

**MONTGOMERY COUNTY  
TEXAS**

**Comprehensive Annual Financial Report**



**For the Fiscal Year Ended  
September 30, 2010**



**MONTGOMERY COUNTY, TEXAS**  
**COMPREHENSIVE ANNUAL FINANCIAL REPORT**  
**FOR THE FISCAL YEAR ENDED**  
**SEPTEMBER 30, 2010**

**Prepared by**

**THE MONTGOMERY COUNTY AUDITOR'S OFFICE**  
**Phyllis L. Martin**  
**County Auditor**



**MONTGOMERY COUNTY, TEXAS**  
**Comprehensive Annual Financial Report**  
**Table of Contents**  
**Year Ended September 30, 2010**

**PAGE**

**INTRODUCTORY SECTION**

|  |  |   |
|--|--|---|
| County Auditor’s Letter of Transmittal . . . . .       |  | 1 |
| GFOA Certificate of Achievement. . . . .               |  | 5 |
| Organization Chart . . . . .                           |  | 6 |
| Directory of Elected and Appointed Officials . . . . . |  | 7 |

**FINANCIAL SECTION**

|   |  |    |
|---|--|----|
| Independent Auditors’ Report . . . . .  |  | 9  |
| Management’s Discussion and Analysis.(Required Supplementary Information) . . . . . |  | 11 |

**Basic Financial Statements:**

**EXHIBIT**

Government-wide Financial Statements:

|                                  |    |    |
|----------------------------------|----|----|
| Statement of Net Assets. . . . . | I  | 28 |
| Statement of Activities. . . . . | II | 29 |

Fund Financial Statements:

|  |     |    |
|--|-----|----|
| Balance Sheet – Governmental Funds . . . . .   | III | 30 |
| Reconciliation of the Balance Sheet of the Governmental<br>Funds to the Statement of Net Assets.. . . .  |     | 33 |
| Statement of Revenues, Expenditures, and Changes in<br>Fund Balances – Governmental Funds. . . . .   | IV  | 34 |
| Reconciliation of the Statement of Revenues, Expenditures,<br>and Changes in Fund Balances of the Governmental<br>Funds to the Statement of Activities . . . . . |     | 37 |
| Statement of Revenues, Expenditures, and Changes in<br>Fund Balances – Budget (GAAP Basis) and Actual –<br>Major Governmental Funds . . . . .                    | V   | 38 |
| Statement of Assets and Liabilities – Fiduciary Funds. . . . .   | VI  | 41 |
| Notes to the Financial Statements . . . . .  |     | 42 |

**Additional Supplementary Information:**

**SCHEDULE**

|  |     |    |
|--|-----|----|
| Schedule of Revenues and Other Financing Sources – Budget<br>(GAAP Basis) and Actual – General Fund . . . . .  | A-1 | 68 |
| Schedule of Expenditures and Other Financing Uses – Budget<br>(GAAP Basis) and Actual – General Fund . . . . . | A-2 | 70 |

**Combining and Individual Fund Statements and Schedules:**

|   |     |    |
|---|-----|----|
| Combining Balance Sheet – Nonmajor Governmental Funds . . . . .   | B-1 | 82 |
| Combining Statement of Revenues, Expenditures, and Changes<br>in Fund Balances – Nonmajor Governmental Funds. . . . .     | B-2 | 83 |
| Combining Balance Sheet – Nonmajor Special Revenue Funds. . . . .   | C-1 | 86 |
| Combining Statement of Revenues, Expenditures, and Changes<br>in Fund Balances – Nonmajor Special Revenue Funds . . . . . | C-2 | 90 |

