approved by the Board, asking whether those positions would eliminate the need for temporary salaries for Mr. Hastings, Mr. Landis and Mr. Jaynes. Mr. McGrane said no. Supervisor Davis asked how many positions the Board had approved for the County Attorney's Office in the last year and a half. Ms. Polk said the Board had approved seven Attorney positions and seven support staff positions. Supervisor Davis said the County Attorney's Office had the highest salaries per employee of any County department. He said the Board had invested a great deal of money to make things work and that the County Attorney was still coming back with a radical management plan. He told Ms. Polk he did not think it was a good idea to put that many layers of management between herself and her employees. Ms. Polk said that with 90 employees she could not personally visit each one. She said it was actually Ms. Ayers who had recommended creating the extra line of eyes and ears in the office. Chairman Springer asked Ms. Polk if she could put together an organizational chart for her entire office that would show all employees. Ms. Polk said she would do so. Chairman Springer said she believed that one of the things the Board would want to look at was how many people are being supervised by one person. Supervisor Thurman asked how Yavapai County compared to other medium sized counties with regard to wages paid to Attorneys and support staff in the County Attorney's Office. Ms. Polk said that in her discussions with other counties it sounded like Yavapai County was in the middle with regard to wages, and that she believed the wages were comparable to those paid in Coconino County. Supervisor Thurman drew an analogy of Attorneys to teachers, saying he thought of it as something a person did because he loved it and not necessarily for the money. Ms. Polk said she did what she could to keep morale high but that people also needed to be paid a living wage. Supervisor Davis referred to a position in the Public Works Department, saying the position was paid only \$8,000 a year and that it was hard for him to compare that to people in the County Attorney's Office who were being paid \$90,000.

**Public Defender – Interim Public Defender Janet Lincoln presented this budget.**

Ms. Lincoln began by saying it had quite a year for the Public Defender's Office but that she believed things had settled down. She said that work had been done through all the turmoil and that she credited the staff for that. She told the Board that despite her management experience, this was the first budget she had ever prepared and that she did not look at other budgets but just started from scratch. Ms. Lincoln said that the line item for Additional Attorney Services was for overflow from contract attorneys and also included post-conviction relief petitions. She said she had obtained information from all of the other counties with regard to how appeals are handled and that, uniformly, these services were paid at \$50 per hour. She said that as a result she was changing contracts and hoped the County would have greater

protection as a result. She said the Additional Attorney Services line item also included complicated cases such as murder cases that had to be paid out at a rate of \$100 per hour because of a State Supreme Court ruling that says in a murder case an indigent defense attorney has to be paid comparably to a private attorney in the same area. Ms. Lincoln said she had initially included \$450,000 in this line item but after meeting with Mr. Holst had removed \$200,000 with the request that it be put in Contingency. She said there were two possible death penalty cases pending and that it was possible she would need the additional \$200,000 but that it was also possible that she would not need it. She said she had done the same with the Outside Services line item, reducing it from \$200,000 to \$100,000. She there might not be a need for the \$100,000 and that it made sense to have these amounts held in Contingency rather than budgeted for her department. Ms. Lincoln said she wanted to propose that contract administration be removed from the Public Defender's Office. She said that she, personally, was finding it to be a burden. She said that when the office was established in 1998 there were only seven employees but now there were 30 and that just from the management side there were things she was not accomplishing that she would like to get done because of time spent on contract administration. She said the amount of time she had to spend on it each day varied but that overall it probably took up 30% to 40% of her time. Ms. Lincoln told the Board she also believed there was a problem with contract attorneys having to call her office to ask for experts, because sometimes her office had a co-defendant in a case and that there were potential conflict of interest problems. She said she believed that initially only the contracts for criminal work should go to a contract administrator and that her office should keep the juvenile work. She added that it had been suggested that the contract administrator be answerable only to the Board of Supervisors. She said her office could hold on to the juvenile work for a year or two and then transfer those contracts out after the contract administrator had everything in place. Ms. Lincoln said her office would continue to do all copying of documents related to cases. She said she was also asking for some new positions and for some reclassifications and that she felt as though she was playing "catch-up", even though the Board had recently given her four new positions for the EDC program. She said she was asking for a juvenile Attorney (Attorney Journey) position for the Verde Valley and that the two contract attorneys in the Verde Valley who provide juvenile services had said they would not take the contracts again. Ms. Lincoln said she believed that if she had a juvenile Attorney in-house that person could also handle dependency cases and that this would provide some stability and consistency for the office. She said she was also asking for an in-house Attorney (Attorney Entry) position to handle misdemeanors because misdemeanors could be done very effectively in-house and it would save money to do them in-house. She said that person could also help with mental health cases. Ms. Lincoln said she was also requesting an Investigator position for the Verde Valley and a Records Clerk to do court runs, copying and filing, and help with a backlog of items that needed to be taken care of. Supervisor Davis asked who handled misdemeanors in the Verde Valley. Ms. Lincoln said it was a contract attorney and that it was costing the County more than \$80,000 per year. There was brief discussion regarding the efficiency rate of in-house Attorneys compared to contract attorneys. Ms. Lincoln said some cases were more complicated than others and that the "no continuance" policy of the court was also coming into play because her office had to prepare for trial almost immediately whereas before Attorneys could plan on having several months before they needed to prepare. She said that next year she would like to put every felony Attorney into the EDC rotation so she could get an idea of what the efficiency rate was. Supervisor Davis asked whether a "no continuance" policy could apply to dependencies, noting that some dependency cases were five or six years old. Ms. Lincoln said that dependency cases dealt with children and that they were civil cases, not criminal cases, and that the law related to dependency was very different. She said that many of the children who were dependency cases could not be adopted and that they were in foster care and would be until they reached 18 years of age. She said that Child Protective Services was the legal guardian for such children but that the children were still under the jurisdiction of the court. She added that her office did not represent CPS, but instead represented the children or their parents. Ms. Lincoln said that, in closing, she wanted to ask the Board to take a look at her salary and also at her position as Interim Public Defender, saying she had served in that capacity for six months now and was hoping that something more permanent might be done.

Sheriff and Jail District – Sheriff Steve Waugh, Commander Scott Mascher and Account Clerk III Jennifer Gray presented these budgets. Discussion regarding these two budgets was intermingled, and the Board was deemed to have also been sitting as the Board of Directors of the Yavapai County Jail District.

Sheriff Waugh said that since submitting his proposed budgets there had been some changes, including a very large change with regard to the jail side of things, but that it would not really affect the overall budget. He said that since he took office the Sheriff's Office had been divided in half with one side dealing with detention and the other side dealing with law enforcement. He said that with regard to the law enforcement side, area commands had been adjusted in order to provide better response time to calls. He

said there was not a good management information system in place to keep track of that and that the former Sheriff had stated in his last annual report that the department had taken 59,000 calls when in fact there were only 29,000 calls that required the response of an armed Deputy and that the remainder of the calls were either self-initiated contacts or fell into some other category. Sheriff Waugh said that, if the Board approved, effective July 1, 2005, his department would be contracting with the Town of Dewey-Humboldt to provide law enforcement services and that he would have additional Deputies in patrol as a result. He said he was also looking at automating as much as possible and at using the VIPs for some things. He said it was a matter of either becoming more efficient or hiring more people. Sheriff Waugh said that with regard to the jail, the EDC program had worked and had probably reduced the static population in the jail by about 100 and that it had also reduced the average stay in the jail down to around 17 days. He told the Board he was in discussions with Presiding Judge of Superior Court Robert Brutinel about management on both the felony side and on the misdemeanor side of things, and that they were looking at a bail schedule for felonies. Sheriff Waugh said that with regard to misdemeanors that such charges were often attached to felony charges and that while a person could go through the EDC program on the felony charge, they often ended up staying in jail on the misdemeanor charge. Commander Mascher said that as of this day there were 41 stand-alone misdemeanants in the jail and another 30 or so who also had felony charges. Sheriff Waugh said there were some people in the jail who had been there for three months on misdemeanor charges and that they just kind of get lost in the system. Turning his attention to program changes, Sheriff Waugh said he was requesting six additional positions and that while all of them were important the most important thing was to have supervision for the law enforcement side as he had for the jail side of the operation. He noted that he had replaced several Deputies with civilians in order to move the Deputies back out into patrol and that he was trying to maximize employees but still provide good services. With regard to the jail, Sheriff Waugh said he was committed to maintaining the jail population and that his budget was based on a daily population of 480 inmates. He said that while the cost to operate the jail was going up, the maintenance of effort was going down. Sheriff Waugh said that his total budget represented a 4.1% increase over the current fiscal year and that if the Board granted the additional positions he was requesting it would increase by 5.1% over the current fiscal year. There was brief discussion regarding a request for three civilian positions, two Records Clerks and an Investigative Assistant, and also about a Sergeant position to work on grants in addition to other duties. Sheriff Waugh told the Board he believed his department's budget would be in the black by July 1. He spoke briefly about overtime, saying there were some things that were unique with regard to law enforcement and detention. He said his 2005-2006 request for overtime was about \$20,000 less than what would probably be spent this year, and that the biggest problem with overtime was the extended workday experienced primarily by Deputies as a result of late calls. Sheriff Waugh said he tried to use compensatory time off and flex time when possible but that both those things had problems of their own. He said that in his view, the Board gives a certain amount of money each year and that as long as he came out in the black at the end of the year it was okay. He said he was asking for approval of what he considered to be a reasonable budget. Supervisor Thurman said he did not understand how the Sheriff's budget could be in the red at the beginning of the year and in the black at the end of the year. Sheriff Waugh said he was looking at the bottom line and making changes in other areas of the budget. Supervisor Thurman said he could understand the need for overtime with regard to law enforcement officers but that it seemed to him there should be a better handle on it for Detention Officers. Sheriff Waugh said there had been a better handle on it since the first of the year and that what was running at up to 100 hours of overtime a week was now down to just a couple of hours a week. He said he had worked on scheduling and had also changed the way that people were hired so that new Detention Officers were hired just two weeks before the start of the academy. There was brief discussion regarding the possibility of renting out beds at the Camp Verde Jail. Sheriff Waugh said if he had to lean in one direction, he would lean toward contracting with Immigration & Customs Enforcement. He noted that he was currently in negotiations regarding medical services for the jail and that it looked like that might be a little higher than he thought it would be but that he was still working on it. Supervisor Davis asked how much it would change the Sheriff's budget request if the 2.5% increase for State Retirement that would not apply to law enforcement and detention personnel was eliminated. Mr. Holst said he did not know off hand but that he would get that information. Supervisor Davis asked about the program change request for a Commander position to be paid 50% out the General Fund and 50% out of the Jail District. Sheriff Waugh said when he took office he eliminated the Major position in order to create the Commander position and that the Major position had been paid on a 50%/50% basis. He said there was a difference in the salaries for this position between the law enforcement side and the jail side because of the person who would fill the law enforcement position was making a lower salary and the position was more entry level. There was brief discussion regarding holiday pay and whether all employees who work a regular shift received additional holiday pay. Mr. Holst said the holiday pay was for people who worked a full shift in a holiday week so that they also received pay for the holiday they would otherwise have had off. Chairman Springer asked if there



