PROFILE

Yavapai County Education Service Agency (YCESA)

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The Yavapai County Education Service Agency Profile
Who is Yavapai County?

Arizona became a state on February 14, 1912. Yavapai County was among the four original counties. Prescott (Fort Whipple) has served as the county seat since statehood and previously served as the Territorial Capitol. Prescott was the State Capitol for a brief period between 1877-1889. Yavapai County is considered to be the “Mother of Counties”, from which Apache, Coconino, Gila, Maricopa and Navajo Counties all formed.

As of the 2010 United States Census, the Yavapai County population was 211,033, representing 90,903 households and 57,597 families. The population density was 26 inhabitants per square mile. The racial makeup of the county was 89.3% White, 12.6% Hispanic or Latino, 1.7% American Indian, 0.8% Asian, 0.6% Black or African American, 0.1% Pacific Islander, 4.9% Other Races, and 2.5% of two or more races. When responding to ancestry, 2.5% were German, 16.0% Irish, 15.8% English, 12.6% Hispanic or Latino, and 5.4% Italian.

Of the 90,903 households, 22.8% had children under the age of 18 living with them, 50.3% were married couples living together, 9.0% had a female householder with no husband present, 36.6% were non-families, and 29.1% were made up of individuals. The average household size was 2.28 individuals and the average family size was 2.78. The median age was 49.2 years.

According to a 2014 report by the American Institute of Research, 1 in 30 Arizona children are homeless.

The median income for a household in Yavapai County was $43,290, and the median family income was $53,499. Males had a median income of $40,864, with females having had $31,705. The per capita income was $25,527. About 8.8% of families and 13.7% of the population were below the poverty line, including 20.1% of those under the age of 18 and 6.1% of those 65 or older.

The unemployment rate is currently 5.90%. Recent job growth has been positive. Yavapai County jobs have increased by 3.42%. Compared to the rest of the nation, Yavapai County’s cost of living is 5.3%, which is higher than the national average. The median cost of a home is $204,700. The average commute time to the workplace is 22 minutes. Shown below are the
The percentage of employees that work within major sectors as identified by the U.S. Census Bureau:

- Professional and Related Occupations: 25%
- Sales and Office: 25%
- Service: 18%
- Management, Business and Financial: 12%
- Production, Transportation: 9%
- Construction, Extraction and Maintenance: 8%

Yavapai County schools spend $8,145 per student from all sources with the national average being $12,435. Arizona ranks 49th in the nation in per pupil funding. The number of students per teacher in Yavapai County is 17.5.

Prescott is the largest county community with a population of 39,843, followed closely by Prescott Valley at 38,822. The population ranking continues with Verde Village at 11,065; Cottonwood 11,265; Camp Verde 10,873; Chino Valley 10,817; Sedona 10,031; Wickenburg 6,363; Village of Oak Creek 6,147; Williamson Valley 5,438; Paulden 5,231; Lake Montezuma 4,706; Clarkdale 4,097; Dewey-Humboldt 3,894; Cornville 3,280; Black Canyon City 2,837; Congress 1,974; Bagdad 1,876; Mayer 1,497; Yarnell 649; Seligman 445; and Ash Fork 396.

The Arizona Political Structure

Article 11 of the Arizona Constitution proclaims that there will be four levels of educational authority in the state:

- The State Board of Education (SBE)—an 11-member body appointed by the Governor and confirmed by the State Senate, who holds statewide policy making and enforcement powers. SBE representation includes:
  - State Superintendent of Public Instruction (ex officio);
  - a President of a State University;
  - a President of a Community College;
  - a County School Superintendent;
  - a District Superintendent;
  - a Charter School Operator;
  - a Classroom Teacher; and
  - four public Lay Members.

- The State Superintendent of Public Instruction (SPI)—a statewide, partisan-elected official serving a four-year term (no limit), who is responsible for carrying out the will of the Legislature and the State Board of Education (SBE), and administering the Arizona Department of Education (ADE).

- County School Superintendents (CSS)—countywide, partisan-elected officials serving four-year terms (no limit), in each of Arizona’s 15 counties, who are responsible for assisting School Districts and Charters as required or allowed by law. These powers
include, for example, serving as the fiscal agent and chief election officer for all school districts. CSS have the authority to operate Education Service Agencies, funded entirely by grants or fee-based services. In Yavapai County, the County School Superintendent serves all 26 school districts and 24 charter schools. County Education Service Agencies may offer services across county lines. The Yavapai County Education Service Agency currently offers services in 13 counties.