**MONTGOMERY COUNTY, TEXAS**  
**Comprehensive Annual Financial Report**  
**Table of Contents**  
**Year Ended September 30, 2010**

|   | <b><u>SCHEDULE</u></b> | <b><u>PAGE</u></b> |
|---|------------------------|--------------------|
| Schedule of Revenues, Expenditures, and Changes in Fund<br>Balance – Budget (GAAP Basis) and Actual – Attorney<br>Administration Fund . . . . .             | C-3                    | 94                 |
| Schedule of Revenues, Expenditures, and Changes in Fund<br>Balance – Budget (GAAP Basis) and Actual –<br>Forfeitures Fund. . . . .                          | C-4                    | 95                 |
| Schedule of Revenues, Expenditures, and Changes in Fund<br>Balance – Budget (GAAP Basis) and Actual – Civic<br>Center Complex Fund. . . . .                 | C-5                    | 96                 |
| Schedule of Revenues, Expenditures, and Changes in Fund<br>Balance – Budget (GAAP Basis) and Actual – FEMA<br>Disaster Grants Fund. . . . .                 | C-6                    | 97                 |
| Schedule of Revenues, Expenditures, and Changes in Fund<br>Balance – Budget (GAAP Basis) and Actual – Jury Fund. . . . .                                    | C-7                    | 98                 |
| Schedule of Revenues, Expenditures, and Changes in Fund<br>Balance – Budget (GAAP Basis) and Actual – Sheriff<br>Commissary Fund . . . . .                  | C-8                    | 99                 |
| Schedule of Revenues, Expenditures, and Changes in Fund<br>Balance – Budget (GAAP Basis) and Actual – Memorial<br>Library Fund . . . . .                    | C-9                    | 100                |
| Schedule of Revenues, Expenditures, and Changes in Fund<br>Balance – Budget (GAAP Basis) and Actual –<br>Community Development Fund. . . . .                | C-10                   | 101                |
| Schedule of Revenues, Expenditures, and Changes in Fund<br>Balance – Budget (GAAP Basis) and Actual – Animal<br>Shelter Fund . . . . .                      | C-11                   | 102                |
| Schedule of Revenues, Expenditures, and Changes in Fund<br>Balance – Budget (GAAP Basis) and Actual – Law<br>Library Fund . . . . .                         | C-12                   | 103                |
| Schedule of Revenues, Expenditures, and Changes in Fund<br>Balance – Budget (GAAP Basis) and Actual –<br>Historical Commission Fund. . . . .                | C-13                   | 104                |
| Schedule of Revenues, Expenditures, and Changes in Fund<br>Balance – Budget (GAAP Basis) and Actual –<br>Alternate Dispute Resolution Fund . . . . .        | C-14                   | 105                |
| Schedule of Revenues, Expenditures, and Changes in Fund<br>Balance – Budget (GAAP Basis) and Actual – Juvenile<br>Probation Fund. . . . .                   | C-15                   | 106                |
| Schedule of Revenues, Expenditures, and Changes in Fund<br>Balance – Budget (GAAP Basis) and Actual – Records<br>Management and Preservation Fund . . . . . | C-16                   | 107                |
| Schedule of Revenues, Expenditures, and Changes in Fund<br>Balance – Budget (GAAP Basis) and Actual – Pre-Trial<br>Diversion Fund . . . . .                 | C-17                   | 108                |

Schedule of Revenues, Expenditures, and Changes in Fund

**MONTGOMERY COUNTY, TEXAS**  
**Comprehensive Annual Financial Report**

**Table of Contents**

**Year Ended September 30, 2010**

|   |      |     |
|---|------|-----|
| Balance – Budget (GAAP Basis) and Actual – Child Welfare Fund . . . . .   | C-18 | 109 |
| Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget (GAAP Basis) and Actual – Airport Maintenance Fund . . . . .                     | C-19 | 110 |
| Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget (GAAP Basis) and Actual – Federal ARRA Grant Fund . . . . .                      | C-20 | 111 |
| Combining Balance Sheet – Nonmajor Debt Service Funds . . . . .   | D-1  | 114 |
| Combining Statement of Revenues, Expenditures, and Changes in Fund Balances – Nonmajor Debt Service Funds . . . . .                                       | D-2  | 115 |
| Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget (GAAP Basis) and Actual – Debt Service Fund . . . . .                            | D-3  | 116 |
| Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget (GAAP Basis) and Actual – Jail Financing Corporation Debt Service Fund . . . . . | D-4  | 117 |
| Combining Balance Sheet – Nonmajor Capital Project Funds . . . . .  | E-1  | 120 |
| Combining Statement of Revenues, Expenditures, and Changes in Fund Balances – Nonmajor Capital Project Funds. . . . .                                     | E-2  | 124 |
| Combining Statement of Assets and Liabilities – Agency Funds. . . . .   | F-1  | 128 |
| Combining Statement of Changes in Assets and Liabilities – Agency Funds . . . . .   | F-2  | 129 |
| <b>Capital Assets Used in the Operation of Governmental Funds:</b>  |      |     |
| Schedule by Source . . . . .  | G-1  | 131 |
| Schedule by Function and Activity . . . . .   | G-2  | 132 |
| Schedule of Changes by Function and Activity . . . . .  | G-3  | 134 |