was a line item for this in each department's budget. Mr. Holst said it was primarily in the Sheriff's budget and also in the Juvenile Probation budget because they were the only departments where holiday pay could become a sizable issue. Sheriff Waugh mentioned that he was looking at increasing the contract with the Forest Service for forest patrol services provided by his office. There was brief discussion regarding equipment costs and 80 tasers that were purchased by the Sheriff's Office, with Commander Mascher saying the tasers were more commonly used in the jail. Sheriff Waugh said that was something he believed Jail Enhancement funds could be used for. Chairman Springer noted that vehicles were not accounted for in the Sheriff's budget, saying that it seemed to her that within the Sheriff's budget there should be some kind of accounting mechanism so the Board could see how many vehicles the Sheriff has and who is assigned to them. She said she was curious to know if there were people who sat behind desks who have County vehicles assigned to them. Sheriff Waugh said that information was available through Fleet Management, but that one of the things he wanted to do was a vehicle study for his department. Chairman Springer said it also seemed to her that there should be some kind of process whereby an employee who is always sustaining damage to a vehicle should have an old car and the officers who take good care of their cars have newer ones to drive. Sheriff Waugh said he did not know how that was handled before but that such things were being managed carefully now. He said that, for example, the new Tahoes were being assigned only to officers who have shown they care for their vehicles. Chairman Springer said that was good, and that she would like to see vehicles maintained in the best possible manner. There was brief discussion regarding the per diem rate for the jail, with Sheriff Waugh saying he did not think all County costs were included. Mr. Holst said he would be surprised if that were the case.

Daily Wrap-Up

Mr. Holst said that the wrap-up was an opportunity for the Board to discuss what the Board had heard on this day and, if appropriate to give a preliminary indication of what the members might support and what they might not support. Chairman Springer said she wondered about going back to each department head and asking them where they would prefer to have cuts made. Mr. Holst said that was something to look at, adding that he had noticed that some departments had increased certain line items, such as Travel, by 50% or 100%. Supervisor Davis said that in the past the Board had also looked at trends, such as giving more money to Development Services or Management Information Services. He said that for the last one and one-half years the Board had invested the lion's share of the budget into the justice system and that he did not like to see those departments continuing to come back to the trough. Supervisor Thurman asked if the judicial side was the one with the biggest hits on the budget. Mr. Holst reviewed Schedule E of the budget, saying there were some fairly substantial increases for the justice system. Supervisor Davis talked about the percentage of population growth in the County and looking at the percentage of increase in department budgets compared to that. During discussion about whether to start looking at budget changes at the end of each day, Chairman Springer said she would prefer to go through the entire budget before nitpicking line items. Supervisor Thurman agreed, saying he did not want to micromanage and that he would rather go back to the department heads and ask them where they would make cuts.

Tuesday – April 26, 2005 – Supervisor Davis participated in this day's meetings via videoconference.

Records Management – Records Management Director Lorri Carlson presented this budget. Recorder Ana Wayman-Trujillo participated in discussion.

Ms. Carlson said she had been Records Management Director for only nine months and that this was her first time to prepare the department's budget. She provided information about the department, saying that Microfilm had been part of the Recorder's Office but that it was now part of her department and that she also was responsible for Mailing Services, so that she really had three departments in one. Ms. Carlson said that feedback from the various County departments indicated that Records Management was doing a good job but she said she felt there was still more to do. She said she felt her department needed to be more involved at the level at which records are created, and that this could mean more reliance on electronic-based records. She said that one of the most difficult problems she had encountered was the DOS-based records system and that she was working with the MIS Department regarding that issue. Ms. Carlson said she would like to see a more centralized effort for imaging and scanning instead of the various departments trying to do this work themselves and that this would also allow for more quality control. She said another thing she had found was that the public has a hard time knowing where to go to look at records, and that she had some plans to alleviate that problem. She added that only five percent of the County's records were permanent, historic records. Supervisor Thurman said he had heard that microfilm had a shelf life of only 50 years. Ms. Carlson said the film being used today should last at least 100 years and that it could

last as long as 500 years, but that the older microfilm did not have as long a shelf life. She said that Kodak would come and look at the County's microfilm to see if any of it needed to be redone. Ms. Wayman-Trujillo said that former Recorder Patsy Jenney-Colon was always very proud of the microfilm department and that she made sure employees were up-to-date on the latest techniques. She said that several rolls of film going back to 1976 had been converted for use on the Internet, adding that microfilm should have a shelf life of at least 100 years. Supervisor Thurman asked if storing the film in the Recorder's vault helped to extend the shelf life. Ms. Carlson said it did. Chairman Springer asked why Microfilm was taken away from the Recorder's Office. Ms. Carlson said she was initially hired to be the Microfilm Supervisor when it was under the Recorder, but that when former Records Management Director Carole Miller had decided to retire she was encouraged to apply for the position. She said she was more a records manager than a microfilm person, but that it made sense for Records Management to provide microfilm services to the other County departments. Chairman Springer asked Ms. Carlson if it was true that she had two physical locations for her department, one at the rodeo grounds and one on Prosser Street in Prescott. Ms. Carlson said that was true, and that the plan several years ago had been to move Microfilm to the Mackin building at the rodeo grounds. Chairman Springer asked what records the County had to keep. Ms. Carlson responded that each department had its own state-approved schedule detailing how long to keep records. She said that when records are kept too long it poses a liability for the County, but that some department heads are attached to their records and want to keep them longer. She said that when general types of records can be destroyed they are taken to a recycling center but that there were other types of records that might need to be evaluated to see what kind of value they might have. Ms. Carlson said the same process applied to electronic records as well, but that she felt the County needed to first have a better grasp on dealing with paper records and then move toward dealing with electronic records. She said she did not want to have everyone's records at the Records Center but that she did need to know what records the various departments do have. Chairman Springer noted that there were considerable increases in Ms. Carlson's budget. Mr. Holst said that when the Board approved the transfer of Microfilm from the Recorder to Records Management the salaries for Microfilm employees were also transferred and that the 35% increase in the Permanent Salaries line item was the result of that transfer. Chairman Springer asked about the Travel line item. Ms. Carlson said there were changing standards for things like postal services and that she wanted to be able to send her mailroom supervisor to training that would allow her to be certified. She said she also wanted to be able to send her Microfilm employees to training and that there were some on-line courses she would like to be able to provide for her records staff. She said it was important to remember that she had three departments in one. Supervisor Thurman asked about postage. Ms. Carlson said it would be going up after the first of the year, adding that her department had been able to save a great deal of money on postage in large part because of the previous training her mailroom supervisor had received. Supervisor Davis asked Ms. Carlson if her request for \$65,000 for a Records Technician Supervisor and equipment was a position transferred from the Recorder. Ms. Carlson said it was a new request. She said that having a scanner/microfilmer at the Records Center would help eliminate the need for storage boxes, but that she also needed someone to help her supervise employees. She said she was currently supervising staff directly and that as a result it was difficult for her to get out and meet with other departments.

Management Information Systems – MIS Director Stephen Welsh presented this budget. Recorder Ana Wayman-Trujillo participated in discussion.