- Local Governing Boards—districtwide, non-partisan-elected 3 or 5 member bodies responsible for local policy making and budget preparation and control for K-12 and community college districts. There are currently 239 school districts and 13 community college districts in Arizona. These districts fall into several categories, all of which currently exist in Yavapai County:
  - Unified Districts—offering instruction in grades K-12;
  - Elementary Districts—offering instruction in grades K-8;
  - Union Districts—offering instruction in grades 9-12 to two or more elementary districts;
  - Accommodation Districts—operated by the County School Superintendent and serving the entire county to accommodate the needs of students. These districts were originally for detained and adjudicated youth, and now have a much broader perspective;
  - Joint Technical Education Districts—a separate and distinct overlay district offering Career and Technical Education programs for high school students;
  - Transporting Districts—a separate and distinct taxing authority not providing instruction itself, but transporting all students to neighboring districts for instruction on a tuition basis; and
  - Community College Districts—post K-12 districts providing higher education for those students in their Freshman and Sophomore years, culminating in an Associate Arts Degree, transfer to a university, or a work-based/industry certificate.

In addition, state law allows for a variety of charter school options. Charter schools are public schools, supported by the state general fund, having no specific boundaries and not assessing local property tax. There are currently 583 charters operating in Arizona. The schools are exempt from a majority of Arizona education law, as found in Arizona Revised Statute (ARS) Title 15, Education Code. Charter schools are under the control of the Arizona State Board of Charter Schools and are held accountable to meet the terms of their individual “charters”. Charter schools may function with a Charter Operator; a non-elected, self-perpetuating Charter Governing Board; or a Charter Organization which provides local governance. Arizona has more charter schools per capita than any other state and Yavapai County has more per capita than any other Arizona county. County School Superintendents and their Education Service Agencies have no statutory authority over charter schools, but do provide services to them on a fee-for-service basis.
Arizona also has a wide array of private schools, most of which are religious in nature. The County School Superintendents and their Education Service Agencies have no authority over them, but do provide services to them on a fee-for-service basis.

The Yavapai County school districts and charter schools are shown here:
The History of Education Service Agencies in Arizona

In the late 1970s, two Arizona County School Superintendents, Dr. Jack Harmon from Pinal County and Dr. Paul Street from Yavapai County, realized there was a need to create a “shared services model” to better provide services to their districts.

Dr. Harmon saw the most immediate need being in the area of professional development and Dr. Street saw special education assistance to be the most pressing issue. They both moved
forward in creating partnerships within their local districts and charters to meet those needs. They were called “special programs” and there was no specific statutory allowance for them.

Drs. Harmon and Street, along with several other County Superintendents joining in on the shared services concept, approached the State Legislature and requested specific statutory authority to operate Education Service Agencies. The result, Arizona Revised Statute 15-365, became law in 1987 and service programs operated through the office of a County School Superintendent.

Today in Arizona, County School Superintendents continue to operate Education Service Agencies. No two of these are alike since their primary focus is on meeting the needs of their specific local communities. In other words, if you have seen one ESA, you have seen one ESA. Many have common programs, but most have unique programs that only that one agency provides on an expanded basis. That is certainly true of the Yavapai County Education Service Agency.

All Arizona Education Services Agencies are members of the Association of Education Service Agencies (AESA), our national organization. Currently, Pinal County Superintendent Jill Broussard serves on that organization’s Board of Directors and Yavapai County School Superintendent Tim Carter represents Arizona on the Legislative Policy Committee.

All Arizona County School Superintendents comprise a statewide organization, the Arizona Association of County School Superintendents (AACSS), which is generally considered to be one of Arizona’s “education alphabet” groups.

**How is the Yavapai County Education Service Agency Funded?**

Like many Education Service Agencies nationally and all Education Service Agencies in Arizona, funding comes from a variety of sources. Other than the Yavapai Accommodation School District, the Juvenile Detention Center School, Elections, and Fiscal Services which are funded by state or local taxes, all other areas of ESA services come from grants and fee-for-service.

The following chart reveals the Fiscal Year 2017 for the YCESA:
Services Provided by the Yavapai County Education Service Agency

The YCESA provides central administration and support to school districts throughout Yavapai County. The following are Statutory Services provided by the YCESA:

- **Election Services**—The County School Superintendent is responsible for all elections related to schools and their Governing Boards. The YCESA Election Services manages all regular and special school elections including those for Governing Boards, Recalls, Bonds, Budget Overrides, District Boundaries Changes, Governing Board Size Changes from 3 to 5 members, and Property Sales. Offering support and guidance throughout the election cycle, the Elections Services hosts trainings for prospective Governing Board members and members of the public. If a Governing Board member is unable to complete a term, the County School Superintendent can exercise the discretion to appoint a new board member, hold a special election, or “hold” an appointment during the election cycle to allow the election to decide the issue. The Elections Services keeps updated records of all district Governing Boards, board members, campaign committees, and paperwork filed for election.

- **Fiscal Services**—The Yavapai County School Superintendent serves as the fiscal agent for the county school districts. Accounting services provided for school districts saves administrative costs and provides fiscal oversight for Yavapai County taxpayers. YCESA
responsibilities include providing financial consulting to school districts; reconciling cash balances with the County Treasurer’s office; verifying federal and state completion reports and transmitting them to the Arizona Department of Education; serving as the fiscal agent for consortium grants; reviewing annual financial reports and expenditure budgets; and reviewing and processing all expense and payroll vouchers for 25 school districts. We also work cooperatively with school districts in determining local property tax rates and assist them in complying with state statutes and regulations. We record teaching certificates, verify and file transcripts of legal boundaries of all school districts, and assist school districts with legislative agendas.