**STATISTICAL SECTION**

**TABLE**

**Financial Trends:**

|  |     |     |
|--|-----|-----|
| Net Assets by Component . . . . .  | I   | 139 |
| Changes in Net Assets. . . . .   | II  | 140 |
| Governmental Fund Balances – Last Ten Fiscal Years. . . . .                    | III | 142 |
| Changes in Fund Balances, Governmental Funds – Last Ten Fiscal Years . . . . . | IV  | 144 |

**Revenue Capacity:**

|  |    |     |
|--|----|-----|
| Taxable Assessed Value and Actual Value of Property – Last Ten Fiscal Years. . . . .     | V  | 147 |
| Property Tax Rates – Direct and Overlapping Governments – Last Ten Fiscal Years. . . . . | VI | 148 |

**MONTGOMERY COUNTY, TEXAS**  
**Comprehensive Annual Financial Report**

**Table of Contents**

**Year Ended September 30, 2010**

|  |       |     |
|--|-------|-----|
| Principal Taxpayers – Current Year and Nine Years Ago . . . . .                              | VII   | 156 |
| Property Tax Levies and Collections – Last Ten Fiscal Years. . . . .                         | VIII  | 157 |
| <b>Debt Capacity:</b>  |       |     |
| Ratios of Outstanding Debt by Type – Last Ten Fiscal Years. . . . .                          | IX    | 158 |
| Ratios of Net General Bonded Debt Outstanding – Last<br>Ten Fiscal Years . . . . .           | X     | 159 |
| Legal Debt Margin – Last Ten Fiscal Years. . . . .   | XI    | 160 |
| Direct and Overlapping Debt. . . . .   | XII   | 162 |
| Pledged-Revenue Coverage – Last Ten Fiscal Years. . . . .                                    | XIII  | 165 |
| <b>Economic and Demographic Indicators:</b>  |       |     |
| Demographic and Economic Statistics – Last Ten Fiscal Years. . . . .                         | XIV   | 166 |
| Principal Employers – Current Year and Nine Years Ago . . . . .                              | XV    | 167 |
| <b>Operating Information:</b>  |       |     |
| County Employees by Function – Last Ten Fiscal Years. . . . .                                | XVI   | 169 |
| Operating Indicators by Function – Last Ten Fiscal Years . . . . .                           | XVII  | 170 |
| Capital Asset and Infrastructure Statistics by Function –<br>Last Ten Fiscal Years . . . . . | XVIII | 172 |



# INTRODUCTORY SECTION





**Montgomery County, Texas**  
**Office of the County Auditor**  
501 North Thompson, Suite 205, Conroe, Texas 77301  
P. O. Box 539, Conroe, Texas 77305

Phyllis L. Martin  
County Auditor

Peggie Rushing  
1<sup>st</sup> Assistant County Auditor

March 30, 2011

The Board of District Judges  
The Commissioners' Court  
Montgomery County, Texas

Honorable Judges and Commissioners:

The Comprehensive Annual Financial Report of Montgomery County, Texas, for the year ended September 30, 2010, is submitted herewith. This report was prepared by the County Auditor in accordance with generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board, and is in compliance with Chapter 114.025 and Chapter 115.045 of the Local Government Code.