Mr. Welsh said his department was coming off a successful year, with work on the Assessor's package nearing completion and work progressing on the Treasurer's program. He said the phone contract would expire June 1 and that he would like to extend it for another 37 months in order to avoid accumulating charges on a month-to-month basis, noting that the cost of that was included in his Telephones line item. Mr. Welsh said that his budget reflected something of a cyclical increase in costs, noting that servers related to the phone system needed to be replaced because they were now five years old. He said that with regard to the network, he would like to replace switches in various locations. In discussing his replacement capital outlay items, Mr. Welsh said that personal computers generally are good for about four years and that there were a number of them that now needed to be replaced. In response to a question from Chairman Springer, Mr. Welsh said that PCs generally needed to be replaced every four or five years, with units on a five-year replacement schedule being used by employees who just need applications like email and word processing or other light activities. Chairman Springer said she was sure there were a lot of people who used their PCs on a minimal basis, saying she was one of those people. She said it seemed like waste to replace PCs every four to five years when they were still in good condition. She asked how many people really needed to be upgraded for technology. Mr. Welsh said the County was on a single operating system, Windows XP, and that this operating system would probably be good until 2011. He said that with PCs it was often the hardware that was the reason for replacement because at the fourth year monitors

and hard drives begin to fail. He said he believed that for next year's replacements he would just be ordering the PCs and not monitors. Mr. Welsh said he could probably keep PCs for five or six years but that it would likely result in higher hardware costs. He added that industry-wide, machines are traded out every three to five years. Supervisor Thurman asked about the lifespan of a laptop. Mr. Welsh responded that because they are more portable and therefore exposed to more environmental elements, a laptop will last only three to four years. Supervisor Thurman asked if PCs could be upgraded to get a few more years out of them. Mr. Welsh said it was difficult. He noted that for the past four years the County had exclusively purchased Dell computers, but that this was not the sole source available. Mr. Welsh told the Board that he had received \$34,000 worth of requests for personal printers. He said for some years there had been discussions about what requirements there should be for an employee to have a personal printer, and that some department heads and elected officials feel they should have their own printer. He asked the Board members how they felt about this. Supervisor Thurman said he had one printer for himself and his assistant but that it was not a new printer. He said perhaps some department heads print materials they feel should be private. Mr. Welsh said he walked to a central printer his department and that his department's single printer served 30 people. Chairman Springer said she was not sure she felt qualified to make a generalized statement about whether or not elected officials and department heads needed personal printers. Ms. Wayman-Trujillo said her department's main printer was outside the customer service area and that she had an incident where a customer walked off with something from the printer. Supervisor Davis said he did not have his own printer and that he thought the number of hours during a day that a printer is in use should be taken into consideration. He added that he did not believe the County should be making an investment in personal printers. Mr. Holst said he agreed with Supervisor Davis' comment about the use of a printer and that it would be a good idea to look at where the printers are and what kind of use they are receiving. He added that he believed what would eventually happen was that employees would get used to dealing with electronic images and only print out what must be printed. He offered to eliminate Board Attorney/Assistant County Administrator Dave Hunt's personal printer. Supervisor Thurman said it appeared that if there was a discussion about this issue with the departments it might be possible to eliminate the need to purchase so many personal printers. He asked about the shelf life of a printer. Mr. Welsh responded that it would depend upon the type of use the printer receives. He added that 29 personal printers were being requested, along with three color printers. Supervisor Thurman said he would like to talk to departments and see if some of those requests could be cut. Supervisor Davis asked what cost savings had been realized from the Board's investment in technology and where the County might look for more savings. Mr. Welsh said he believed there had been great cost savings in the area of transport as a result of using videoconferencing and that the computer phones were also beginning to pay off. Supervisor Davis said that was the kind of philosophy he would like to be able to share and monitor. He said if the County was going to continue to invest a great deal of money in the latest technology he would like to see department heads coming in to say that they do not need more employees or more office space or more incidentals. Supervisor Davis said he thought that currently the County was in the middle because departments were asking for both more technology and more employees. Mr. Welsh said he agreed. He pointed out some of his program change requests, including a system to integrate the Sheriff's Office, County Attorney and Public Defender, saying that with a significant investment in technology it would be possible to develop more efficiencies in the way the County does business. He said if that investment was not made, he believed Yavapai County would stand out at the state level as not doing much to use technology. Mr. Holst said he had made a note to find out what kinds of efficiencies have resulted because of technology. He said he believed there were several departments, including Finance and the Board of Supervisors, that were operating with fewer employees than they had a few years ago because of a reduction in paperwork and automation of systems. Supervisor Davis referred to Mr. Holst's comment about departments that are operating with fewer employees, asking why the Board was not demanding the same thing from all County departments. Mr. Holst said he would take a look at that issue. Supervisor Thurman said he would like to be sure that Mr. Welsh was involved with any capital improvement plans to make sure they are in line with what technology might be in ten or 20 years. Discussion turned to the integration project for the Sheriff's Office, County Attorney, Public Defender and the courts. Chairman Springer said that as she understood it the first step would occur at booking, when the report is entered onto a computer. Mr. Welsh said that was correct. He said he had spoken with Sheriff's Commander Scott Mascher, who had expressed interest in having other jurisdictions enter their information into the County's system so that when they arrive at the jail with a prisoner the information is already there. Chairman Springer asked if it might be necessary to protect some information as it flows through the system from the Sheriff to the County Attorney and Public Defender, and how that might be accomplished. Mr. Welsh said that booking information could be shared with everyone, and that beyond that the County Attorney would have to determine what information would need to be protected and what could be shared. He said the parties involved had not yet reached consensus on that but that they were talking about it and that from a technical standpoint this would not be a difficult issue. Chairman

Springer said she believed another issue that was very important in beginning this type of project was to make sure that each of the elected officials involved was committed to participating in the project because if one link in that chain did not like the project the whole thing would fail. Mr. Welsh said he agreed, that there had been several discussions with the elected officials involved and that he believed everyone was on board with the project. Mr. Holst said it was his understanding it was his understanding that if this project got underway next year the software for the County Attorney and Public Defender would be put on hold until the following fiscal year. Mr. Welsh said there was a great deal of work to be done on the Sheriff's end of the project and that he believed if the Sheriff's portion of the project was approved it would get the camel's nose under the tent for the whole project. Supervisor Davis asked why the cost of software for the County Attorney's portion of the project was so much more than that for the Public Defender. Mr. Welsh responded that the County Attorney's Office had more than 90 employees and that there would be more licenses to purchase. Supervisor Davis asked if this investment would result in the need for fewer Attorneys. Mr. Welsh said he believed that was based on caseload. Supervisor Davis said he was trying to stress a point about making a \$200,000 investment in technology and still receiving a request for more Attorneys. He asked if it would be possible to obtain state funding for this project, saying that when the County took the lead to purchase touchscreen voting devices it ended up being penalized because it did not receive reimbursement for those machines as did other counties that purchased the machines only when they were required to do so. Mr. Welsh said he did not know, but that it was a good reason to wait until January to begin the project. Chairman Springer asked how many of the Sheriff's patrol officers knew how to use a computer. Mr. Welsh said there were 100 officers and that they all filed their reports into the Spillman system so they had some interaction with a computer. Chairman Springer said she was just wondering whether the Sheriff would need to ask for training for his employees. Mr. Welsh said he thought that some of the other police agencies might not like what the County would be asking them to do. Chairman Springer asked if what would be required of officers was a basic skill that the Board could assume they all had, and whether the County could require participation by other agencies. Mr. Welsh said that Commander Mascher believed he could make it work.

**Treasurer – Treasurer Ross Jacobs and Chief Deputy Treasurer Chuck Messing presented this budget.**

Mr. Jacobs said the mission of his department was to collect property taxes and to invest the money. He pointed out a large increase in his line item for Printing, saying that this was due to a decision by the Arizona Department of Revenue to no longer print tax bills for counties. He said he was partnering with a number of other counties and using a Pima County contract in order to keep printing costs down, that he had reduced office supplies and that there would be some savings on lockbox. Mr. Jacobs said that, in the end, he would come close to netting out what would be spent this year with what his request was for next year. He said he was also requesting a check scanner/endorser that would save time for employees in the office. Chairman Springer asked Mr. Jacobs if he was requesting any new employees. Mr. Jacobs said he was not, and that he had cut a position a few years ago. He said he had listened to the discussion about technology and numbers of employees and that he believed it was hard to quantify something like that because departments could be requesting many more employees if they did not have technology. Mr. Jacobs said he had also listened to the discussion about personal printers and that MIS required the purchase of a \$1,200 personal printer when for many people a \$100 printer would work just fine. Chairman Springer noted that the County had few County-wide mailings and she asked if there had been any discussion about consolidating things in order to maximize the mass mailing that occurs with tax bills. Mr. Jacobs said he had not done that and that because the tax bills also included two return envelopes there probably would not be room to include very many other things. He said he had thought about including with the tax bills some sort of graphic to show people where their tax money goes, even though the bills already include a list of individuals to contact with questions about taxes. Chairman Springer said she thought it was important to help the public understand who is responsible for the various taxes. Supervisor Davis asked if the County had the ability to pass a proportionate share of printing costs along to other taxing jurisdictions. Mr. Jacobs said he did not know how he could do that, but that if there was a way to do it he would.

**School Superintendent – County School Superintendent Paul Street and Chief Deputy School Superintendent Rita Leyva presented this budget.**

Dr. Street told the Board he was not asking for any new employees, reclassifications or office space. He said he had increased his Travel line item by 100%, half of which he said was necessary for employee training related to the Visions software and that the other half was what he felt his replacement should have in order to begin building a network with other county school superintendents around the state and

around the nation. He told the Board he had also increased his line item for Office Supplies in order to be able to purchase additional cartridges needed for printing warrants for the various school districts in the County. Supervisor Thurman asked why the 12-month estimate for Office Supplies expenditures was higher than the request for the 2005-2006 fiscal year. Ms. Leyva said the department would be more careful next year.