YC ESA Discretionary Services include:

- **Crisis Management Support**—The YCESA assists schools with individualized emergency response planning, connecting them with community and regional partners and support agencies as needed. With the occurrence of an incident resulting in loss of life or a critical emergency event that is beyond the capacity of an individual school to manage, we provide a no-cost Primary Response Team to reduce risk and promote healing, normally able to get to any school site in the county within a couple of hours.

- **E-Rate Services**—The E-Rate Services of the YCESA is guided by a single mission: maximizing our clients’ federal funding through the Federal Communications Commission’s (FCC) Universal Service E-Rate Program to provide high-speed Internet access and up-to-date networking equipment for schools and libraries. Through being focused on client needs, we deliver cost-effective consulting services that maximize client funding, regardless of the size or location of the library or local education agency. YCESA E-Rate Services partnerships are developed both through personal, one-on-one contact of potential clients and in response to inquiries for our assistance. We maintain the highest level of service through frequent, personal visits to their statewide Arizona locations. The client’s return on investment is maximized by our up-to-date knowledge of the data-intensive record of the federal program, as well as our ethical practices in providing effective, efficient access to the Internet. Customer satisfaction in services anticipated and delivered inform E-Rate Services’ operation and supports the dynamic programming we deliver.

- **Grants and Special Projects Services**—The YCESA Grants and Special Projects Services provide new and enhanced programs through grants, partnerships, collaborations and contracts. Working directly with individual and consortia of school districts and charter schools, we support assessment of needs, project development, funding resources, alliance building and grant application proposal development. YCESA is responsible for project and fiscal management when applicable, ensuring that reliable and ethical business practices are followed, including grant personnel, procurement, reporting and project strategies. To facilitate access to federal entitlement funds, we provide grant application and management services through consortia of multiple districts and schools. YCESA also assists schools and districts in their pursuit of competitive and entitlement funding opportunities, giving support in data collection and analysis, project
design, proposal writing and editing, and technical requirements. Grants Services includes a widely disseminated, twice monthly electronic list of current funding opportunities. Special Projects Services networks with schools and districts throughout the county, paying attention to individual and common needs and goals. Long- and short-range planning based on assessments and research results in projects, programs, and partnerships to enhance and aggregate resources, addressing school climate and safety, professional development, facility and technology needs, and improved student achievement.

- **Health and Nursing Services**—The Health and Nursing Services provided by the YCESA delivers services to schools that include, but are not limited to, hearing screening, vision screening, assessment of records for compliance with Arizona state statutes, immunizing students on-site in remote areas of the county, scoliosis screening, blood pressure screening, and height and weight assessments of students. The Health and Nursing Services team actively collaborates with other members of the YCESA to deliver services to students. It participates in and advises regarding health issues for services to special education students and collaborates with schools in planning Individual Education Plans (IEP). The Health and Nursing Services Staff also provides training for new and existing nurses and health assistants in Yavapai County and regional schools. We actively collaborate with schools and community partners such as Yavapai County Community Health Department to provide training and deliver educational services to students and staff including topics on health, safety and nutrition. In addition, we offer need-based support and guidance to all schools regarding the health, educational and safety needs of the school district staff, students and parents.

- **Special Education Services**—The YCESA provides clinicians certified by the Arizona Department of Education and related licensure by State and National Organization affiliation to provide collaborative special education services. The services provided by the YCESA clinicians are tailored to address the individual needs of each school, while maintaining compliant and best practice interventions in accordance with IDEIA and related rules for students with disabilities. Additionally, the YCESA provides clinicians with current assessment materials, training on current topics in special education and professional development to maintain the highest standard of service to local education agencies and parents of students with disabilities. The YCESA licensed and/or certified staff are available from the following disciplines:
  - **Licensed Professional/Clinical Social Workers** collaborate with students, schools and families to assess a student's social-emotional and adaptive behavior needs. They assist in determining appropriate supports, then help create behavior intervention plans. Licensed Professional/Clinical Social Workers are part of teams that determine eligibility for special education services; coordinate home, school and community services; and collaborate with teachers and parents to plan appropriate research-based instructional strategies. Through the individualized education plan (IEP), the team may determine that counseling services are a necessary related service for students with disabilities. When the IEP team identifies the need for counseling services, the YCESA special education
staff work in collaboration with the local school district and appropriate community agencies to provide counseling services by qualified personnel to meet the specific needs of that individual student.

- **Occupational Therapy Services** provides services to assist students in developing, improving and/or maintaining functional independence in the least restrictive educational setting. The therapy staff provide problem solving, direct service and consultative services depending upon individual student needs. Occupational therapy services may include identification, assessment and intervention; adaptation of the educational environment; prevention or minimization of the impact of initial or future impairment; and delay in development or loss of functional ability.