Responsibility for both the accuracy of the presented data and the completeness and fairness of the presentation, including all disclosures, rests with the County. To provide a reasonable basis for making this representation, Montgomery County management has established a comprehensive internal control framework designed both to protect governmental assets from loss, theft, or misuse, and to compile sufficient reliable information for the preparation of the county's financial statements in conformity with Generally Accepted Accounting Principles (GAAP). Montgomery County's comprehensive framework, because the cost of internal controls should not outweigh their benefits, has been designed to provide reasonable, rather than absolute, assurance that the financial statements will be free from material misstatement. We believe the data as presented is accurate in all material aspects; that it is presented in a manner designed to fairly set forth the financial position and results of operations of Montgomery County as measured by the financial activity of its various funds; and that all disclosures necessary to enable the reader to gain the maximum understanding of the County's financial activity have been included.

Montgomery County's financial statements have been audited by Hereford, Lynch, Sellars & Kirkham, P.C., a firm of licensed certified public accountants. The goal of the independent audit was to provide reasonable assurance that the financial statements of the County for the fiscal year ended September 30, 2010 are free of material misstatement. The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial presentation. The independent auditor concluded, based on the audit, that there was a reasonable basis for rendering an unqualified opinion that the financial statements of Montgomery County for the year ended September 30, 2010 are fairly presented in conformity with GAAP. The independent auditor's report is presented as the first component of the financial section of this report.

The independent audit of the financial statements of Montgomery County was a part of a broader, federally mandated "Single Audit" designed to meet the special needs of federal grantor agencies. The

standards governing Single Audit engagements require the independent auditor to report not only on the fair presentation of the financial statements, but also on the government's internal controls and compliance with legal requirements. Specific emphasis was placed on internal controls and compliance with laws and regulations involving the administration of federal awards. This Single Audit Report is available as a separate report from Montgomery County.

GAAP require that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to compliment MD&A and should be read in conjunction with it. Montgomery County's MD&A can be found immediately following the report of the independent auditors.

### **Profile of Montgomery County**

Montgomery County was created in 1837, and is located on Interstate 45, approximately forty miles north of downtown Houston. The County provides a full range of services, including police protection, legal and judicial services, construction and maintenance of roads and bridges, public health service, and facilities for recreational and cultural use. The County operates a full service airport as a reliever to nearby Bush Intercontinental Airport. Three major rail lines intersect in the county seat of Conroe. The Lone Star College System offers both 2- and 4-year degree plans in partnership with several universities throughout the state. Scenic Lake Conroe sits among some 1,090 square miles of rolling hills and grassy meadows to create an atmosphere of rural America nestled securely beside its urban neighbors.

The County operates as specified under the Constitution of the State of Texas, and in accordance with the provisions of the State Statutes of Texas, which provide for a Commissioners' Court consisting of the County Judge and four Commissioners, each of whom is elected from four geographical precincts. The County Judge is elected for a four-year term, and the Commissioners for four-year staggered terms.

The U.S. Census Bureau reported the 1990 population for Montgomery County to be 180,394, and the year 2000 population to be 293,768. At September 30, 2010 the new census population was 455,746. This 55% growth in the last decade was evident in the increased demand for service at the county level. The main impetus for growth in the past two decades has come from the expansion of nearby metropolitan Houston. Many Montgomery County residents now work in Houston, and the spread of the city's suburbs into the county has led to a rapid rise in population. In recent years Montgomery County has become a recreation destination for many Houston residents. The area, with its abundant lakes and the Sam Houston National Forest, offers numerous opportunities for hunting, boating, fishing, and hiking.

Montgomery County maintains strict budgetary controls to ensure compliance with legal provisions in the annual appropriated budget approved by the governing body. Activities of the General Fund, the Special Revenue Funds, and the Debt Service Funds are included in the annual appropriated budget. Budget to actual comparisons are provided in this report for all funds for which an annual appropriated budget is adopted. According to the budget laws of the State of Texas, expenditures may not exceed the amount appropriated for each fund. The County Auditor is responsible for compiling and presenting a budget to Commissioners' Court for their consideration and approval, adhering to a calendar established by the statutes of the State of Texas. In keeping with those statutes, the ad valorem tax levy cannot be established until the budget is adopted. In Montgomery County, the budget is adopted by September 1 of each year. Once adopted, the budget is enforced by the County Auditor, as provided by statute.

### **Factors Affecting Financial Condition**

The information presented in the financial statements of Montgomery County is best understood when it is considered from the broader perspective of the specific environment within which Montgomery County operates.