**Recorder/Voter Registration/Elections – Recorder Ana Wayman-Trujillo, Chief Deputy Recorder Pete Bersell, Voter Registrar Judy Allen-Wise, and Elections Director Lynn Constabile presented these budgets.**

Ms. Wayman-Trujillo told the Board that her department was responsible for recording documents and also for handling voter registration. She said that historically it was shown that when voter registration functions and elections functions are combined things work better for the voters. She said she also had microfilm functions, but that it had always been the desire of the Recorder's Office to combine microfilm with records management functions. Ms. Wayman-Trujillo told the Board that one of the biggest concerns she had was growth and that Yavapai County was currently the third largest county in the state with regard to recorded documents, adding that 50% of the documents recorded stay in her office. She said that to tackle growth issues, her philosophy had always been technology. She said her office handled more incoming and outgoing mail than any other County department, and that she knew her office could not continue to do its work unless it had either personnel or technology. Ms. Allen-Wise said she wanted to commend the mail room for saving so much money on postage. Ms. Wayman-Trujillo concurred, saying that because of help from the mail room nearly \$20,000 had been saved on the last mailing of ballots. She went on to say that her budget was 14% below what it was last year, noting that when the Board had approved a Technology Coordinator position for her office to be paid from the Recorder's Storage & Retrieval Fund, she had given up another position that was paid from the General Fund. She added that there was a slight increase in the Voter Registration budget. Ms. Allen-Wise told the Board she would be retiring in September and the person who would be replacing her would need to attend elections certification classes. She said there were also more jurisdictions going to mail ballots, and that it might also be necessary to acquire a new voter registration system because of statewide system requirements. Chairman Springer asked what the cost of a new voter registration system would be. Ms. Wayman-Trujillo said she had included \$95,000 for it in the Storage & Retrieval Fund budget but that this amount would be reimbursed by the Secretary of State's office. Discussion turned to program change requests, with Ms. Wayman-Trujillo saying that for a year she had been talking with Human Resources Director Julie Ayers about reclassification of the Clerks in her office. She said her Clerks were all at Range 57, and that the work they did was more involved than Clerks in the Clerk of Court's office or in many other County offices. She said that her Clerks were comparable to Clerks in the Treasurer's Office, all of whom she said were at Range 58. There was brief discussion regarding the Recorder's Storage & Retrieval Fund, with Ms. Wayman-Trujillo saying that revenues for 2005-2006 were expected to increase and that she was projecting revenues of \$500,000. She noted that money from this account was also transferred back to MIS, and said there were numerous projects for Microfilm that would be paid for out of this budget and which would benefit the entire County. Discussion turned to the Elections Department budget, with Ms Constabile saying that 2005-2006 would be an off-election year and that she and her staff did more traveling in off-election years. She said that while the line item for Travel was up, the overall budget was down by 34%. Supervisor Thurman asked if the County tried to even things out between election years, banking money in off years so the hit would not be so bad during election years. Mr. Holst said no. Ms. Constabile referred to her program change requests, saying she was requesting the purchase of 100 Touchscreen DRE's, software and equipment in order to have a device available in each precinct so the County would be in compliance with the Help America Vote Act. She said the cost of those devices would be reimbursed by the state. Chairman Springer commented that for the first time the federal government was taking over local elections just as it had taken over schools. In closing, Ms. Wayman-Trujillo provided the Board members and Mr. Holst with a memo expressing concern about security for the Fair Street Building as it relates to both election functions and to employees.

**Assessor – Assessor Victor Hambrick and Administrative Assistant Sharlett Smith presented this budget.**

Mr. Hambrick told the Board his goal was to make sure all taxpayers in the County are treated fairly. He said his department was very large and that his department's task was also very large, and that his staff needed to be able to understand the law and also to work with the public. He said the Board had talked about making the public aware of where their taxes go and how things work and that this was something he tried to do at every opportunity. Mr. Hambrick said that even though his department was responsible only for valuing property it was generally the department blamed for taxes. He told the Board he was

requesting some reclassifications and a new position. He said that one request had to do with a part-time temporary employee who had retired from the Assessor's Office and that he would like to make this position permanent because the employee was so valuable and also because it would provide some stability for the department. He noted that the Outside Services line item in his budget had been increased in order to cover the increased cost of the Arizona Department of Revenue contract. Mr. Hambrick said he also had increased overtime because it seemed that the department always ended up running over on that account at some point during the year. There was brief discussion regarding the request to reclassify an Appraiser Supervisor position to Chief Appraiser. Mr. Hambrick referred to his organization chart, saying there were many divisions within the Assessor's Office and that one of his biggest reasons for wanting a Chief Appraiser was to have someone who would be responsible for ensuring consistency in training among all those divisions so that there would be equity for the taxpayers in the County. He told the Board that the County currently has 147,000 real property parcels plus personal property. Mr. Hambrick said that the Chief Deputy Assessor is appointed by the Assessor and that in order to create some standards that would remain with the office the Chief Appraiser position was necessary. Supervisor Davis asked if having a Chief Appraiser would assist in picking up more properties for the tax roll. Mr. Hambrick said he believed it would and that it would also help to ensure that staff does not fall behind on re-valuations of property. Supervisor Davis asked how much more value this position would bring in. Mr. Hambrick responded that it was very hard to quantify an exact amount of value for that one position. In response to another question from Supervisor Davis, Mr. Hambrick said that currently each Appraiser is assigned responsibility for about 5,000 parcels and that he believed the Chief Appraiser position would help the department to not fall behind on picking up new properties. Supervisor Thurman asked Mr. Hambrick if he was working well with Development Services with regard to use permits changing property from residential status to commercial status. Mr. Hambrick said there was good communication between the two departments but that sometimes there were gray areas, such as a home business that really doesn't change the property enough to affect the assessment ratio. Supervisor Thurman said it was his understanding that the Assessor's Office was trying to catch up because many things had been left on the back burner for years. Mr. Hambrick said that some of what Supervisor Thurman may have heard was not accurate. He said there were some concerns about properties that may not have been listed properly but that things were behind in some divisions of his department. He said it was difficult to keep up with appeals and re-listings but that some big changes had been made in Title Transfer and Cartography to help bring them up to speed. Supervisor Thurman asked Mr. Hambrick if he believed technology had made a difference for the Assessor's Office between the time he worked in the office previously and today. Mr. Hambrick said his office was a very public office and that sometimes if a policy was not understood it was not a very good policy. He said that in an office the size of the Assessor's Office it could sometimes take eight or ten years before it would be possible for technology to replace people through attrition. Supervisor Thurman asked if technology was helping the Assessor's Office keep up with lot splits. Mr. Hambrick said it helped a great deal. Chairman Springer said she did not understand why that would be a problem when there is an affidavit of value that is recorded. Mr. Hambrick said there was also a legal description involved and that sometimes the description is not very clear. He said in that case his staff followed up with a title company or with the owner to try to clarify it.

#### Daily Wrap-Up

Chairman Springer said that as the Board moved through this budget process if a department was asking for a new position or for a reclassification she was going to be asking if they had worked with Ms. Ayers on it. Ms. Ayers said could provide some information at this time, but Chairman Springer said she would prefer to have the information in writing. Ms. Ayers said she was in the process of preparing a summary. Supervisor Thurman asked Ms. Ayers if she would look at the overhead involved with such changes. Ms. Ayers responded that she would look at everything.

#### Wednesday – April 27, 2005

HURF/Solid Waste/Emergency Management/Regional Roads – Public Works Director Richard Straub, Assistant Public Works Director Phil Bourdon and Assistant to the Public Works Director Stacy Sanders presented these budgets.

Mr. Straub said he and his staff tried to sit down ahead of budget time to lay out what the department could get by with, not necessarily everything that was needed but what could be done on a bare bones basis. He said the important thing he needed to make the Board aware of this year was that the County's existing road system was in dire need of continuous funding, upgrading and fixing following the wettest winter in the last four or five years. He said that some of the roads were just wearing out and yet he was surprised at

how well County roads were holding up compared to some state highways. Mr. Straub said he had tried to summarize regional road needs with three or four pages of information. He said he had also listed the roads that are in need of upgrading and that the amount needed for this would be substantial but that a number of the roads were on the verge of being lost if upgrades were not made. He said that this year he was concentrating on design work and that he would be coming to the Board soon with regard to Williamson Valley Road and that work would also be done on Iron Springs Road. Supervisor Davis asked if about \$14 million was generated for the Regional Road Fund not taking into consideration the reduction for property tax. Mr. Bourdon said he believed it was closer to \$16 million. Supervisor Davis said the Board was considering increasing the transfer from Regional Roads to the General Fund from 35% to 50% in order to have some money for capital improvements. Mr. Holst said that was correct. Supervisor Davis said that Mr. Straub had \$110 million worth of needs and that with the proposal to transfer 50% of the half-cent sales tax to the General Fund there would be only \$7 million per year available for those needs and it would 15 years to accomplish everything. He said he wanted to make that point for discussion of the property tax reduction and where the Board wanted to invest the money; whether it should go into roads or into capital improvements. Supervisor Davis asked Mr. Straub if he had any kind of schedule worked out with different scenarios about how to accomplish everything. Mr. Straub said he did not have something worked out for everything, adding that it would take about two or three years to do the Williamson Valley project and that he was also looking at doing the first phase of the Iron Springs project during the current calendar year. He said he also wanted the Board to know that there were approximately 150 low water crossings in the County and that each time it rains those crossings are usually washed out, which he said required sending out a blade and sometimes other equipment to restore them. Mr. Straub said that over the last 12 years FEMA had reimbursed the County approximately \$800,000 for washouts of the low water crossing on Rincon Road and that he had been advised by FEMA that reimbursement funds were beginning to dry up. He said he had identified three low water crossings that had been particularly expensive to maintain for projects to make them permanent and that he was working with FEMA to see if some funds might be available to assist with that. Discussion turned to the HURF budget with Mr. Straub reiterating the amount of damage that had been done to County roads as a result of winter storms. He said he believed it would take the remainder of the current calendar year to rebuild and replace 30 to 40 miles of roads that were severely damaged. He said he was proposing that for the 2005-2006 fiscal year the County cut back on upgrading roads from dirt to blacktop and focus instead on rebuilding damaged roads. He said that if the County continued to experience wet winters more roads would be damaged. Mr. Straub said there were also some roads in the Verde Valley that were being damaged by heavy truck traffic. He said he had received about \$2 million in requests for new equipment to be paid out of HURF but with the exception of a very few items that were needed for maintenance he had told staff that the department could not afford to purchase a lot of blades and other equipment, and that because of this the Board could expect a longer equipment request list in 2006/2007. There was brief discussion regarding how roads were built years ago and how that related to road failures now. Mr. Straub said there were also miles and miles of ditches that were silted shut and that he had some contract crews out working on those but that the ditches would need to be repaired before the roads could be rebuilt. He said that one bright spot was that especially in Districts 1 and 2 there were quite a few millings available that could be put back on subdivision roads. Mr. Straub said that within the HURF budget he was asking for two new Sign Maintenance Worker positions to help handle the 2,000 signs that were being added each year and that he was also requesting a hot asphaltic patch truck, adding that it was important to be able to apply hot asphalt during the winter months. He said that in the case of the two new positions and the patch truck they would be used on a County-wide basis. Mr. Straub said that striping, crack sealing and mowing also needed to be increased. He noted that paint used for striping was not as good as it used to be because it could no longer contain lead and that the quality of asphalt had deteriorated as well. He told the Board he was also asking that an addition be made to the Public Works building to provide for more office space. Supervisor Thurman asked if millings were stockpiled. Mr. Straub said the County had three main stockpiles for millings, one at the Prescott road yard, one at Cordes Lakes and another at Camp Verde with a small stockpile at Mayer. He said the millings would be used for rebuilding and that rebuilding would begin as soon as the weather warmed up. Supervisor Davis asked Mr. Straub if he had looked at the road impact fee, saying it seemed to him that with regard to the Regional Road budget the County could not keep up with the money it needed and yet damage to roads would continue because of the number of vehicles on the roads. Mr. Bourdon said he would be providing some information to the Board about impact fees following the budget meetings and that this would include looking at whether revenues were coming in as needed. Supervisor Davis said that if the impact per household could be established it needed to be reflected in the impact fee so that growth would pay for itself. Mr. Bourdon said he would look at that, adding that there was a public hearing process required to change the fee. Mr. Holst said that when the Board first established the impact fee it was about one-third of what it could have been set at. Mr. Bourdon said it was currently \$1,200 on the western side of the