- **School Psychologists** provide services that assist parents and educators in meeting the needs of children and youth to succeed academically, socially and emotionally. They collaborate with educators, parents and other professionals to create safe, healthy and supportive learning environments that strengthen connections between home and school for all students. School psychologists are part of teams that determine appropriate supports, programming and services for students; determine eligibility for special education services; and collaborate with teachers and parents to plan appropriate research-based instructional strategies.

- **Speech-Language Pathologists** work with children who have a variety of communication needs, generally related to articulation, language, voice, fluency and early literacy. Speech-Language Pathologists also serve students who have complex communication needs associated with disabilities such as autism, physical impairment and head injury. Several options are available for service delivery so that the student's individual needs can be addressed. These options range from consultation and training with the student's educational team for one-to-one intervention with the student. Speech-Language Pathologists operate closely with teachers to support and enrich communication development in the classroom and work with school districts to provide in-service training on communication-related topics.

- **Special Education Consultants** facilitate the development of successful educational strategies and interventions for PreK-12 grade students. They serve both general education and special education students and have diverse expertise in classroom teaching. Special Education Consultants are part of teams that determine appropriate supports, programming and services for students; determine eligibility for special education services; and provide ongoing coaching and evaluation in curriculum activities and research-based strategies.

- **Professional Development (PD)**—Using a shared service model and awareness initiative of training events shared through various communication methods, the YCESA furnishes consistent information about available professional development (PD). These PD opportunities are offered locally at a fee much lower than the alternative of an out-of-town course. The reduction of travel and lodging and time savings are appealing to
school districts and attendees. With districts striving to share common calendars and, therefore, make PD opportunities more schedule compatible, the YCESA facilitates the promotion of these and decreases the need for duplicate courses offered for individual schools. Schools can consolidate PD presentations and communicate with the YCESA in order to share the opportunities and costs.

- **Technology**—The YCESA manages the Yavapai County Educational Technology Consortium (YCETC) which is organized as a voluntary, educational cooperative program. It is specifically for, but not limited to, promoting shared education technology activities among school districts, charter schools, the community college, and college, university, and library participants. YCETC creates a countywide instructional delivery system that allows site-to-site interaction; provides broadband connectivity from the state to the YCETC and its individual participant sites; insures redundant, secure and sustainable service; and provides a coordinated educational communication network that requires a joint integrated approach between participants and assures local control of the end use of the product.

- **Yavapai Accommodation School District # 99 (YASD)**—The Yavapai Accommodation School District (YASD) was created by Dr. Paul Street, Yavapai County School Superintendent in 2001, under jurisdiction of ARS 15-308.A, which states “The county school superintendent may provide educational services of an accommodation school to the school districts in the county using the facilities of the accommodation school. The county school superintendent shall administer the program and shall develop a fiscal year budget according to the process specified for school districts.” Accredited through 2017, the schools within this accommodation district include:
  - **Aspire High School**, home to high school-aged students (ages 14-22 years) in grades 9-12. Approximately 50 students attend Aspire High School, Monday-Thursday, 8:00 am - 1:15 pm. In addition, Aspire High School supports a Transition Program housed at the Juvenile Detention Center. In 2015, this new program under the direction of Yavapai County Superintendent Tim Carter, Presiding Superior Court Judge David Mackey, Presiding Juvenile Court Judge Anna Young, and a team of professionals to assist students exiting incarceration, yet not ready to be with a general population of students in a traditional setting. Aspire High School also offers intergovernmental agreements to local school districts to assist with students who need alternative education. The student population consists of those who, for example, come from broken homes, do not live with a biological parent, have previous disruptive behaviors, are returning drop outs, and/or are a year or more behind academically. The district’s curriculum is designed to accommodate for individual learning styles. Using a blended model program, each student’s academic plan is formulated around and developed based upon on his/her specific needs.
  - **Yavapai County High School (YCHS)**, having high school-aged students in grades 9-12, with an age span of 14 to 22 years. Approximately 40 students attend YCHS, Monday-Thursday in two daily sessions. The first session runs 7:30 am - 12:30 pm, and the second session is 12:30 pm - 5:30 pm. YCHS is a one-
classroom building setting with two certified teachers at a time on campus. The student population consists of those who, for instance, come from broken homes, do not live with a biological parent, have previous disruptive behaviors, are returning drop outs, and/or are a year or more behind academically. The district’s curriculum is designed to accommodate for individual learning styles. Using a blended model program, each student’s academic plan is formulated around and developed based upon on his/her specific needs.