**Local economy-** The County's economy has historically been based on mineral production (oil, gas, sand, and gravel), agriculture (horses, cattle, greenhouse nurseries), and lumbering (timber products). In recent years, the largest industry has been education, health and social services, with retail trade and manufacturing following. Investments made in Texas highways recently have assisted in attracting new and diverse businesses to the County. The Woodlands, a planned community in south Montgomery County, is home to energy, biomedical, and technology businesses, causing ever-continued growth in the southern part of the County.

**Long-term financial planning-** The Commissioners' Court continues to be very active in infrastructure development, specifically road improvements, to help insure economic growth. In the second half of calendar year 2005, the County executed an agreement with the Texas Department of Transportation that is facilitating the improvement of five separate state-owned roads. This "pass-thru toll" agreement provides for the County to pledge local funds to improve these roads, with a partial reimbursement from highway funds at a later date. The County pledged \$100 million of the Series 2006 \$160 million voter-approved road bonds, as well as an additional \$88 million of future bonds to leverage the federal funds for the projects in the hopes of gaining an estimated \$232 million in improvements for the citizens of Montgomery County.

As part of this future planning, the Commissioners' Court created the Montgomery County Toll Road Authority ("MCTRA") in August 2006. The MCTRA will be charged with the task of collecting tolls from vehicles traveling on that portion of State Highway 242 which connects with Interstate 45 in southern Montgomery County. This project will improve one of the specific roads listed in the agreement with the Texas Department of Transportation, and is expected to commence in early 2011. Revenues generated by the authority are anticipated to be used to either retire a portion of the debt related to the construction or to fund future improvements.

In an effort to combat the increasing inflationary cost on medical claims and to control utilization of plan benefits by participants, the County has opened a wellness clinic, which will allow the County to pay for minor medical services at substantially reduced pricing. The clinic will also be modeled to offer Health Risk Assessments (HRA) which will allow for identification and education for the prevention of medical conditions by the employee/retiree population. With proper maintenance of certain medical conditions, the employer sponsored medical plan will be less apt to incur large claims.

In addition to traditional medical claims, the Clinic will offer immediate medical services for workers compensation injuries. A large percentage of workers compensation claims could be resolved at the clinic and the employee would be released back to work. This method of service would allow for a reduction of workers compensation claim cost and workers compensation indemnity payments for the County.

If all components of the medical clinic are implemented, including a pharmacy, the County should achieve substantial savings now and in the future.

**Cash management policies and practices-** The County's investment function operates within the guidelines of a written policy as required by the Public Funds Investment Act. An investment committee comprised of the County Treasurer, Tax Assessor-Collector, District Clerk, and a member of Commissioners' Court oversees the investment activities for the County. The County Auditor and County Attorney are advisors to the committee. Commissioners' Court has designated the County Treasurer the investment officer for the County.

Specific investment strategies have been identified for each group of funds. Strategies emphasize safety of principal as well as liquidity. Demand deposits are covered by pledged collateral maintained in joint safekeeping accounts at Compass Bank. Special attention is paid to timing maturities to be consistent with construction project draws and regular operating expenditures.

**Risk Management-** The County retains various levels of risk, and accounts for the associated expenditures in the General Fund. The portions of risk that are not transferred to third party coverage are self-funded by the County under formal arrangements. Additional information concerning the County's risk management activities is included in the notes to the financial statements.

**Pension and other post-employment benefits-** The County provides retirement, disability, and death benefits for all of its full-time regular employees through a nontraditional defined benefit pension plan in the statewide Texas County and District Retirement System (TCDRS). Detailed information on the retirement plan and other post-employment benefits can be found in the notes to the financial statements.

**Energy innovations-** Various energy saving ventures have been planned for county owned facilities. Lighting retrofits and solar charging panels will be installed in the county's parking garages to recycle energy produced back into the county's building grid. Infrastructure projects to replace outdated windows and air conditioning units in the Montgomery County Courthouse and old Administration Building are expected to greatly reduce energy consumption. These projects are part of the \$3.2 million U.S. Department of Energy efficiency and conservation grant.