County and \$1,100 in the Verde Valley. Chairman Springer said that brought up a question as to whether the impact fee should be County-wide because there were some significantly growing areas that were excluded from the impact fee. Mr. Holst explained the requirement for an impact fee, saying that if, for example, there was going to be a road improvement done in the Wickenburg area that are could then be included in the impact fee. Chairman Springer said she felt that as County government the issue was that the County was providing services in all of the unincorporated areas and that even if a person lived in the most remote part of the County at some point that person would be using County roads to get somewhere. She said she believed that what was fair for one was fair for all. Supervisor Thurman said the Board could entertain that idea in a future discussion. Chairman Springer said she thought it was worthwhile taking a look at it and that she would prefer to make the impact fee County-wide and have everyone pay the same amount. Supervisor Thurman asked if Coconino County had an impact fee. Mr. Holst said he was aware that Pima County had one. Supervisor Thurman said he did not like adding fees or raising fees because there were already a lot of people who could barely afford a house, but that on the other hand the cost of fuel and other road materials was going up. Supervisor Davis said that in the past the Board had discussed what effect implementing an impact fee would have, and that in the year 2000 the County had issued just over 1,000 building permits but that in 2004 that number had climbed to more than 4,000 permits and that it almost seemed as if people were attracted to the County because of the impact fee. Laughing, Chairman Springer said she thought that was quite a stretch but that she did agree with the point Supervisor Davis was making that the impact fee was not a deterrent to development. Supervisor Davis said he would also like to re-evaluate how the impact fee is used and that due to growth rates it would probably be possible to find a regional road everywhere in the County. He said that taking the impact fee County-wide would move the County from a reactionary mode to a foresight mode. Mr. Straub said he could bring the topic of the impact fee back to the Board for a study session in the near future. Chairman Springer said she thought that was a good idea. Supervisor Thurman said the County was charging only about a third of what cities and towns in the County were charging and that everyone loved to live in the unincorporated areas because it was more reasonable to build there but that everyone used County roads and that it was time to look at making a change. Chairman Springer said she thought it was a pretty simple philosophy that most cities and counties had gone to that growth should pay its own way, and that she thought it was just good policy to make the impact fee County-wide. She asked Mr. Straub to include in his preparation for a study session on this issue a projection of the kind of revenue that taking the impact fee County-wide might produce. Chairman Springer said that with regard to damage issues, the Board had talked about going to a County-wide assessment of roads instead of considering them district by district, and that now the Board was faced with a dilemma because Districts 1 and 2 had sustained a great deal of road damage while District 3 did not. She asked how funds should be allocated in this instance, asking whether all the money should be lumped together and directed to repairs and adding that to do so would mean that District 3 would probably not receive road money. Chairman Springer said this discussion had to take place at some point and that the Board could either discuss it on this day or just think about it and discuss it at a later date. Supervisor Thurman said he thought the Board had talked about looking at priority needs. He said he believed the Board needed to be sure that it was spending funds in a frugal manner and that spending money on a district-by-district basis was not the way to do that. He said he believed the road department was the expert on what was a priority and that the Board should give them the power to make that determination. Chairman Springer asked Supervisor Davis if he had priorities for his district. Supervisor Davis said he had a five-year plan for both HURF and Regional Road projects. He said he believed that that Board sits as a body to represent the entire County but that the people who had elected him to office did so on the condition that they would receive a return of their tax money. Supervisor Thurman asked if there could be a situation where one hand washes the other. Supervisor Davis said he was fine with that so long as there was equity. He said the amounts for each district for project money was the same but that by virtue of the geographical size of Districts 1 and 2 more HURF money was expended in those districts than in the Verde Valley. He said he believed the current system was somewhat equitable. Chairman Springer said the conclusion she had reached based on Mr. Straub's remarks was that Districts 1 and 2 would have no money available for projects while District 3 would have money available because there was no emergency that occurred in District 3. Mr. Straub said that while there was no damage to roads in District 3 due to flooding there was damage due to wear and tear and that there was a need in District 3 to go back and rebuild some roads. He said he did not know if that would take all of the \$750,000 allocated for the district. Supervisor Davis said the end result was the same whether it was damage from a wet winter or damage resulting from a poorly built road. Chairman Springer said she did not have a problem with that, but that she did have a problem with new projects in District 3 that could reduce the amount of money available for road repairs. She said she believed the Board should put new projects on hold in all three districts, but that she had no problem with repairs to roads in District 3. Supervisor Davis asked how much money FEMA would provide to the County. Mr. Straub said it was unknown at this point but that he believed it would be \$1 million or more,



adding that FEMA would not pay for upgrades to roads. He said he was not sure anyone would know for a while what the actual picture was on storm damage, how much it would cost to mitigate that damage or how much FEMA would pay. Turning again to the Regional Road budget, Supervisor Thurman asked about the large increase for Jacks Canyon Road. Mr. Straub replied that the project was currently in the design phase and that it would be under construction during the 2005-2006 fiscal year. Supervisor Thurman asked if Regional Road Fund money could be used for repairs. Supervisor Davis said that at one time those funds were used only for new roads but that last year the Board had agreed to also use those rebuilding roads. Mr. Straub agreed, saying that Jacks Canyon Road was a road that needed to be rebuilt. Mr. Holst said he believed there would need to be a substantial discussion on the road budget because it contained many moving parts. He said he did not know whether that would happen on this day or be reserved for an upcoming study session. He said the purpose of the current budget meetings was to provide an overview and that two days of meetings were being scheduled for the Board to really get into the budget. Mr. Holst said he had asked Public Works to not add any more projects to the Regional Road budget until the Board had an opportunity to determine its priorities. He said there was \$6 million on the table that the Board would need to talk about and that because of expenditure limitations the Board might want to spend that money in the following fiscal year and spend the 2005-2006 fiscal year doing design work. He said it would be important to look at where the moving parts of the road budget were and at how some things might occur over multiple years. A brief discussion ensued regarding the status of projects already on the list. Discussion turned to the Solid Waste budget, with Mr. Straub saying the main issues with this budget were the Sedona Septage facility, which he said he hoped the County would be able to close and cap, and the Prescott Valley Landfill, which he said was generating methane gas and would require a mechanism to burn off the gas or otherwise dispose of it. He said that in addition it appeared that the County would need to move its tire facility next to the Prescott transfer station about 500 to 600 feet and that fencing would be required for it. Mr. Straub said that otherwise everything in the Solid Waste budget was pretty much the same. He said there were plans to purchase some equipment out of the waste tire account in order to keep a reasonable balance in it, adding that Yavapai County was one of the few counties in the state with a waste tire fund in the black. He said that one of the most popular services provided by the County was community clean-ups but that they were also very expensive. Supervisor Thurman said he had received numerous complaints from ranchers about the amount of trash being dumped on their lands. Supervisor Davis said the Board would be talking about changing the use of parks funds and he asked if consideration should be given to increasing the amount of money available for community clean-ups in the Solid Waste budget knowing that parks funds might no longer be available for that purpose. Chairman Springer said she thought that community clean-ups were getting a little bit out of hand and that at some point the Board should probably talk about whether the clean-ups should continue to be free or whether a nominal fee should be charged, especially in light of the number of appliances and other large items that are disposed of through the clean-ups. Supervisor Davis asked if there were figures available on the number of appliances and other large items that were dropped off during community clean-ups. Mr. Straub said that information could be compiled. He said the largest costs associated with the clean-ups were hauling, disposal and labor. Supervisor Davis said he thought the Board should keep this service available because it often helped eliminate having to take people through the zoning violation process. Chairman Springer said it was better than having people dump trash on forest or ranch lands but that she felt the Board should look at whether there was a better way to accomplish the same thing. Supervisor Thurman said he could see Supervisor Davis' point but that he would be willing to entertain a nominal fee for this service. He added that he would like to see the clean-ups continue. Mr. Straub noted that the Public Works Department also had a trash patrol to pick up trash along County rights-of-way, and that the problem with people dumping trash in the rights-of-way was getting worse. He said he had also experienced problems with the adopt-a-highway program because some individuals and companies did not pick up trash as they agreed to do. Chairman Springer said she did not think the County should rely on a person or a company to do that, but instead should just charge an amount for the advertising. Mr. Straub said he could look into that. Discussion turned to the Emergency management budget, with Mr. Straub noting that this budget had decreased by about 11%. He said that each year Emergency Management Coordinator Nick Angiolillo had been able to bring in \$100,000 in grants to help pay for salaries and another \$100,000 to help pay for the brush crew. Supervisor Thurman said the Prescott Area Wildland-Urban Interface Commission was working on a grant to fund another employee for Mr. Angiolillo and that he felt that even if that effort could pay for only half of an employee he would like to see it happen. There was very brief discussion regarding airports and regarding the HURF fleet, with Mr. Straub noting that fuel costs had risen dramatically. He added that the working relationship between his department and Fleet Management was a good one.