- **Yavapai County Juvenile Detention School**—The Juvenile Detention School has been operating statewide in Arizona since 1994. The fundamental purpose of juvenile detention education is to provide an education program for all school-age youth detained in the respective county juvenile detention facilities that is aligned with public school education goals and requirements pursuant to Arizona Revised Statute 15-913. The process for establishing and implementing policies and procedures for the effective operation of the school is guided by the statutory responsibility for juvenile detention education. This statute ARS 15-913 assigns a dual responsibility to the County School Superintendent and Presiding Juvenile Court Judge to agree on the method of delivery of the education program in the juvenile detention center. In addition, the Arizona Detention Operational Standards, Section II A, provides the required framework for educational/diagnostic, screening/records retention, educational program structure, education assessments, educational plan and transfer of educational records for detention schools. The detention school operates on a year-round schedule as established for Yavapai County employees. The fiscal year begins July 1st and ends June 30th. Instructional days are 8:30 am - 3:30 pm, Monday – Friday, with an average of 240 instructional days a year. Due to the nature of the facility, the school has a transient student population. On average, there are 280-300 students served each year, ranging in age from 8-17 years. The majority of the students are in the upper end of this range. Managed by highly qualified teachers with the appropriate Arizona teacher certification, the curriculum consists of a combination of content and instruction delivered via digital and online media and traditional face-to-face instruction, based on the students’ needs. Each student has an individualized Transition Exit Plan that includes current education information and a plan for transitioning out of detention into community. Instruction is individualized and closely monitored by the entire staff. The school follows IEPs and IEP addenda if necessary to meet the students’ needs. It is also an approved GED testing center, a program that has been quite successful. Since the inception of the GED program, the Juvenile Detention School has partnered with Rio Salado College to offer correspondence courses. Students can now earn college credit while detained. The Yavapai County Juvenile Detention School was accredited through NCA in 2010, and is currently accredited with AdvancED through June 30, 2017.
Yavapai County is a Community of Partners

The Yavapai County Education Service Agency has valuable partnerships with the following organizations:

- **Administrative Office of the Courts (AOC)**—The administrative agency of the Arizona Supreme Court who has jurisdiction over funding and programs for the Arizona Juvenile Detention Schools.

- **AmeriCorps VISTA**—A national program that brings individuals and communities together to support issues related to poverty, working on a specific project with a nonprofit organization or public agency. Its focus is to build the organizational, administrative, and financial capacity of organizations that fight illiteracy, improve health services, foster economic development, and otherwise assist low-income communities. AmeriCorps VISTA will be supporting a current initiative of YCESA in early literacy.

- **Arizona Association of Counties (AACO)**—A 501(c)(6) statewide trade association that includes all 15 Arizona counties and each of their elected officials. Supt. Tim Carter was the President of AACO in 2011 and is currently on their Board of Directors.

- **Arizona Association of County School Superintendents (AACSS)**—An association of intergovernmental agreements between the 15 elected County Superintendents for shared services. Supt. Tim Carter serves as its Treasurer and Legislative Liaison with the U.S. Congress and the State Legislature.

- **Arizona Association of School Business Officials (AASBO)**—The AASBO is a professional organization, providing support and professional development opportunities for individuals in the field of education, particularly those who offer management and services in accounting, finance, budget, food and nutrition, technology, maintenance and facilities, pupil transportation, and other support service operations. With many of our districts as members, AASBO partners with the YCESA on the delivery of “basic and advanced school business official training” within our county and region. This training leads to a School Business Official Certificate issued by the Arizona Association of County School Superintendents (AACSS) and the AASBO. College credit for this program is available from Central Arizona College. The AASBO also provides valuable information to us during the year on the legislative process.

- **Arizona Auditor General**—The Office of the Auditor General serves as an independent source of impartial information concerning school districts and provides specific recommendations to improve their operations. The YCESA works with the Auditor General to ensure compliance with the Uniform System of Financial Records (USFR) and state laws.

- **Arizona Community Foundation (ACF)**—A philanthropic organization whose mission is a better Arizona. ACF awarded YCESA a $450,000 grant for a three-year project to support an early literacy initiative beginning in 2016.

- **Arizona Correctional Educators (ACE)**—An organization of intergovernmental agreement between the counties who operate juvenile detention centers for shared
services and professional development. Yavapai County Juvenile Detention School Principal Marvy McNeese currently serves as its President. The Yavapai County Juvenile Educational Program was named its Program of the Year in 2004 and 2012.

- **Arizona Department of Education (ADE)**—The state education agency (SEA) tasked with regulatory authority over all public K-12 education in Arizona. The State Superintendent of Public Instruction is its administrator.

- **Arizona Department of Revenue (ADOR)**—Serves the people of Arizona by administering tax laws. The YCESA works with ADOR on setting tax rates for the citizens of Yavapai County.

- **Arizona Partnership for Immunization (TAPI)**—A nonprofit organization that provides training, materials and guidance for vaccine delivery to the YCESA Health and Nursing Services Staff. TAPI promotes and supports immunization practices in Arizona and works to improve immunization rates nationwide.

- **Arizona School Administrators (ASA)**—A statewide association of school principals and superintendents. Several Yavapai County administrators are members. The YCESA partners with ASA on the delivery within our county and region of “qualified evaluator training”, required by law in Arizona.