### **Awards and Acknowledgments**

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to Montgomery County for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ended September 30, 2009. This was the twenty-second consecutive year that the County has achieved this prestigious award. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe that our current comprehensive annual financial report continues to meet the Certificate of Achievement Program's requirements, and we are submitting it to the GFOA to determine its eligibility for another certificate.

The preparation of this report would not have been possible without the efficient and dedicated services of all County departments. I want to express my appreciation to the entire staff of the Office of County Auditor for their continued efforts. I also wish to commend the members of the Commissioners' Court for conducting the financial operations of Montgomery County in a responsible manner, while meeting the increasing demands for public service.

Respectfully submitted,

Phyllis L. Martin  
Montgomery County Auditor

/s

# Certificate of Achievement for Excellence in Financial Reporting

Presented to

Montgomery County  
Texas

For its Comprehensive Annual  
Financial Report  
for the Fiscal Year Ended  
September 30, 2009

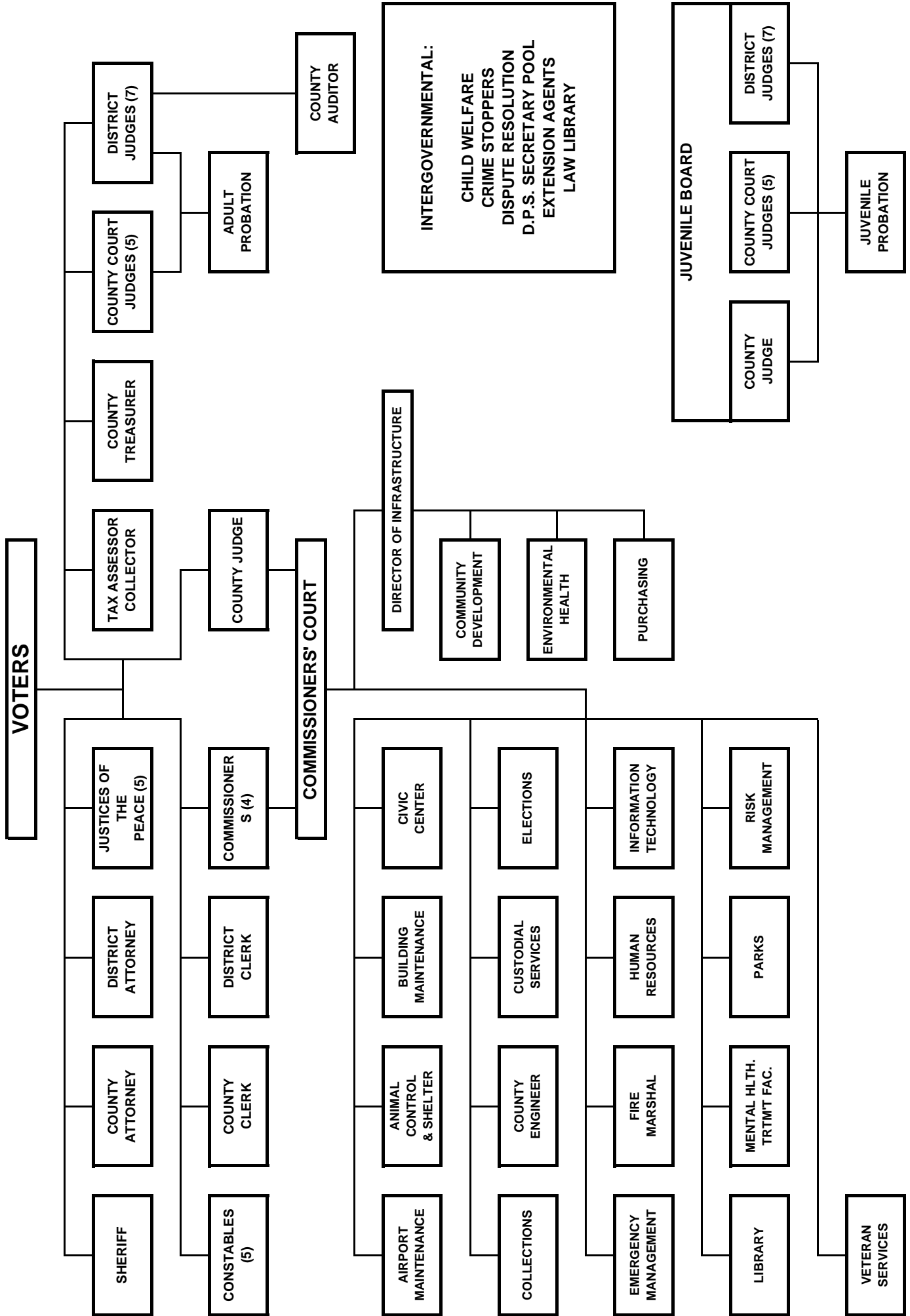
A Certificate of Achievement for Excellence in Financial Reporting is presented by the Government Finance Officers Association of the United States and Canada to government units and public employee retirement systems whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.