Fleet Management – Fleet Management Director David Gartner presented this budget.

Mr. Gartner told the Board that the two biggest items in his budget were fuel and replacement vehicles. He said there had been an accumulation of older vehicles, hence the need for replacement, but that in most other areas of his budget there were few changes from the current year. He added that glass replacement and body damage was always unpredictable. Supervisor Thurman asked if the department had not been up to speed on replacing vehicles the last few years. Mr. Gartner said that was true. He said that one of the issues with new vehicles was making sure that the right kind of vehicles are being purchased, and that sometimes buyer smaller or less powerful vehicles meant that more money was spent down the line to keep them going. He said that was the reason he was going with Tahoes for the Sheriff's Office and Ford Escapes for Development Services. Mr. Gartner said that there had been some movement of vehicles among the different divisions in the Sheriff's Office and that he had spoken with Sheriff Waugh about whether the number of 4x4 vehicles in that department was really necessary. He said that once he had a feel for how the Tahoes would perform it might be possible to reduce the number of 4x4 vehicles. Supervisor Davis asked whether the 4x4 vehicles were less expensive than the 2-wheel-drive vehicles. Mr. Gartner said that was the case on federal contracts but not if one purchased off the state contract. He said that 4x4 vehicles also had a higher operating cost and were somewhat less fuel efficient. There was discussion regarding the duty cycle and Mr. Gartner's proposal to reduce it to 130,000 miles. Mr. Gartner said that using 130,000 miles as the indicator for vehicle replacement would mean replacement of 45 vehicles in 2006-2007, 48 vehicles in 2007-2008 and 30 vehicles in each of the two fiscal years after that. He said the reason there were so many vehicles that now needed to be replaced was that they were held onto for too long. Mr. Gartner said that at some point the cost of maintenance exceeds the value of the vehicle, and that the Board might want to have a study session about establishing a formal replacement policy. He said that after seven years a vehicle has pretty much lost its value, and that the same was true for a vehicle with 100,000 miles on it, but that at three years a vehicle still had most of its value and not much money would be spent in maintaining it. He added that there were currently 512 vehicles in the County fleet. Mr. Gartner said he was working with Finance Director Mike Danowski on the auction of vehicles. He said that through an intergovernmental agreement with the City of Tempe, Coconino County was taking its vehicles to Phoenix for auction and getting a better price for them and not paying for an auctioneer. He said that one auction he had looked at had a customer base of 2,000 while last year the County's vehicle auction attracted only 230 customers. He said he also believed there would be more resale value with the Tahoes. Chairman Springer asked about the process for putting a vehicle in the fleet, asking whether it is done at the request of a department head and whether there was some sort of oversight involved. Mr. Gartner responded that in the past new vehicles were included in each department's budget request and that if the request was approved the money to purchase the vehicle was then transferred to Fleet Management which would carry out the purchase. He said that he currently had requests from Records Management and the Superior Court to add vehicles to the fleet, and that with regard to Records Management the plan at this time was to ask for permission to retain a van. Chairman Springer asked how she could know who was using vehicles and who was taking them home and whether the vehicles needed to be taken home. Supervisor Davis said there was a policy that if a vehicle is going to be taken home on a regular basis the Board must first approve it. He said the other thing that happens is a department will request and be granted new employees and then later come back to the Board to ask for a vehicle, and that in such cases if they are given a vehicle it is generally a vehicle that is retained instead of a new vehicle. He said it sounded like Chairman Springer would like to see an inventory of who has cars and where they are located. Chairman Springer said that was correct. Mr. Gartner provided the Board members with a list of Sheriff's Office vehicles showing who drives them and where they are located. Chairman Springer asked if each Deputy had his own vehicle, saying she did not understand that and asking why cars were not assigned by shift. Mr. Gartner said each Deputy did have his own vehicle and that this was how it had been done in the past on belief that if the Deputy had a vehicle at home he could be called out at any time. Chairman Springer said that did not make a lot of sense to her, and she asked how often an emergency of a magnitude requiring Deputies off shift to be called in might happen. Mr. Gartner said that for Fleet Management there was an advantage to having just one person assigned to a vehicle. He said that assigning vehicles by shift would reduce the overall number of vehicles being used but that they would also be "miled out" faster. Chairman Springer asked about the average annual cost per vehicle including the cost of the vehicle plus maintenance and fuel. Supervisor Davis said he thought it would be necessary to also look at depreciation, that is, comparing a vehicle that is one and one-half years old but doing double duty with a three-year-old vehicle that has only one driver. Chairman Springer said it also seemed as though there were many vehicles just sitting around. Mr. Gartner said that was true, and that one of his program change requests was for software that would help him keep track of those vehicles and how they are being used. Chairman Springer said it seemed to her that this was very expensive and that there might be a way to find some savings. Mr. Gartner said that regardless of the funding level the Board decided on for his department he would make it work. He added that the longer vehicles are kept the more money is spent on repairs and labor. There was additional brief

discussion about turnover rates for vehicles, with Mr. Gartner saying that Weber County, Utah, replaced its vehicles every two years and that because government vehicles can be purchased at discount it was possible to do this and almost make money on it. Mr. Holst said that in such a situation he would assume that there would be little need for a maintenance shop and staff because vehicles could be taken out for oil changes. Supervisor Davis said that was an idea for reducing employee numbers and keeping costs down, but that many of the fleet vehicles were specialty vehicles that would require the County to maintain them for longer periods of time. Mr. Gartner said police vehicles could be traded out every two years, but that he was not sure how much value there was to a completely outfitted police vehicle. Supervisor Thurman said he did not think the County would want to lay off people but instead not fill vacancies if this idea was put in place. Mr. Gartner said that was how he was approaching it.

**Capital Improvements – County Administrator Jim Holst presented this budget.**

Mr. Holst said the capital improvements program had been on hold for quite some time and that he felt it would be good for the Board to sit down and map out what it would like to do. He said he had spent a great deal of time analyzing the County's facilities. He said the Board also needed to look at what type of investment it wants to make in this program and that there was a great deal of flexibility in this regard. Chairman Springer said she would like to leave this on hold for a while. She said the Board was aware that it needed to discuss capital improvements but that she did not think it was necessary to do that within the context of the budget. She said the Board was aware of how much money Mr. Holst had set aside for capital improvements and that it could be looked at after getting through the budget process. Chairman Springer said she also thought the Board would need to sit down with department heads and talk about their vision for the future. Supervisor Davis said he thought capital improvements was an integral part of the budget and that if money was not going to be used for capital improvements there would be more money available for road projects. He said if the Board was going to make capital improvements a priority it would need to look at trimming in some other areas. Supervisor Thurman said he was looking at a \$100 million capital improvement program. Chairman Springer said she was also. Supervisor Davis asked if the Board could look at the priorities and how to generate that kind of revenue. He said that money needed to come off the table so the Board could look at program change requests. Mr. Holst said there would be about \$6 million available each year for capital improvements. Supervisor Thurman asked how many years it would take to pay back \$100 million at \$6 million a year. Supervisor Davis said it would be about 14 ½ years. He asked if an assessment had been done of capital that could be liquidated. Chairman Springer said she was still working on that and that part of it had to do with discussions with the City of Prescott about an exchange of the rodeo grounds for the property along Prescott Lakes Parkway. Supervisor Thurman said the Board needed to increase the pot of money available for capital improvements because the County was being squeezed this year due to increases in the State Retirement contribution and storm damage and that next year it would be something else. He asked what was more important, saying that some County buildings were bulging at the seams and that sooner or later the Board was going to have to spend money on capital improvements. Chairman Springer said that with regard to the proposed 50% transfer of Regional Road Fund revenue to the General Fund she felt that roads had received the majority of the money in the past and that County buildings had been neglected and that now was the time to focus on buildings. She said that some roads were already on the five-year plan and that the Board should hold to those projects and not start any new ones. Chairman Springer said she thought the Board would be much better off looking at a finance program to build and finance new buildings all at one time and that it would be possible to do this without raising taxes. Supervisor Thurman said that when existing County buildings are vacated they can be sold and that there was much that could be done to quickly pay down \$100 million. Chairman Springer said the County had some very valuable pieces of property that she believed would take care of a significant portion of the \$100 million. Mr. Holst said that one of the things that would help with regard to both capital improvements and roads would be if the sales tax continues to growth, and that right now it was growing in excess of 10%.