- **Arizona School Boards Association (ASBA)**—A professional association of which the majority of elected school governing boards in Arizona are members. ASBA provides policy services, executive searches, professional development, and legislative advocacy. YCESA works closely with ASBA particularly in providing professional development for new and prospective governing board members and in legislative advocacy.

- **Arizona Secretary of State**—The Secretary of State, a partisan elected position, works hand-in-hand with the business community by recording partnerships of those doing business in Arizona and registering and certificating trade names and trademarks. The Secretary of State is also charged with a number of important state functions, including serving as acting governor when the governor is absent from the state. Another critical duty of the Office is providing trustworthy, secure elections. The Secretary of State serves as Chief Election Officer for the State. The Office certifies voting devices, election results, candidates and measures to the ballot, as well as the results of statewide elections. In addition, it is the filing office for campaign finance and expenditure reports made by lobbyists. The YCESA works with the Secretary of State in that the Agency is a commissioned Notary for public documents and attends its Elections Training in order to effectively and ethically oversee county education elections. The Arizona Secretary of State provides guidance to counties for general and special statewide elections.

- **Arizona Tax Research Association (ATRA)**—The only statewide taxpayer organization representing a cross section of Arizona individuals and businesses. Organized in 1940, ATRA is the largest and most respected independent and accurate source of public finance and tax policy information. It represents taxpayers before policy makers at the state and local level. The organization’s fundamental belief is that every governmental expenditure is directly related to a tax. Its goal is efficient statewide government and
the effective use of tax dollars through sound fiscal policies. YCESA works with ATRA on setting tax rates for the school districts in Yavapai County.

- **Association of Educational Service Agencies (AESA)** — The national association of education service agencies. Supt. Tim Carter represents Arizona on its Legislative Policy Committee. The Arizona Association of County School Superintendents (AACSS) has also become its partner to market their Loan Forgiveness Program in Arizona.

- **Boys and Girls Club of Yavapai County** — The organization that provides a safe place where young people can go for fun and friendship. This partnership provides a service to all young people to enable them to become caring and productive citizens. The YCESA works with the Boys and Girls Club to provide the opportunity to learn, grow, give back to the community, discover their needs, set goals, and meet new friends.

- **Centers for Disease Control (CDC)** — The federal organization that offers guidelines regarding vaccines, non-vaccines, preventable disease outbreaks and damage control in the event of an outbreak. CDC provides trainings and materials for YCESA Health and Nursing Services to use in vaccine delivery and promotion.

- **Central Arizona College (CAC)** — offers college credit through the YCESA School Business Manager program, in conjunction with the AACSS and AASBO.

- **Education Scholarship Endowment of Yavapai County (ESEYC)** — The 501(c)(3) provides tax advantaged donations to promote the development of new teachers within Yavapai County through the issuance of college scholarships. Supt. Tim Carter serves as the Secretary of the Board of Directors.

- **Cooperative Education Partners (CEP)** — An informal organization that includes members of five County Education Service Agencies, the Arizona Department of Education, and the Governor’s Office, who meet regularly to discuss and make management decisions around K-12 educational issues. Executive Director Stan Goligoski represents the YCESA on this group.

- **First Things First (FTF)** — A statewide organization, approved by voter initiative, which is committed to helping Arizona kids, five and younger, receive the quality education, healthcare and family support they need to arrive at school healthy and ready to succeed. FTF is a community partner on the three-year early literacy grant.

- **Forest Fee Management Association (FFMA)** — An organization formed to maximize the benefits of Secure Rural School funding, commonly called forest fees. The 26 districts in Yavapai County receive their allocations through the county, and have created a voluntary process using an intergovernmental agreement to return half of those funds annually to the FFMA Board of Directors, elected by the member districts, for common usage and benefit. As an example, FFMA provides E-Rate funding, grant writing services, a monthly newsletter, technology services, two lobbyists, and payment of election costs. Supt. Carter and Executive Director Goligoski facilitate the Board of Directors and the YCESA serves as their fiscal agent. This association and concept was awarded the Summit Award in 2012 by the Arizona Association of Counties (AACO) as the most innovative, non-instructional program in Arizona.
• **Grand Canyon University (GCU)**—A private Christian university in Phoenix, with whom YCESA has several partnerships, including the recruitment and retention of teachers.

• **MATFORCE**—An award winning countywide organization designed to reduce drug abuse in Yavapai County. Supt. Carter serves on its Board of Directors.

• **Milestones Project**—An agreement among school districts, charter schools, mental health providers, courts, law enforcement agencies, and the juvenile probation department within Yavapai County to provide immediate and no-cost services to students who are identified as being potentially violent/dangerous to others. The YCESA facilitates the program. This project was the winner of the Arizona Association of Counties (AACO) Summit Award in 2015 as the most innovative non-instructional program in Arizona.

• **National Association of Counties (NACO)**—A 501(c)(6) national trade association, of which the Arizona Association of Counties (AACO) is a member.