President

Executive Director

# MONTGOMERY COUNTY, TEXAS ORGANIZATION CHART





MONTGOMERY COUNTY, TEXAS  
DIRECTORY OF OFFICIALS  
SEPTEMBER 30, 2010

COMMISSIONERS' COURT:

|                  |                           |
|------------------|---------------------------|
| Alan B. Sadler   | County Judge              |
| Mike Meador      | Commissioner, Precinct #1 |
| Craig Doyal      | Commissioner, Precinct #2 |
| Ernest E. Chance | Commissioner, Precinct #3 |
| Ed Rinehart      | Commissioner, Precinct #4 |

DISTRICT COURTS:

|                    |  |
|--------------------|--|
| Fred Edwards       | Judge, 9 <sup>th</sup> Judicial District   |
| Lisa Michalk       | Judge 221 <sup>st</sup> Judicial District  |
| Cara Wood          | Judge 284 <sup>th</sup> Judicial District  |
| Kathleen Hamilton  | Judge 359 <sup>th</sup> Judicial District  |
| K. Michael Mayes   | Judge, 410 <sup>th</sup> Judicial District |
| Tracy Gilbert      | Judge, 418 <sup>th</sup> Judicial District |
| Michael T. Seiler  | Judge, 435 <sup>th</sup> Judicial District |
| Brett Ligon        | District Attorney                          |
| Barbara G. Adamick | District Clerk                             |

COUNTY COURTS AT LAW:

|                   |                               |
|-------------------|-------------------------------|
| Dennis Watson     | Judge, County Court at Law #1 |
| Luther J. Winfree | Judge, County Court at Law #2 |
| Patrice McDonald  | Judge, County Court at Law #3 |
| Mary Ann Turner   | Judge, County Court at Law #4 |
| Keith Stewart     | Judge, County Court at Law #5 |
| David Walker      | County Attorney               |
| Mark Turnbull     | County Clerk                  |

JUSTICE COURTS:

|                   |                               |
|-------------------|-------------------------------|
| Lanny Moriarty    | Justice of Peace, Precinct #1 |
| Grady Trey Spikes | Justice of Peace, Precinct #2 |
| Mary E. Connelly  | Justice of Peace, Precinct #3 |
| James Metts       | Justice of Peace, Precinct #4 |
| Matthew Masden    | Justice of Peace, Precinct #5 |

LAW ENFORCEMENT:

|                        |                        |
|------------------------|------------------------|
| Tommy Gage             | Sheriff                |
| Donnie O. Chumley      | Constable, Precinct #1 |
| Gene DeForest          | Constable, Precinct #2 |
| Tim Holifield          | Constable, Precinct #3 |
| Kenneth "Rowdy" Hayden | Constable, Precinct #4 |
| David H. Hill          | Constable, Precinct #5 |

FINANCIAL ADMINISTRATION:

|                             |                               |
|-----------------------------|-------------------------------|
| J.R. Moore, Jr.             | Tax Assessor-Collector        |
| Martha N. Gustavsen         | County Treasurer              |
| Phyllis L. Martin           | County Auditor <sup>1</sup>   |
| Carolyn Hooper <sup>2</sup> | Purchasing Agent <sup>1</sup> |

<sup>1</sup> Designates appointed official. All others are elected.

<sup>2</sup> New Purchasing Agent appointed during FY2011 – Darlou Zenor