**Daily Wrap-Up – There was no wrap-up on this day.**

Thursday – April 28, 2005

**Superior Courts – Presiding Judge of Superior Court Robert Brutinel presented this budget. Court Administrator Deborah Schaefer participated in discussion.**

Judge Brutinel said the mission of the courts was to follow the constitution and follow the laws of the state

and their goal was for swift and fair justice to the citizens of Yavapai County and how to make a felony criminal system work better. Judge Brutinel said the County had spent a large amount of money to make the system work better and to speed up the system. He said the attorneys were filing as many cases but that the Superior Court cases had dropped. Judge Brutinel said they were not requesting any new positions for the Early Disposition Court and spoke of an \$80,000 grant that they had received for one of the judges. He said several departments had gotten together to make the system work better and they were having great cooperation. Judge Brutinel spoke of the need for a management system to help coordinate and manage information and service the needs of the courts. He spoke briefly of the use of the electronic system saying if they could get everything going out electronically, then the cases could move more quickly and efficiently. He said he would like to see about getting an IT person who knows how to deal with courts and for a security coordinator. Judge Brutinel said there was a problem getting people in and out of the Courthouse and that maybe a badge system could be worked out with the County employees and lawyers going under the steps to enter the building. Ms. Schaefer spoke briefly about the Alternative Dispute Resolution Mediation Program and the increase in the level of services. She said there was a need to increase the staff for this program as this program saved a lot as cases from having to be heard by the judges. Ms. Schaefer said they were also looking at a reclassification for the ADR aide as there were additional job duties this person had become responsible for. Supervisor Davis asked what the increase to the Pro Tem A Division was for. Ms. Schaefer replied the increased amount was for the increases in the retirement system and health services. She said the other 50% would be funded through a grant. There was brief discussion regarding the phone system and the replacement of machines which were beyond repair. Chairman Springer asked about the Courthouse security and how it was accomplished. Ms. Schaefer said that they had a contract for inside security and during the summer months for the outside of the building. She said the company does not have arrest authority and must call in the Prescott Police Department. Chairman Springer asked about screening of individuals. Ms. Schaefer said there was an x-ray machine and hand wands that are used on anyone entering the building. Supervisor Springer said she had several inquiries about restoring the water fountain and the lighting of the gazebo but with the homeless individuals using the fountain as a bathing facility and the Courthouse as a restroom, she would like to see higher security on the Plaza. Ms. Schaefer said that could absolutely be accomplished. She said at this time, the Plaza is not covered by security from 1 a.m. to 7 a.m. and that she would look into the cost of increasing services with the contractor. Chairman Springer said she would like to see that happen soon as it would be a necessary step to protect individuals. She then asked if they foresaw a problem getting officers of other municipalities to electronically file with the courts. Judge Brutinel said cases could be filed more quickly and the courts could set what they will accept. The main question was how to pay for computers in each police vehicle. Ms. Schaefer said that 95% of tickets in Flagstaff are filed electronically. She said all the courts are on the system with the exception of the Prescott Justice Court. Chairman Springer asked if the probation departments were involved in this system. Judge Brutinel said they were in on the discussions and requests were coming in from the Public Defender's Office and the County Attorney's Office and he was not sure how much more there would be without an end in sight, so he could not anticipate the total funding to get this system in process. He said he could only speak for Superior Court and did not see the court system asking for more funds. Judge Brutinel spoke of moving out the pre-trial individuals to be able to cut jail costs and splitting up job duties from Judge Kiger to other judges. Chairman Springer spoke of separating the needs from the wants. Supervisor Davis said he commended the Superior Court, Probation Offices and Sheriff's Department for keeping the communications open and continuing to come up with new ideas for efficiency and savings to taxpayers.

**Adult Probation – Adult Probation Director Billie Grobe presented this budget.**

Ms. Grobe said the main increases in the department had been for state retirement and travel/training. She said the phone costs reflected some security issues. Ms. Grobe spoke of her overtime salaries and said they would not be coming until August now so the program may not have to use the overtime. She spoke of the shortfall the department was expecting and said some of it could be covered by fees and vacancies of positions. Ms. Grobe said the state was taking away funding and the federal government was taking away grants. She said the mission of her department was public safety and holding violators responsible to victims and families. Chairman Springer asked how the recidivism rate compared with other counties. Ms. Grobe said with the new system, she would be able to get that data. There was brief discussion regarding the designation of County employees versus state employees and working with the legislature to change to all County employees with state funding or to all state employees with County funding. Mr. Holst said basically for all intents and purposes, they were all already County employees. Judge Brutinel said it would take a legislative change to fix the problem. Mr. Holst said that he believed Maricopa County was already doing this process. Ms. Grobe said Maricopa County Adult Probation was 90% funded by the County and

they could look into this. Ms. Grobe spoke about the Early Disposition Court and how it relieved pre-sentencing. She said they were requesting a supervisor position to correct the ratio of what the current supervisors were covering which is currently at a 14 to 1 ratio. With the new position, the ratio would be 12-1. Ms. Grobe said there are three offices spread out and it was a safety and liability issue with those ratios. She spoke briefly regarding the need for a Surveillance Officer position and the need for laptops for the Surveillance Officers in the field. She said at this time, they have to hand write the information then come back and input it all into the computer. Ms. Grobe said they would also like a power point projector for training and community outreach projects. Supervisor Davis asked if the MIS support was working for them. Ms. Grobe said it was very good and they would like to stay with them. Supervisor Thurman asked about the armor and firearms requests. Ms. Grobe said officers have the option of being armed. The armor needs to be replaced after 5 years and that there are different sized officers that what they have now does not fit them. Chairman Springer asked why the travel amount had risen so much. Ms. Grobe said over half of their budget last year was related to safety training. She said this training was not available in the County. There is also safety training such as defensive tactics and fire arm training that is not available here and must be taken through the Administrative Office of the Courts curriculum which was usually in Phoenix or Kingman.

**Juvenile Probation – Juvenile Probation Director Scott Mabery presented this budget.**

Mr. Mabery said his department works with delinquent juveniles and holds them accountable and rehabilitates them. He said they would be having a shortfall issue of approximately \$200,000 because of lack of state funding or grant funding. Mr. Mabery said when the County increases salaries, the state does not follow suit. He said they would be losing state block purchase for sex offender's treatment and drug treatment which costs \$8,000 per child per month for treatment. He said the Administrative Office of the Courts had a statewide shortfall and this year, four or five juveniles had to go through the treatment program which was anywhere from six months to one year or more in some cases. He said they were exploring ways to treat and counsel in-house. Chairman Springer asked at what extent would be paid by the parents. Mr. Mabery said assessment fees and testing fees. Judge Brutinel said they charge the parents the fees based on income. He said in some cases, the parents insurance will help pay for behavioral health and they also have management courses. Supervisor Davis asked what was the usual amount parents paid. Mr. Mabery said around \$250 was typical. Chairman Springer asked what was the cost of drug testing and who did the testing. Mr. Mabery said about \$9 per test and they have to test up to two to three times a week sometimes. Judge Brutinel said Bradshaw Mountain Labs, the hospital and doctors offices could all do the testing. Mr. Mabery said there were some major changes coming and the contract with Wexford would be rising upward of \$60,000 when completed because of staffing increases. Supervisor Davis asked if the County were responsible for juveniles from other jurisdictions. Mr. Mabery said yes, that they move in and out of the County making their department responsible for them. He briefly explained the needs for his department regarding telephone increases for field officers, the enhancement for supervising juveniles with ankle bracelets, the increase cost of utilities and rent in Prescott Valley, clothing and uniforms for the juveniles and officers, and new copier for the Prescott Office. He went on to explain his request for the Assistant Supervisor positions saying there are 36 staff to 1 supervisor position and this was for weekends, holidays and nights and said adding the supervisor positions would put this at a 1 to 12 ratio. He spoke about the use of the collection agency and exploring ways to recoup funds. Mr. Mabery said he would like to look into getting a deputy director position saying his department was the sixth largest department in the County now. He said they have around 140 volunteers, over 40 programs, 5 divisions, 3 offices and running about 1,700 – 2,000 juveniles through per year. Supervisor Davis asked Mr. Mabery which was a higher priority - the deputy director position or the supervisor positions. Mr. Mabery answered security wise; the supervisor positions. He said his department was also requesting a laser printer as a security issue, a projector for training and three cameras for surveillance of the detention cells for juveniles on 24-hour watches.

**General Services – County Administrator Jim Holst presented this budget.**

Mr. Holst said looking a few years back, General Services salaries and fringe benefits were placed in this budget. He spoke of a change of personnel in the County Administrator's Office and having his services on an hourly basis. Mr. Holst said he had been looking at new positions in his office for budget issues in the County and a Capital Improvement Specialist. There was brief discussion on Board counsel and the consultation of different attorneys. Chairman Springer said quite a few contracts were coming through that

needed to be looked at and work needed to be done in this area and that she would like follow-up on what happens with lawsuits and contracts after they are filed. She said she would also like to see about a change in the organizational chart to show the County Administrator over certain departments and to see appointed departments reporting directly to the County Administrator. Mr. Holst said he could provide organizational charts and internal departments could work to bring the Board examples for discussion. Supervisor Davis said he would like to look into getting a community relations position. He said the Sheriff's Office had three of these individuals and he would like the County to have one for press releases and community issues. Mr. Holst then spoke of the Medical Examiners Assistant saying years ago, Dr. Keen had one payment and now it was a small division in General Services. Mr. Danowski provided information about transportation services and the contract with Arizona Professional Transport saying the funeral homes used to take turns transporting the deceased but there had been some problems. He said Dr. Keen was the Maricopa County's Medical Examiner and comes up here but if there was a conflict, he would send someone up to cover for him on the autopsies. Mr. Danowski said Dr. Keen also files an annual report with them. Mr. Holst covered different items that could be split out into individual budgets. He spoke briefly regarding the state mandated issues such as Title 19 - Mental Evaluations and AHCCCS. Mr. Holst explained that the state now takes care of acute care. Supervisor Davis asked about changes to the formula. Mr. Holst said the numbers have changed and the final numbers should be coming in soon. He spoke of the County's insurance and liability payments and of the Contingency Account and reservation of funds. Mr. Holst asked the Board about the contributions and what they would like to do with them. Chairman Springer said she would like to set a time to discuss contributions as not all are statutorily required to be funded. She said each entity should come in and present their case. Supervisor Thurman asked if these were automatic amounts every year. Mr. Holst said no, but some organizations gave him annual reports if the Board would like to look at them. Supervisor Davis said he would rather do this internally and did not want lobbied by a bunch of different organizations. The Board briefly discussed the different organizations. Supervisor Davis asked if any organizations have asked for increases. Mr. Holst said one had come across his desk but that he had not had the opportunity to go over it. Chairman Springer said the government should not be giving taxpayers dollars to charities and paying them through the taxes. She said anything considered a contribution was not the government's responsibility. The Board agreed it would like to see the amounts and requests. Mr. Holst spoke regarding the White Spar lease saying one half of the building was to be used by the Public Defender's Office and the other half filled with another County department. He said the Public Defender's Office should be paying half of the rent on the building. Mr. Holst spoke of other items that could be moved including the testing for pathogens which Human Resources Director Julie Ayres said her office's budget should be paying for since it was risk management. Mr. Holst said the airports had been moved to Emergency Management and the annual awards to the Human Resources budget.