• **National Association of School Nurses (NASN)**—A national support association for school nurses that promotes the value of school nurses’ presence to the public, administrators and the Federal Legislature. NASN also provides training and guidance to school nurses regarding standards of practice and the legalities of the Nurse Practice Act.

• **Northern Arizona University (NAU)**—A state university located in Flagstaff, with whom YCESA has partnered on many projects, including grant effectiveness and assessment and professional development for teachers. NAU and Yavapai College have a solid partnership at the Prescott Valley Campus referred to as NAU/Yavapai.

• **Partners for Healthy Students (PHS)**—A School Based Health Clinic (SBHC) sponsored by Yavapai Regional Medical Center (YRMC), with a Nurse Practitioner, Medical Assistant and driver. The YCESA Health and Nursing Services staff collaborates regularly with PHS on student health issues, immunization delivery, and equipment usage and improvement.

• **Prescott College**—A local private college with which the YCESA partners on several programs, including professional development for new and prospective teachers.

• **Prescott Granite Mountain Hotshots Memorial Education Foundation (Hotshots Foundation)**—A 501(c)(3), with seven prominent Arizona educational partners who make up the Board of Directors. This foundation has raised considerable funding to provide for the wives and children of the 19 Granite Mountain Hotshots who were tragically killed in the Yarnell Hill fire in Summer 2013. All K-12 and colleges expenses will be covered until the youngest child of those who lost their lives is 25 years of age. Supt. Carter facilitates the meetings of the Board and serves as the Treasurer. YCESA functions as the fiscal agent.

• **Rio Salado College**—The Yavapai County Juvenile Detention School has partnered with Rio Salado College offering correspondence courses for students who have earned their GED.

• **Risk Retention Trust (The Trust)**—The organization that provides liability insurance coverage for most school districts in Arizona. We work closely with the Trust to
disseminate information and provide professional development. The Trust is a sponsor of our defensive driving classes which lead to an endorsement to the Arizona teaching certificate in order to teach Driver Education in Arizona schools.

- **Rodel Foundation**—A nationally recognized leader in the development of outstanding teachers and leaders, as well as an elementary math program. Supt. Carter serves on its Advisory Board.

- **Superintendent of Public Instruction (SPI)**—A statewide partisan elected official, who leads the state education agency, the Arizona Department of Education (ADE).

- **State Board of Education (SBE)**—Arizona’s constitutionally created policy making body. Supt. Carter, appointed by Governor Ducey and confirmed by the Arizona Senate, is currently serving a term on this body.

- **Vaccine for Children (VFC)**—A federal program that provides vaccine to be administered to children for reduced or no cost. In addition to ordering, managing and delivering vaccine, the YCESA Health and Nursing Services staff receive and share with schools input regarding storage and best practice for delivery of immunizations in schools. A VFC representative also meets with the nursing staff yearly to inspect the YCESA for compliance regarding storage and handling of vaccine, and provides continuing education regarding the Arizona State Immunization Information System (ASIIS) program. The Health and Nursing Services staff uses this program daily to monitor and record immunization delivery and to assess student vaccine status to confirm they are compliant for school attendance. YCESA is also a Federally Qualified Health Center (FQHC) through VFC due to the remote locations we serve.

- **Yavapai College (YC)**—The local community college with which the YCESA has many partnerships and collaborations.

- **Yavapai County Assessor**—The assessor values all property in the county, and provides information to the YCESA in regard to assessed valuations.

- **Yavapai County Community Health Services (YCCHS)**—The Yavapai County health department providing the public with health assessments, immunizations, disease management and dental services on a sliding fee scale based on income. YCCHS also monitors immunization rates of schools in the county. YCESA works with them to provide training to school personnel, improve the efficiency of immunization delivery, and yearly signing of standing orders for our vaccine provider agreement with Vaccine for Children (VFC).

- **Yavapai County Education Foundation (YCEF)**—A 501(c)(3) non-profit organization for tax advantaged donations to assist districts, charters, and private schools in Yavapai County. Supt. Carter serves as its Secretary-Treasurer. Signature programs include the Yavapai County Teacher of the Year program and the Classroom Mini Grant Program.

- **Yavapai County Education Technology Consortium (YCETC)**—A countycwide technology consortium of all 26 school districts as members. It manages technology policy, group purchasing, troubleshooting, and professional development within the county. YCESA Executive Director Stan Goligoski is the Executive Director and facilitates meetings of the Board of Directors. The Board is comprised of representatives selected by the member
districts through the terms of an intergovernmental agreement. The YCESA serves as the fiscal agent.

- **Yavapai County Government**—The governing authority for Yavapai County, Arizona. A five-member partisan elected Board of Supervisors (BOS) works with independently elected officials, including the Sheriff, Recorder, County Attorney, Treasurer, Clerk of the Court, Judges, Assessor, Constables, and School Superintendent. Each has own statutory authority outside the control of the BOS. The BOS primary responsibilities lie in policy, budget and management. Our county officials have an excellent and respectful working relationship. All are Republicans, as Yavapai County is highly conservative.

- **Yavapai County Treasurer**—The Treasurer acts as the bank for our school districts. The YCESA works closely with the Treasurer to be in compliance with the Auditor General and state law.

- **Yavapai Healthy Schools**—A new partnership, providing organization and collaboration with YCCHS and multiple county and state agencies to supply resources in schools for improved mental and physical health of students.

- **YMCA of Yavapai County**—An association of persons of all ages who are united in a common effort to put Christian principles into practice through programs that build healthy spirit, mind and body for all. YCESA Executive Director Stan Goligoski is a member of the Board of Directors, which sets policy, gives ideas and oversees the financial decisions that govern the YMCA. It is supported by memberships, program fees and public and private contributions. The YMCA is open to everyone regardless of ability to pay. An extensive scholarship program ensures access for kids and families who could not otherwise afford the benefits of the YMCA.

- **Youth Conservation Corps (YCC)**—A partnership developed through a collaboration between the Prescott National Forest Service and the YCESA. The project work helps youth gain an understanding of the complex interrelationships between humans, animals, and plants and their direct impact on the physical environment. The project activities instill a value for hard work and a sense of accomplishment. The YCC project includes watershed restoration such as erosion control, water catchments, recreation site maintenance, trash removal, trail obliteration, trail maintenance, timber sale area seeding, wildlife habitat restoration, and noxious weed control. It is fully funded through United States Department of Agriculture and other agency grants and the YCESA responsibilities include fiscal agent, hiring of YCC staff and participants, and providing supplies to the program director.

**Our Staff, Our Greatest Strength**

Without doubt, the YCESA people are the most important aspect of our agency. They are the ones who make a positive difference every day and continually cause the increase in the demand for our services.

Based on Arizona statute, the YCESA staff falls into two categories: those who perform functions required under law (statutory) and those who perform functions that are permissible.
Each county superintendent is required by statute to be the fiscal agent for school districts and to administer their elections. All other functions in which we engage—the operation of a Juvenile Detention School, an Accommodation School District, E-Rate consultation, and the Education Service Agency—are permissive. The funding sources for each of these functions is noted in FY17 YCESA Funding Sources by Program on page 8.

The organizational structure of the YCESA as of June 1, 2016, follows:

Our Facilities

The Yavapai County Education Service Agency currently operates from four sites as described below:

The office of the Yavapai County Education Service Agency, the offices of the Yavapai Accommodation School District #99, and Aspire High School share a common building located at 2970 Centerpointe East in Prescott, AZ 86301. This building is referred to as the Yavapai County Education Center or the Centerpointe Campus and is also the home of the Coulter/Giffin/Taylor Training Room. This site includes the offices of the County School Superintendent, the
Chief Deputy and her staff who are responsible for fiscal services, the election coordinator, and the Executive Director of the YCESA and Grant and Special Projects Services and is the home base for all YCESA remote staff, which constitutes a majority of our staff.

This Centerpointe East facility was opened in August 2012. It was funded by the Arizona State Facility Board (SFB) under a federal grant, the American Recovery and Reinvestment Act (ARRA), and is owned by the Yavapai Accommodation School District (YASD). Governor Jan Brewer (R), Congressman Paul Gosar (R), and the County Board of Supervisors assisted with the dedication ceremony, a standing room only event. The guests lauded this concept as a model of the “cooperative spirit of state and local agencies working together for the collective good and a model of efficiency”. There is a Joint Use Facility IGA between the YASD with Yavapai County Government that provides a low cost lease to the County School Superintendent, Fiscal Services, Election Services, and the Education Service Agency and an ongoing maintenance contract with Yavapai County Facilities Management for the structure.

Originally the offices of the Yavapai Accommodation School District were located in Prescott Valley in a strip center that was also the site of the original school. The current Yavapai County High School was constructed in 1993 and is located at 6325 Baja Circle, Prescott Valley, AZ 86314. This building, located about 5 miles from the Yavapai County Education Center Centerpointe East campus, was also funded by the Arizona School Facility Board. This, however, used general fund dollars in a supplemental appropriation from the State Legislature. It is fully owned by the Yavapai Accommodation School District.

The Yavapai County Juvenile Detention School (YCJDS) is housed in a secure care portion of the Yavapai County Juvenile Justice and Education Center at 1100 Prescott Lakes Parkway, Prescott, AZ 86301. The facility was built by the Yavapai County Government using their general fund and was first occupied in 2013. The facility is owned by Yavapai County.

Our E-Rate Consulting Services are housed in the Yavapai County Administration Office, on the first floor, at 10 S. 6th Street, Cottonwood, AZ 86326. This facility was a 1999 redesign of two buildings, the previous County Library and a County Court. The space is owned by Yavapai County and is allocated for our use. Our staff also uses the Centerpointe East campus as needed.