**Justice Courts – Bagdad-Yarnell Justice of the Peace Anna Mary Glaab presented this budget.**

Judge Glaab said she was in the Yarnell Court most of the time, but does go every Monday to the Bagdad Court for hearings. She said her area consisted of approximately 2,600 square miles and that most of her complaints were for traffic tickets, misdemeanors and domestics. She said that the Department of Public Safety writes most of the tickets that come to her court. Judge Glaab spoke briefly about Wilhoit being added into the Yarnell Justice Precinct a few years ago and how it had impacted her court. Chairman Springer asked how the districts were established. Mr. Holst said they were established some years ago. Chairman Springer asked how Judge Glaab's cases were heard. Judge Glaab said they had been doing more and more of the cases through video conferencing and it was a very good thing. She said some individuals would not do the video conferencing, in which case she had to meet with them but that most were happy to do it. Judge Glaab said her budget was pretty much the same as last year's budget with the main costs being travel and training. She said they were mandated to attend certain training through the state.

**Justice Courts – Mayer Justice of the Peace John Kennedy presented this budget.**

Judge Kennedy said the percentage of cases being filed were similar to the Yarnell Court and depended on law enforcement and the number of tickets they had issued. He said the video conferencing had been wonderful in the processing of cases and removing concerns about transportation problems. Judge Kennedy spoke briefly regarding his travel budget and the conferences he had attended. He said the last conference he had attended had been paid totally through a scholarship. Judge Kennedy said training was very important for his staff as it was imperative to retain these trained employees. He said the Mayer Court had been slower this past couple of years and spoke of the new state program that he and his staff

were having to learn saying the program was hard to learn and input was slow. Judge Kennedy said that he had two clerk openings but that he was not planning on filling them until needed. He said the state now had a full staff of highway patrolmen on which would impact the Mayer Court with more tickets. Chairman Springer asked if the traffic cases were the court's highest cases. Judge Kennedy said no, that they had more domestic cases, shoplifting and that sort of cases. The Board briefly discussed the impact of technology on the justice courts and the cost savings that could be expected. Judge Glaab said with the video monitoring, the different justice courts could handle each others cases without traveling to the different courts. Judge Kennedy said specifically, the main changes he anticipated for his court were for office supplies and postage. He said so far this year, he had no jury trials which were costly.

**Justice Courts – Prescott Justice of the Peace Arthur Markham presented this budget.**

Judge Markham said his court also utilizes the video monitoring a great deal and being able to cover each others courts had been a very good deal. He spoke of his need for a new court clerk saying his filings had risen a bit and that his staff were overloaded. He spoke briefly regarding his court being in both the County and the City of Prescott and how that affects his staff and cases. Judge Markham said his court handles a lot of traffic tickets and civil lawsuits. He spoke of when the Town of Prescott Valley was added to the Prescott Court and if the Board were to redraw the boundary lines how the filings would be changed. Judge Markham spoke of the filings in the court and said the court was behind issuing warrants and that the clerks used to be able to check individuals financial sources but with the many filings, they could not do so any longer with the staff they had. He said he had some positions that he would like to get reclassified and spoke of the training his clerks had to receive. Judge Markham spoke briefly about the need to keep the Prescott Justice Court and the Superior Court in the same location. He said his travel budget would be about the same as he and his staff were going to need more training and spoke about the use of interpreters. Supervisor Thurman asked if non-English cases were rising. Judge Markham said his court had two individuals who were bilingual and one which knew hand signing and that these individuals had been extremely helpful in keeping costs down. Judge Markham returned to his request for another court clerk position. Supervisor Davis asked if the higher priority was the clerk position or the reclassifications. Judge Markham said the new clerk position would be the higher priority. Chairman Springer asked if the Prescott Justice Court used a collection agency. Judge Markham responded that his court does use Valley Collection Agency and that it had worked very well. Chairman Springer asked what was the number of languages that had to be covered for the courts. Ms. Schaefer said around 300 languages but that they used a certification list out of Phoenix and Flagstaff or AT&T had a line they used.

**Justice Courts – Seligman Justice of the Peace Katherine Blaylock presented this budget.**

Judge Blaylock said she travels to Ash Fork about once a month for filings and to get packets for the citizens. She said the filings were down and the legislature takes the filings for two years and averages them for their salary. She said the 2003 filings were the lowest number which had brought the salary down quite a bit. Chairman Springer asked if the Justice of the Peace organization would support a change in legislation. Judge Glaab answered that the organization was working on the system. Chairman Springer said she would be willing to work with the justices of the peace to help get legislation through to help with their salaries. Supervisor Davis said he liked a system that pays by production and would like to look at a change to the boundaries to give smaller courts a bigger jurisdiction and court activity. Supervisor Thurman asked if they use the video conferencing. Judge Blaylock said yes her court did use the video conferencing. She spoke of the lack of lack of coverage by the highway patrol where most of their tickets come from and out of state cases. Judge Blaylock said it would be extremely helpful to be able to collect fines and fees through charge cards. Mr. Holst said they would look into the possibility of getting the use of credit cards started. Ms. Schaefer said an ordinance could be set up to cover the collection fee as the other collection agency service had been set up. The Board was in agreement to get a credit card use for collection set up. Judge Blaylock said her other large cost was for interpreters and that she used the AT&T line the most for this need.

**Justice Courts – Verde Valley Justice of the Peace Bill Lundy presented this budget.**

Judge Lundy said that his office needed a new copier, printer and receipt printer and also spoke of their need for a new clerk position. He said his clerks are overworked and were not able to collect fees. Judge Lundy spoke of his outside services account which part of the amount were for fees for credit card collections which his court does use. Supervisor Thurman asked if they collected enough to pay for what they were losing on the credit card fees. Judge Lundy answered he believed they were. Chairman Springer

asked what the courts do when one of the judges was out sick or on vacation. Judge Glaab said that they cover for each other either by video conferencing or in person.

Clerk of Superior Court – Clerk of Superior Court Jeane Hicks presented this budget.

Ms Hicks spoke of the job duties of her office and the jury commission office saying they send out over 20,000 jury questionnaires per year. She said with the new software they had just received, reports could now be generated to help determine how many jurors would be needed and streamline the system. Ms. Hicks said her office had many job duties including preparing court minutes, licenses, fees and supporting the judges. Chairman Springer asked if there was a bill to change the per diem rate for jurors. Ms. Hicks replied not to her knowledge. She spoke of computer repair and the increase in office supplies and postage costs. Ms. Hicks briefly covered her travel expenses and the need to train for new technology and mandated training. She said their primary goal was to get the electronic filing system on line then record clerks could help scan in information so other offices could get the information quickly and that documents could be microfilmed more quickly so storage would not be so crowded. Ms. Hicks said a new law states she had to send all records over 50 years old down to the state archives and wanted to get them microfilmed before that happened. Chairman Springer asked if Ms. Hicks worked with Human Resources for making recommendations on positions. Ms. Hicks said no but that she would work with them on this. She said she was requesting for a half-time person to go to full-time and for a new Court Clerk Supervisor position. Chairman Springer asked Ms. Hicks in what space would she be putting a new employee. Ms. Hicks said she would be able to move some people around. She briefly covered the need for the use of credit cards and getting the funds up front instead of trying to collect at the tail end. Mr. Danowski said he had spoken with Bank One regarding the use of credit cards and that they charge around 2% which would be very costly for the County for large amounts. Mr. Holst asked if a fee could be added on top of permits if they want to use credit cards. Mr. Danowski replied there cannot be a charge added. He said there was a convenience fee that could be charged but it is very costly. Chairman Springer asked if they would look into a way to use credit cards for the departments. Ms. Hicks said the County may wish to restrict usage to certain areas. She said she also needed to get some new shelving as her storage was full of boxes filed with files which were cumbersome and dangerous. Ms. Hicks spoke of her need for more licenses for people to be able to view images. She said at this time, only 20 individuals could look at images and with the new system coming on-line, there would be more people trying to get information. Ms. Hicks spoke of getting a new fax machine saying her machine was older and they needed to be able to get documents out. She said the Board was already aware of her maintenance and software which had already been approved to be included in her budget.

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Mr. Holst said he would be looking into the contribution requests and would get that information to the Board as soon as possible. Chairman Springer reiterated that she wanted as much information as possible on the credit card use. Supervisor Thurman said it would be good to have the credit card capability. Mr. Danowski said he would get the information together for the Board.

ATTEST:

\_\_\_\_\_Clerk \_\_\_\_\_Chairman